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Fubon's Homepage:https://www.fubon.com

Fubon Financial Holding Co., Ltd.

2025 Annual Report

Prepared by Fubon Financial Holding Co., Ltd.

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Name of overseas exchange where securities are listed: Bourse De Luxembourg
Method of inquiry for overseas securities: www.bourse.lu

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1. Letter to Shareholders

Dear Shareholders,

Looking back at the global economic landscape in 2025, U.S. President Donald Trump spearheaded various economic and trade reforms since taking office. Among these, tariff policies have significantly impacted international trade and supply chain strategies. Coupled with fluctuating tax rates, implementation timelines, and exemption scopes, these measures have contributed to notable shifts in the global political and economic environment. Taiwan's economic performance has been boosted by the AI technology boom. In 2025, Fubon Financial Holdings' net income reached NT$120.94 billion, with earnings per share of NT$8.37, leading the sector for the 17th consecutive year.

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 peers and cross-industry resources to enhance our financial service strength so as to provide diversified financial services for our customers. In the meantime, we are injecting innovative energy through FinTech, integrating financial holdings' resources, covering banking, insurance, and asset management services, as well as creating a diversified financial service platform and extending our reach to other regions in Asia. The merger between Fubon Asset Management and Jih Sun Securities Investment Trust was completed in April 2025, contributing to growth in the investment trust assets under management. We will continue to seek various cooperation opportunities in the future. In addition to improving the operations of the existing overseas businesses and focusing on Asia, Fubon Financial Holdings will continue to evaluate M&A and investment opportunities as we move steadily closer to our vision of becoming one of "Asia's first-class financial institutions".

Financial Sector Leader in EPS 17 Years in a Row

Looking back at 2025, shifts in U.S. economic and trade policies posed significant challenges to the traditional global political and economic systems. The implementation of reciprocal tariffs placed significant pressure on Taiwan's traditional industry exports, leading to fluctuations in the financial markets and regulatory measures in the housing sector, which in turn suppressed private consumption. However, benefiting from the wave of AI development and investment in computing power, there was robust demand for electronics and information communication products, resulting in a substantial increase in overall exports and boosting investments in related supply chains. Consequently, Taiwan's economic growth reached a 15-year high.

In 2025, Taiwan's economy continued to grow, alongside a vibrant stock market, which resulted in remarkable profitability for the financial industry. The subsidiaries of Fubon Financial Holdings continued to perform well. Fubon Financial Holdings' net income reached NT$120.94 billion, with earnings per share of NT$8.37, leading all financial holdings companies in Taiwan for the 17th 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 0.97% and 12.51%, respectively.

With Fubon Financial Holdings delivering steady profit performance, its consolidated total assets continued to maintain growth momentum and reached NT$12.8755 trillion at the end of December 2025, an increase of 7% from the end of 2024, and remained Taiwan's second largest financial holding company. The subsidiaries, including Taipei Fubon Bank, Fubon Securities, Fubon Insurance, Fubon Bank (Hong Kong), Fubon Bank (China), and Fubon Asset Management have all achieved record high profits for 2025.

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

In 2025, due to fluctuations in the global economic market, the New Taiwan Dollar experienced a rapid appreciation in the second quarter. This led to significant foreign exchange losses for life insurance companies with substantial overseas investments. To mitigate the impact of foreign exchange on profits, Fubon Life adjusted its foreign exchange valuation reserve in response to policy changes, ensuring stable operational performance. First-year premium reached approximately NT$113.53 billion in 2025, which ranked second in the industry. Total premium of NT$367.45 billion also ranked second in the industry. Furthermore, Fubon Life prioritized protection-oriented and regular-paid products, achieving first-year premium equivalent of NT$51.66 billion. Meanwhile, net income for 2025 was NT$62.65 billion, placing it at the top of the industry. To strengthen its capital base, Fubon Life issued US$650 million in subordinated bonds abroad through its wholly owned subsidiary in Singapore, which will continue to enhance its financial structure.

Considering policy-driven incentives, Fubon Life has established its presence in the "Kaohsiung Zone of the Asian Asset Management Center" as of July 2025, becoming one of the first insurance providers authorized to set up business trial operations. Fubon Life has launched life insurance products specifically designed for high-net-worth and international customers, addressing their needs for asset accumulation and wealth inheritance. Furthermore, in collaboration with Taipei Fubon Bank and several financial institutions, Fubon Life offers premium financing and policy financing solutions, thereby enhancing the efficiency of asset utilization and meeting the demand for asset inheritance, thus seizing opportunities in wealth management.

Overseas, the Fubon Life's subsidiary in Vietnam emphasizes localized operations, concentrating on the fulltime agent channel and developing the market of Taiwanese businessmen. Meanwhile, Fubon Hyundai Life Insurance is dedicated to the sales of protection-oriented and regular-paid products, while enhancing capital management and optimizing asset allocation to increase profitability. The Hong Kong subsidiary is focused on developing distinctive products to meet customer needs and is deepening collaboration with affiliated companies to leverage synergies.

Taipei Fubon Bank: Unleashes Core Competitiveness by Integrating Both Virtual and Physical Services, and Leverages Synergies to Achieve a Record High Profit

In 2025, the global economy and trade faced numerous challenges, including uncertainties in U.S. trade policies, divergent monetary policy directions among major central banks, ongoing geopolitical tensions, the persistent downturn in Mainland China's real estate market, and the Central Bank of the R.O.C. (Taiwan)'s concentration control on real estate. With prudent risk management and stable profitability at its core, Taipei Fubon Bank continued to expand its foundation, refine its operational model, and seize market opportunities to drive sustained business growth. This momentum propelled both annual revenue and net income to new historical highs.

Taipei Fubon Bank launched "Fubon+" APP in 2025 and has continued to optimize it, enhancing customer digital experience and satisfaction through one-stop financial services encompassing payments, financial management, and investment. It became one of the first financial institutions to establish a presence in the "Kaohsiung Zone of the Asian Asset Management Center", leveraging the collaboration with its financial holding subsidiaries to deepen wealth management operations for high-net-worth customers. In response to global supply chain restructuring and rising demand for cross-border financial services, the bank accelerated the expansion of its overseas presence. Its Korea representative office has officially opened, with efforts underway to accelerate the upgrade of the Australia Representative Office to a Sydney Branch. Preparations for the Tokyo and India branches are actively in progress. In addition, the bank offered diverse financial products and services to continuously support ESG sustainability initiatives.

Taipei Fubon Bank continuously refined its business model and actively strived for innovation to strengthen its financial services capabilities. The bank has received recognition from domestic and international professional institutions and media outlets in areas such as wealth management, digital finance, green lending, information security, and corporate sustainability.

Fubon Securities: Diversified Development, Strengthened Market Position, and Comprehensive Wealth Management Transformation

After experiencing fluctuations, the global stock market rebounded swiftly in 2025, with the indices rising. Fubon Securities reported a net income of NT$10.59 billion for the year, surpassing NT$10 billion for the 2nd consecutive year, setting a new historical record since its establishment in 1988. The earnings per share stood at NT$6.51, maintaining its position as the leading brokerage firm. Fubon Securities retained its position among the top three in key business market rankings, with its underwriting market share for Taiwanese bonds soaring to the first place, and its positions in margin financing, securities lending, and the emerging stock market remained stable at the second place. The brokerage market share held steady at the third place, reflecting consistent growth momentum.

In addition to impressive profits, Fubon Securities has also achieved remarkable results in its dual transformation towards sustainability and digitalization. It has been awarded the Executive Yuan's "National Sustainable Development Award", the highest honor for sustainability in the country. Furthermore, it has won the "Outstanding ESG Sustainability Award" at the Golden Goblet Award, known as the "Oscars of the securities industry", for the 2nd consecutive year. Fubon Securities has also excelled in the field of digital finance, receiving the Financial Supervisory Commission's "Financial Education Contribution Award-Best Innovation Gold Award", which underscores its leadership in sustainability and innovation.

Looking ahead to 2026, Fubon Securities aims to significantly enhance customer service and experience through its next-generation APP–Fubon AI PRO. Fubon Securities will drive a comprehensive transformation in wealth management by establishing a new wealth management team that collaborates with sales personnel to manage core customer segments, while utilizing digital methods for non-core segments to expand the wealth management revenue. The proprietary trading business will increase the scale of quantitative positions and enhance risk tolerance in directional trading to pursue higher returns. Meanwhile, the investment banking division will continue to strive for high-quality projects. In the future, Fubon Securities will persist in strengthening the group collaboration, deepening cross-domain ecosystem management and creating synergies.

Fubon Insurance: Market Share Reaches 23.7%, Ranking No. 1 in the Market for 44 Consecutive Years

In 2025, Fubon Insurance continued its steady growth, achieving a net income of NT$6.97 billion. By leveraging the advantages of group resources and diverse channels, Fubon Insurance maintains its position as the market leader in the non-life insurance market, with written premiums reaching NT$67.67 billion, reflecting 5% growth and a market share of 23.7%.

Fubon Insurance continues to deepen its customer-centric digital strategy. In 2025, Fubon Insurance launched "FacePass", an innovative service integrating AI facial recognition, becoming the first insurer to pilot digital identity verification and signing. Fubon Insurance enhanced digital claims services by introducing AI collaboration, effectively reducing processing days for compulsory insurance claims. With long-term dedication to financial and loss prevention technologies, Fubon Insurance assists customers in addressing climate disaster risks. By the end of 2025, Fubon Insurance had secured a total of 56 patents, the highest number in the property and casualty insurance industry.

Fubon Insurance effectively harnesses the cross-selling resources within its group to enhance operational synergies. Collaborating with Fubon Life, Fubon Insurance promotes digital policy issuance tools to optimize business efficiency. By connecting with Taipei Fubon Bank, Fubon Insurance drives online sales of auto insurance and travel insurance. Fubon Insurance has strengthened collaboration with Fubon Securities by integrating securities account opening portals into insurance purchase scenarios, enhancing convenience for policyholders. In addition, Fubon Insurance partners with Taiwan Mobile on cybersecurity risk services to help corporate customers strengthen online risk management.

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 Reinsurance Labuan has successfully started its operations in 2024, and contributed to a more comprehensive Southeast Asian strategy for Fubon Insurance and established a new landmark achievement.

Fubon Bank (Hong Kong): Diversified Business Layout Driving Growth
Fubon Bank (China): Steady Progress with Sustained Growth
Despite facing global economic uncertainties and challenges such as increased tariffs and interest rate cuts in the U.S., Hong Kong's economy continued to grow in 2025, supported by rising exports, improved domestic demand, and a boost in cross-border financial activities. Fubon Bank (Hong Kong) actively expanded its asset base and strengthened its wealth management momentum, driving double-digit growth in both annual revenue and net income. In addition to expanding its domestic and overseas customer base through new wealth management centers and a dedicated cross-border banking division, the bank deepened engagement with the existing customers to enhance penetration rates. It continuously enriched its product offerings and elevated service standards across physical channels. Concurrently, it optimized mobile banking operations through functional upgrades, launched mobile payment services to meet customer needs, and initiated a Gen AI toolkit platform pilot program to accelerate AI applications.

Despite facing challenges in 2025 stemming from external uncertainties and the need to strengthen domestic demand, Fubon Bank (China) remained committed to serving Taiwan-funded enterprises and the real economy. The bank deepened its market operations by leveraging a clear market positioning, differentiated business features, exceptional service experiences, a comprehensive network layout, and a full range of licenses, among other diverse advantages, to promote simultaneous growth in asset scale and net income. On one hand, Fubon Bank (China) actively enhanced its ability to attract new customers and deepens its engagement with existing customers, thereby improving the competitiveness of its corporate banking services and increasing market share among Taiwan-funded enterprises. On the other hand, the bank optimized its online platform, integrated online and offline services, and refined its customer management to advance its retail banking business model. This approach allows the bank to capitalize on market opportunities and meet customer needs, aiming at creating the most convenient financial platform.

Fubon Asset Management: Delivering Product Innovation and Expanding Distribution Channels to Provide Diverse Solutions for Financial Needs Across All Life Stages
In 2025, despite challenges such as geopolitical risks and U.S. tariff policies, Fubon Asset Management surpassed NT$1 trillion in total assets under management in September 2025, marking a new milestone. In terms of the asset management business, Fubon Asset Management promoted differentiated product marketing and continued to expand and deepen its distribution channels through funds with distinctive features and strong performance, thereby enhancing market share and competitiveness across products. In addition, it continued to grow its discretionary investment business for non-government institutional customers to further increase assets under management. In terms of business investments, Founder Fubon Fund Management continued to broaden its customer base for money market funds. Fubon Fund Management (Hong Kong), through close collaboration within the Group, demonstrated the synergistic benefits of cross-border cooperation, and Fubon Private Equity actively developed niche products.

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 about 147.24% in 2025, well above the minimum capital requirement of 100%.

At the end of 2025, Taipei Fubon Bank's BIS ratio reached 15.30%, demonstrating a strong capital structure. Asset quality was also maintained at an excellent level with its NPL ratio of 0.12% and coverage ratio of 1,098.87% at the end of 2025.

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.

The ratings of various rating agencies in 2025 are shown below:

Rating Type	Rating Agency	Credit Rating		Outlook	Effective Date
		Long-term	Short-term		
International	Moody's	Baa1	-	Stable	2025/07/07
	S&P Global Ratings	BBB+	A-2	Stable	2025/12/02
Domestic	Taiwan Ratings Corp.	twAA	twA-1+	Stable	2025/12/02

Leading Green Finance by Integrating with the International Community to Expand Sustainability Impact

Fubon Financial Holdings leads sustainable finance with four key strategies: Decarbonization, Digitalization, Empowerment, and Connection. In addition to regularly publishing Task Force on Climate-related Financial Disclosures (TCFD), the company has also participated in the Partnership for Carbon Accounting Financials (PCAF), the Asia Investor Group on Climate Change (AIGCC), the Taskforce on Nature-related Financial Disclosures (TNFD), and the Partnership for Biodiversity Accounting Financials (PBAF). These initiatives align with global trends and collectively address challenges. Furthermore, since 2022, Fubon Financial Holdings has been a member of RE100, committing to 100% renewable energy usage at all domestic and international locations by 2040, demonstrating its determination to achieve net-zero emissions.

In the realm of investment, financing, and underwriting, Fubon accelerated the decarbonization timetable in 2025, aiming to phase out the coal-related industries by the end of 2030 and to phase out unconventional oil and gas companies by the end of 2040, except for those that have met the conditions such as proposing a low-carbon transition plan consistent with the Paris Agreement. This initiative is aimed at collaborating with industries for sustainable transformation.

Fubon Financial Holdings has organized the Supplier ESG Conference for the 8th consecutive year. In 2025, it launched the "Fubon Supplier Sustainability Partnership Action Declaration" for the first time, where large companies lead small ones in building a sustainable value chain.

Fubon Financial Holdings also promotes sustainability through "Run For Green®", integrating four major marathon events. In 2025, the initiative exceeded its goal by planting 100,000 trees and further committed to an additional 20,000 trees. For raising climate awareness and advancing environmental education, Fubon also pioneered innovative carbon credit applications by providing carbon offsets for the National Taiwan University Net Zero Tech International Contest and marathon events, demonstrating its commitment to sustainability through concrete action.

Continuous Dedication to Sustainable Practices Has Proven Highly Effective Ranked 32nd Among the World's Most Sustainable Companies

Fubon Financial Holdings applies international standards for its sustainable operational initiatives. The achievement has been recognized by the world. We have been selected as a constituent of the Dow Jones Best-in-Class World Index for the 8th consecutive year, and the total score performance continues to rank among the top 2% of the global insurance industry (i.e., PR98). We have also been selected as a constituent of the Dow Jones Best-in-Class Emerging Markets Index for the 9th consecutive year. Fubon has also been recognized by TIME as one of the "World's Most Sustainable Companies" for the 2nd consecutive year, ranking 32nd globally across various industries and 4th among global financial industry (Banking, Insurance & Financial Services Industry) in 2025.

Richard M. Tsai, Chairman of Fubon Financial Holdings, has been named one of the "Top 100 CEOs in Taiwan" by "Harvard Business Review" for three times. Since 2022, he has also been recognized as the "Best CEO" for the 4th consecutive year by "Extel" (formerly Institutional Investor Research). In 2025, he further received "The Asset's Best CEO Award", honoring his leadership and contribution to corporate sustainability.

Outstanding Performance of Subsidiaries Recognized by Numerous Awards

Fubon Financial Holdings, together with its subsidiaries, is advancing comprehensive sustainability initiatives. Fubon Life has conducted surveys for the 5th consecutive year to investigate the waste in Taiwan's rivers and safeguard water resources. Taipei Fubon Bank is leading the industry with the development of a "Climate Risk

Management System", helping corporate customers enhance climate resilience. Fubon Securities is contributing to biodiversity conservation through its "Waterbird Protection Initiative" in wetland habitats. Fubon Insurance has integrated typhoon warning data from the Central Weather Administration to develop a "Typhoon Wind Hazard Assessment System", enabling policyholders to better identify risks before disasters and plan preventive measures in advance.

Fubon Life has been awarded "Taiwan's Best Life Insurance Company" by "World Finance" for fourteen times, selected as "Insurance 100 2025" by "Brand Finance" for the 9th consecutive year, and selected as "Dragon and Phoenix Insurance Awards-Most Admired Insurance Company–1st Place in the Back Office Support category and Field Representative Support category" for fourteen times. Fubon Life has also been awarded the top 25% of the insurance companies in the "Assessment of the Implementation of Treating Customers Fairly Principles" by "Financial Supervisory Commission".

Taipei Fubon Bank has been recognized by "Brand Finance" as one of the "Global 500 Banking Brands" for the 8th consecutive year. In addition, it has been selected by "Euromoney" as "Taiwan's Best Bank for ESG" for the 4th consecutive year. The bank was honored with the "BSI Digital Trust Award – Excellence in Digital Trust" by the "British Standards Institution (BSI) Taiwan". The bank has also been awarded the top 25% of banks in the "Assessment of the Implementation of Treating Customers Fairly Principles" by "Financial Supervisory Commission" for the 3rd consecutive year.

Fubon Securities has received "Wealth Magazine's Best Wealth Management Award" for the 8th consecutive year and the "Best Digital Finance Award" for the 3rd consecutive year. It has also been honored with "Commercial Times Digital Information Security Award" for the 5th consecutive year, and recognized by the "Financial Supervisory Commission" as the "Outstanding F-ISAC Member in Information Sharing for 2024". In addition, Fubon Securities received "The Asset's Best ETF Market Maker Award".

Fubon Insurance proudly announced its achievement of the "Dragon and Phoenix Insurance Awards 2025 – Most Admired Property Insurance Company –1st Place" awarded by "Risk Management, Insurance & Finance" for fourteen times. Fubon Insurance was also awarded the "2025 Insurance Faith, Hope & Love Awards – Special Award for Best Insurance Company of the Year", and ranked in the top 25% of insurers in the "Financial Supervisory Commission's Assessment of the Implementation of Treating Customers Fairly Principles". In addition, Fubon Insurance received "The Asset's Best Social Responsibility Award".

Foundations Continue to Expand Positive Influence through Holistic Public Welfare Platform

Fubon Financial Holdings positions itself as a "social catalyst", continuously building a holistic public welfare platform through its foundations to embody the brand spirit of "Be positive All possible" through concrete actions.

The Fubon Charity Foundation has long been committed to social assistance. Through the "Making Friends with Love" campaign and the "Sports Dream" Program, it supports students in rural areas, enabling them to pursue education with peace of mind and bravely chase their dreams. The foundation also safeguards disadvantaged families through the "Emergency Relief Fund", while the "Fubon Social Welfare Ambassador" program works alongside social welfare organizations to mobilize support from all directions and fulfill its mission of caring for the underprivileged.

The Fubon Cultural and Educational Foundation focuses on children's and youth education. Through the "Financial Literacy Online Learning School" and school outreach programs, the foundation promotes sound financial concepts, reaching more than 8,000 participants. It also presented the "WhooGuPo" immersive play experience at the National Taiwan Science Education Center, attracting 35,000 parents and children. Through diverse educational approaches, the foundation is committed to cultivating the next generation's communication skills and independent thinking abilities.

The Fubon Art Museum continues to advance international curatorial collaboration and expand the public impact of art through integrated educational outreach. Its exhibitions and events attracted more than 300,000 visits throughout the year. Meanwhile, the Fubon Art Foundation focuses on supporting creators and

revitalizing cultural spaces for public sharing. By aligning with the museum's curatorial vision and capacity, it is gradually establishing a long-term link between cultural initiatives and corporate sustainability.

The Taipei Fubon Bank Charity Foundation has long been committed to social welfare initiatives. It organizes the "Fubon Jiazi Cup" table tennis, Go, and gateball competitions to promote physical and mental well-being of the elderly. The foundation also hosts the "Fubon Artistic Achievement Awards for the Disabled", supporting individuals with disabilities in showcasing their talents. Through these efforts, it embodies the principle of "giving back to society what one reaps from it" and contributes to creating the common good of society.

The Shanghai Fubon Charity Foundation focuses on the theme of "gathering strength and achieving the future" through various charitable initiatives. It is dedicated to providing physical and mental support to women and the elderly, offering educational assistance from kindergarten to higher education, and implementing targeted poverty alleviation efforts in remote areas, as well as responding to significant disasters.

Taiwan's Economic Growth Momentum is Robust and Consistent
Continuing to Improve Customer Service, Product Diversification

Looking ahead to 2026, the rapid development of AI applications is expected to continue driving capacity expansion across Taiwan's related supply chains, sustaining momentum in both exports and private investment. Although growth rates will moderate due to a high base effect, domestic inflation is gradually easing, while minimum wage adjustments and wealth effects from the stock market are expected to boost private consumption and support steady economic expansion. Taiwan's actual economic performance, however, remains contingent upon U.S. economic and trade policies as well as changes in global end-market demand.

By leveraging synergies from the "merger of two financial holding companies", Fubon Financial Holdings aims to expand its customer base, balance its business development, and diversify its revenue sources, ultimately providing customers with superior and varied products and services.

The key strategies and goals for 2026 for Fubon Financial Holdings' main subsidiaries are as follows:

(1) Fubon Life: In 2026, the global economy faces numerous uncertainties. Fubon Life will respond to market developments by adjusting its product strategies, strengthening its self-owned distribution channels, and reinforcing external partnerships. Fubon Life will also launch innovative digital services to elevate the user experience, while leveraging technologies such as AI to optimize operational processes. Meanwhile, Fubon Life will continue to implement responsible investment and environmental sustainability initiatives, contributing financial support to mitigating climate change.

(2) Taipei Fubon Bank: The bank will strengthen revenue growth through five key operational pillars—expanding its customer base and advancing segmented customer management to boost business momentum, developing new overseas markets in major regional hubs and enhancing its financial platforms, optimizing its domestic branch network, focusing on cross-selling to cardholders to improve customer acquisition, as well as accelerating the development and application of AI technologies. In addition, the bank will continue to enhance risk management to solidify its fundamentals and maximize welfare for shareholders, customers, employees, and society.

(3) Fubon Securities: Fubon Securities will drive a comprehensive transformation in wealth management to expand its business scale, and enhance its market position through AI applications and digital innovation. In proprietary trading, it aims to improve the performance of directional strategies while increasing the scale of non-directional positions. In investment banking, Fubon Securities will deepen customer segmentation management, actively pursue high-quality underwriting opportunities with strong growth potential, and leverage the group resources to broaden the scope of customer services.

(4) Fubon Insurance: Fubon Insurance will continue to leverage the positive impact of insurance, fulfill social responsibility, and advance sustainable development. Fubon Insurance will further strengthen risk management to maintain stable profitability, stay ahead of market trends, pursue digital transformation, and build a comprehensive financial ecosystem. In overseas operations, Fubon Insurance will focus on disciplined underwriting to ensure business quality, offer diversified insurance products, and develop multiple distribution

channels to capture opportunities for business growth and profitability.

(5) Fubon Bank (Hong Kong): The bank will strengthen revenue momentum by optimizing its loan and bond investment portfolios and enhancing its wealth management operating model. The bank will also strictly control operating expenses and reinforce risk management, while increasing technology investment to advance its digital capabilities. In addition, deeper collaboration with other Fubon Financial Holdings subsidiaries will further enhance overall competitiveness and support sustainable profitability growth.

(6) Fubon Bank (China): The bank will continue to enhance organizational optimization, integrate resources to strengthen its corporate banking momentum, and expand customer coverage. It will further refine its customer, product, and channel operating models to improve the competitiveness of its retail banking business and increase wealth management revenue. In addition, enhanced collaboration between the head office and branches, between corporate and retail banking, and between onshore and offshore operations will further drive profit growth.

(7) Fubon Asset Management: In response to regulatory liberalization from competent authorities and the policy of establishing an "Asian Asset Management Center", Fubon Asset Management continues to monitor market trends and opportunities arising from regulatory changes, and focuses on developing strategic products with potential for growth and trends, while also promoting diversified sales strategies and expanding its customer channels. The overall asset management scale is expected to achieve stable growth.

Looking forward to 2026, 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 the demonstrating of 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

2. Corporate Governance Report

2.1 Background information of Directors, the President, Executive VPs, First VPs, and heads of departments and branch offices

2.1.1 Information about directors

(1) Directors' information table

February 28, 2026
Unit: share; %

Title	Nationality or Place of Registration	Name	Gender Age	On-Board Date	Term of Office	Date First Elected	Time Elected Shares Held		Current Shareholding		Shares Currently Held by Spouses and/or Children of Minor Age		Shares held in the Name of Others		Education and Major Past/Current Position	Position(s) Held Concurrently in the Company and/or in Any Other Company	Any Other Supervisor, Director, or Supervisor Who is a Spouse or a Relative Within the Second Degree of Kinship of This Person			Remarks
							Shares held	Shareholding percentage	Shares held	Ratio of shareholding	Shares held	Shareholding percentage	Shares held	Ratio of shareholding			Title	Name	Relation	
Chairman	R.O.C.	Richard M. Tsai	Male 68	2023.06.09	to 2026.06.08	2001.12.19	390,926,989 *74,564	3.15 *0.00	441,771,929 *74,564	3.15 *0.00	39,802,723	0.28	-	-	• The Pontifical Order of Pope Saint Sylvester • D.B.A. honoris causa, Fu Jen Catholic University • Ph.D. honoris causa, Taipei Medical University • Ph.D. honoris causa, National Yang Ming Chiao Tung University • MBA, Stern School of Business, NYU • Bachelor of Commerce, National Taiwan University • Chairman of Fubon Life Insurance Co., Ltd. • Chairman of Fubon Securities Co., Ltd. • Vice Chairman of Fubon Insurance Co., Ltd. • Chairman of Taiwan Mobile Co., Ltd. • Chairman of Fubon Bank (Hong Kong) Ltd. • Chairman of Fubon Sports & Entertainment Co., Ltd. • Chairman of Fubon Financial Holding Venture Capital Corp.	• Chairman of Taipei Fubon Commercial Bank Co., Ltd. • Vice Chairman of Fubon Bank (Hong Kong) Ltd. • Director of Taiwan Mobile Co., Ltd (Public-listed company) • Director of Ming Dong Co., Ltd. • Director of Dao Ying Co., Ltd. • Director of Tien Chien Co., Ltd. • Director of Ti Kun Co., Ltd. • Director of Hsi Po Lai Co., Ltd. • Director of Yi Fu So Co., Ltd. • Director of Chung Shing Development Co., Ltd. • Director of Fubon Direct Broker Consulting Co., Ltd. • Director of Kuo Chi Investment Co., Ltd. • Director of Taiwan Fixed Network Co., Ltd. • Director of TCCI Investment & Development Co., Ltd. • Director of CHO Pharma, Inc. • Director of Himalaya Venture Fund Corp. • Director of Everbright Biofund Investment Co., Ltd. • Chairman of Fubon Life Art Museum Foundation • Director of Taiwan Telecommunications Industry Development Association • Director of NTU Alumni Ventures Co., Ltd. • Director of Pinnacle Zone Limited	Director Director	Daniel M. Tsai Chris Tsai	Brothers Father and son	

Title	Nationality or Place of Registration	Name	Gender Age	On-Board Date	Term of Office	Date First Elected	Time Elected Shares Held		Current Shareholding		Shares Currently Held by Spouses and/or Children of Minor Age		Shares held in the Name of Others		Education and Major Past/Current Position	Position(s) Held Concurrently in the Company and/or in Any Other Company	Any Other Supervisor, Director, or Supervisor Who is a Spouse or a Relative Within the Second Degree of Kinship of This Person			Remarks
							Shares held	Shareholding percentage	Shares held	Ratio of shareholding	Shares held	Shareholding percentage	Shares held	Ratio of shareholding			Title	Name	Relation	
															• Chairman of Taiwan Fixed Network Co., Ltd. • Chairman of Taiwan Cellular Co., Ltd. • Vice Chairman of Taipei Fubon Commercial Bank Co., Ltd. • Chairman of Fubon Asset Management Co., Ltd.	• Director of Castle Lion Investments Limited • Director of Cosgrove Global Limited • Director of Eagle Legacy Limited • Director of Globotex International Limited • Director of Key Gain Limited • Director of Lucky Way Limited • Director of Oceana Glory Limited • Director of Orientland International Limited • Director of Rainbow Cheer Limited • Director of Ultimate Epoch Limited				
Vice Chairman	R.O.C.	Ming Dong Co., Ltd. Representative: Ming-Chung Tseng	— Male 67	2023.06.09 2024.03.14	to 2026.06.08	2002.02.06 2024.03.14	1,033,429,378 -	8.34 -	1,167,839,785 -	8.34 -	-	-	-	-	• Ph.D. in Business Administration, Taipei University • Chair Professor, Department of Business, National Taipei University • Legislator of Legislation Yuan • Commissioner of Financial Supervisory Commission • Political Deputy Minister, Ministry of Finance and Chairman of the Board of Directors of Taiwan Financial Holdings and Bank of Taiwan • Administrative Deputy Minister, Ministry of Finance and the Executive Secretary of the National Security Fund • Director General of Financial Examination Bureau, Financial Supervisory Commission • Doputy Director General of Banking Bureau, Financial Supervisory	• Chairman of Fubon Insurance Agency Co., Ltd.	-	-	-	

Title	Nationality or Place of Registration	Name	Gender Age	On-Board Date	Term of Office	Date First Elected	Time Elected Shares Held		Current Shareholding		Shares Currently Held by Spouses and/or Children of Minor Age		Shares held in the Name of Others		Education and Major Past/Current Position	Position(s) Held Concurrently in the Company and/or in Any Other Company	Any Other Supervisor, Director, or Supervisor Who is a Spouse or a Relative Within the Second Degree of Kinship of This Person			Remarks
							Shares held	Shareholding percentage	Shares held	Ratio of shareholding	Shares held	Shareholding percentage	Shares held	Ratio of shareholding			Title	Name	Relation	
															Commission • President of Taiwan Cooperative Bank • Vice President of Taiwan Cooperative Bank					
Director	R.O.C.	Daniel M. Tsai	Male 69	2023.06.09	to 2026.06.08	2001.12.19	368,774,386 (Including 100,000,000 shares entrusted for purposes yet to be determined) *2,500,000	2.98 *0.16	304,408,354 (Including 100,000,000 shares entrusted for purposes yet to be determined) *2,500,000	2.89 *0.16	38,431,320	0.27	-	-	• J. D. honoris causa, Georgetown University • J. D. honoris causa, National Taiwan University • J. D. honoris causa, Fu Jen Catholic University • D.B.A. honoris causa, Tunghai University • Master of Laws, Georgetown University • B.A. Legal Science, National Taiwan University • Chairman of Fubon Insurance Co., Ltd. • Chairman of Taipei Fubon Commercial Bank Co., Ltd. • Chairman of Fubon Financial Holding Co., Ltd. • President of Fubon Financial Holding Venture Capital Corp. • Chairman of Fubon Land Development Co., Ltd. • Chairman of Taipei New Horizon Co., Ltd. • Vice Chairman of Fubon Bank (Hong Kong) Ltd. • Chairman of Fubon Bank (China) Co., Ltd.	• Chairman of Fubon Bank (Hong Kong) Limited • Director of Fubon Life Insurance Co., Ltd. • Director of Fubon Bank (China) Co., Ltd. • Chairman of Taiwan Mobile Co., Ltd. (Public-listed company) • Chairman of Momo.com Inc. (Public-listed company) • Chairman of Ming Dong Co., Ltd. • Chairman of Dao Ying Co., Ltd. • Chairman of Tien Chien Co., Ltd. • Chairman of Ti Kun Co., Ltd. • Chairman of Hsi Po Lai Co., Ltd. • Chairman of Yi Fu So Co., Ltd. • Chairman of Chung Shing Development Co., Ltd. • Chairman of Fubon Direct Broker Consulting Co., Ltd. • Chairman of Kuo Chi Investment Co., Ltd. • Chairman of TCCI Investment & Development Co., Ltd • Chairman of TFN Media Co., Ltd. • Chairman of Taiwan Cellular Co., Ltd. • Director of Win TV Broadcasting Co., Ltd. • Chairman of Taiwan Fixed Network Co., Ltd. • Chairman of Wealth Media Technology Co., Ltd. • Director of Taiwan Digital Service Co., Ltd. • Director of Taiwan Teleservices & Technologies Co., Ltd. • Chairman of Tun Fu Co., Ltd. • Chairman of Fubon Sports & Entertainment Co., Ltd. • Chairman of Fubon Financial Holding Venture Capital Corp. • Chairman of the Taiwan Mobile Foundation	Chairman	Richard M. Tsai	Brothers	

Title	Nationality or Place of Registration	Name	Gender Age	On-Board Date	Term of Office	Date First Elected	Time Elected Shares Held		Current Shareholding		Shares Currently Held by Spouses and/or Children of Minor Age		Shares held in the Name of Others		Education and Major Past/Current Position	Position(s) Held Concurrently in the Company and/or in Any Other Company	Any Other Supervisor, Director, or Supervisor Who is a Spouse or a Relative Within the Second Degree of Kinship of This Person			Remarks
							Shares held	Shareholding percentage	Shares held	Ratio of shareholding	Shares held	Shareholding percentage	Shares held	Ratio of shareholding			Title	Name	Relation	
																• Chairman of the National Taiwan University Law Foundation • Chairman of the General Association of Friends of the Police of the Republic of China • Chairman of Taipei Cultural and Creative Foundation • Vice Chairman of Taiwan Telecommunications Industry Development Association • Executive Director of the Cross-Strait Entrepreneurs Summit • Director of University of Southern California, USA • Director of Cosgrove Global Limited • Director of Giver Concept limited • Director of Globotex International Limited • Director of Key Gain Limited • Director of Lucky Way Limited • Director of Orientland International Limited • Director of Rainbow Cheer Limited • Director of Centre for Asian Philanthropy and Society Limited • Director of Ultimate Epoch Limited				
Director	R.O.C.	Ming Dong Co., Ltd. Representative: Jerry Harn	— Male 64	2023.06.09 2023.06.09	to 2026.06.08	2002.02.06 2011.01.21	1,033,429,378 3,169,333 *188,671	8.34 0.03 *0.01	1,167,839,785 3,561,201 *188,671	8.34 0.03 *0.01	-	-	-	-	• M.B.A., The Ohio State University • Vice President, CitiBank, Taipei Branch • Senior Executive VP, CTBC Bank • Standing Director & President of Taipei Fubon Bank Commercial Co., Ltd. • Chairman of Fubon Securities Co., Ltd.	• Vice Chairman of Taipei Fubon Commercial Bank Co., Ltd. • Director of Fubon Securities Co., Ltd. • Non-Executive Director of Fubon Bank (Hong Kong) Limited • Director of Fubon Bank (China) Co., Ltd. • Director of Fubon Futures Co., Ltd. • Director of Fubon Fund Management (Hong Kong) Limited • Director of TFB Capital Co., Ltd. • Director of Fubon Sports & Entertainment Co., Ltd. • Director of Fubon Stadium Co., Ltd. • President and Chief Financial Officer of Fubon Financial Holding Co., Ltd. . (Public-	-	-	-	

Title	Nationality or Place of Registration	Name	Gender Age	On-Board Date	Term of Office	Date First Elected	Time Elected Shares Held		Current Shareholding		Shares Currently Held by Spouses and/or Children of Minor Age		Shares held in the Name of Others		Education and Major Past/Current Position	Position(s) Held Concurrently in the Company and/or in Any Other Company	Any Other Supervisor, Director, or Supervisor Who is a Spouse or a Relative Within the Second Degree of Kinship of This Person			Remarks
							Shares held	Shareholding percentage	Shares held	Ratio of shareholding	Shares held	Shareholding percentage	Shares held	Ratio of shareholding			Title	Name	Relation	
																listed company)				
Director	R.O.C.	Ming Dong Co., Ltd. Representative: Howard Lin	– Male 71	2023.06.09 2023.06.09	to 2026.06.08	2002.02.06 2016.10.12	1,033,429,378 336,042	8.34 0.00	1,167,839,785 379,748	8.34 0.00	-	-	-	-	• Ph.D., Chemical Engineering, Taiwan University • Vice Chairman of Fubon Life Insurance Co., Ltd. • Chairman of Fubon Financial Holding Venture Capital Corp. • Chairman of Momo.com Inc. • Chairman of Fubon Securities Investment Services Co., Ltd.	• Chairman of Fubon Life Insurance Co., Ltd. • Director of Fubon Asset Management Co., Ltd. • Director of Fubon Green Power Co., Ltd. • Director of Dacian Precision Co., Ltd. • Director of Probright Technology Inc. • Supervisor of NTU Ventures	-	-	-	
Director	R.O.C.	Ming Dong Co., Ltd. Representative: Chris Tsai	– Male 39	2023.06.09 2023.06.09	to 2026.06.08	2002.02.06 2023.06.09	1,033,429,378 -	8.34 -	1,167,839,785 -	8.34 -	-	-	20,459,392	0.15	• B.S., Economics, The Wharton School of the University of Pennsylvania • Chairman of Fubon Sports & Entertainment Co., Ltd. • Chairman of Fubon Stadium Co., Ltd. • President of Fubon Financial Holding Venture Capital Co., Ltd. • Director of Fubon Insurance Co., Ltd.	• Vice Chairman of Fubon Life Insurance Co., Ltd. • Vice Chairman of Fubon Sports & Entertainment Co., Ltd. • Director of Fubon Asset Management Co., Ltd. • Director of Eternal Hope Limited • Director of Immanuel Investment Ltd. • Director of Appworks Ventures Co., Ltd. • Director of Taiwan Professional Basketball Development Co. Ltd. • Director of Rhema International Ltd. • Independent Director of ELAN Microelectronics Corp.	Chairman	Richard M. Tsai	Father and son	
Director	R.O.C.	Taipei City Government Representative: Hsiao-Lan Hu	– Female 50	2023.06.09 2023.10.19	to 2026.06.08	2003.02.14 2023.10.19	1,619,904,447 -	13.07 -	1,830,593,268 -	13.07 -	-	-	-	-	• Master's in Land Economics, Chengchi University • Deputy Commissioner, Department of Finance, Taipei City Government • Deputy Director, National Property Administration, Ministry of Finance • Senior Executive Officer, National Property Administration, Ministry of Finance • Division Chief,	• Commissioner, Department of Finance, Taipei City Government • Director, Taipei Rapid Transit Corporation	-	-	-	

Title	Nationality or Place of Registration	Name	Gender Age	On-Board Date	Term of Office	Date First Elected	Time Elected Shares Held		Current Shareholding		Shares Currently Held by Spouses and/or Children of Minor Age		Shares held in the Name of Others		Education and Major Past/Current Position	Position(s) Held Concurrently in the Company and/or in Any Other Company	Any Other Supervisor, Director, or Supervisor Who is a Spouse or a Relative Within the Second Degree of Kinship of This Person			Remarks
							Shares held	Shareholding percentage	Shares held	Ratio of shareholding	Shares held	Shareholding percentage	Shares held	Ratio of shareholding			Title	Name	Relation	
															Department of Finance, Taipei City Government • Director of Century Development Corporation, CDC					
Director	R.O.C.	Taipei City Government Representative: Tang-Kai Lien	— Male 40	2023.06.09 2023.06.09	to 2026.06.08	2003.02.14 2022.12.28	1,619,904,447 -	13.07 -	1,830,593,268 -	13.07 -	-	-	-	-	• Bachelor of Law, Chengchi University • Managing Attorney of Taiho Law Firm • Supervisor of DKY Machinery Co., Ltd.	• Commissioner, Department of Legal Affairs, Taipei City Government • Supervisor of Taipei Metro Recreation Enterprise Co., Ltd.	-	-	-	
Director (Note 2)	R.O.C.	Taipei City Government Representative: Wen-Shu Su	— Male 56	2023.06.09 2025.01.16	至2026.06.08	2003.02.14 2025.01.16	1,619,904,447 -	13.07 -	1,830,593,268 -	13.07 -	-	-	-	-	• Master of Business Administration in Accounting, Tamkang University • Commissioner, Department of Accounting, Ministry of Agriculture • Director, Accounting Office, Council of Agriculture, Executive Yuan • Deputy Commissioner, Department of Accounting, Ministry of Education • Chief, Administrative Services Office, Directorate General of Budget, Accounting and Statistics, Executive Yuan • Commissioner, Department of Budget, Accounting and Statistics, Hsinchu City Government • Senior Specialist, Directorate General of Budget, Accounting and Statistics, Executive Yuan	• Commissioner, Department of Budget, Accounting and Statistics, Taipei City Government	-	-	-	
Independent Director	R.O.C.	Shin-Min Chen	Male 70	2023.06.09	to 2026.06.08	2017.06.16	-	-	-	-	-	-	-	-	• Ph.D. in Legal Science, (Dr. jur.), University of Munich, Germany • B.A. Legal Science, Taiwan University	• Honorary Chair Professor of Fu Jen Catholic University School of Law	-	-	-	

Title	Nationality or Place of Registration	Name	Gender Age	On-Board Date	Term of Office	Date First Elected	Time Elected Shares Held		Current Shareholding		Shares Currently Held by Spouses and/or Children of Minor Age		Shares held in the Name of Others		Education and Major Past/Current Position	Position(s) Held Concurrently in the Company and/or in Any Other Company	Any Other Supervisor, Director, or Supervisor Who is a Spouse or a Relative Within the Second Degree of Kinship of This Person			Remarks
							Shares held	Shareholding percentage	Shares held	Ratio of shareholding	Shares held	Shareholding percentage	Shares held	Ratio of shareholding			Title	Name	Relation	
															• The Honorable Justice of the Constitutional Court, Judicial Yuan • Advisory Committee Member, Mainland Affairs Council, Executive Yuan • Member of Central Committee Against Corruption, Executive Yuan • Member of Legal Affairs Committee, Executive Yuan – Member • Institutum Iurisprudentiae, Academia Sinica – Research Professor • Independent Director of Fubon Securities Co., Ltd. • National Taiwan University –Adjunct Professor • National Taiwan Normal University – Research Fellow and Professor • Department of Law, Ming Chuan University – Adjunct Professor • Department of Law, Chinese Culture University – Adjunct Professor • Postdoctoral Fellow (Fulbright Scholarship), Harvard University, United States • Vsiting Scholar, School of Asian and African studies, University of London. • Award of :Ten Outstanding Young Men of Taiwan(1985) • Knight of Agricultural Honor of France					

Title	Nationality or Place of Registration	Name	Gender Age	On-Board Date	Term of Office	Date First Elected	Time Elected Shares Held		Current Shareholding		Shares Currently Held by Spouses and/or Children of Minor Age		Shares held in the Name of Others		Education and Major Past/Current Position	Position(s) Held Concurrently in the Company and/or in Any Other Company	Any Other Supervisor, Director, or Supervisor Who is a Spouse or a Relative Within the Second Degree of Kinship of This Person			Remarks
							Shares held	Shareholding percentage	Shares held	Ratio of shareholding	Shares held	Shareholding percentage	Shares held	Ratio of shareholding			Title	Name	Relation	
Independent Director	R.O.C.	Shu-Hsing Li	Male 64	2023.06.09	to 2026.06.08	2020.06.12	-	-	-	-	-	-	-	-	• Ph.D., New York University • B.B.A., Chengchi University • President, Taiwan Accounting Association • Vice President for Financial Affairs, Taiwan University • Dean of College of Management, Taiwan University • Chairperson, Department of Accounting, Taiwan University • Professor, Department of Accounting, National Taiwan University • Assistant Professor, Department of Accounting, Rutgers University • Chair Professor of Accounting and Dean of College of Management, Tunghai University	• Dean of College of Management, Chang Gung University • Independent Director of Healthconn Corp. • Independent Director of Sharehope Medicine Co., Ltd. • Independent Director of Alpha Networks Inc. • Director of EY Cultural and Educational Foundation	-	-	-	
Independent Director	R.O.C.	Li-Chuan Wang	Female 62	2024.06.14	to 2026.06.08	2024.06.14	-	-	-	-	-	-	-	-	• M.S., University of Illinois Urbana-Champaign • B.A.Business Administration,Taiwan University • Chief Auditor and Executive Vice President, Yang Ming Marine Transport Corp • Director-General and Deputy Director-General and Chief Secretary, Financial Examination Bureau, Financial Supervisory Commission • Director-General, Banking Bureau, Financial Supervisory Commission • Director of Securities and Futures Bureau, Financial Supervisory Commission	• Independent Director, Taipei Fubon Commercial Bank Co., Ltd.	-	-	-	

Title	Nationality or Place of Registration	Name	Gender Age	On-Board Date	Term of Office	Date First Elected	Time Elected Shares Held		Current Shareholding		Shares Currently Held by Spouses and/or Children of Minor Age		Shares held in the Name of Others		Education and Major Past/Current Position	Position(s) Held Concurrently in the Company and/or in Any Other Company	Any Other Supervisor, Director, or Supervisor Who is a Spouse or a Relative Within the Second Degree of Kinship of This Person			Remarks
							Shares held	Shareholding percentage	Shares held	Ratio of shareholding	Shares held	Shareholding percentage	Shares held	Ratio of shareholding			Title	Name	Relation	
Independent Director	Canada	Paulus Siu-Hung Mok	Male 58	2023.06.09	to 2026.06.08	2023.06.09	-	-	-	-	-	-	-	-	• M.B.A., Queen's University • B. Soc. Sc., University of Hong Kong, • Chairman of Citibank Taiwan Limited and President of Citigroup Taiwan • Chairman of Citibank (HONG KONG) Limited • Director of Citibank (China) Co., Ltd. • Director of Citicorp International Limited • Director of Citicorp Financial Services Limited (HK) • Managing Director and Head of Greater China Financial Markets and Securities Services Business Group, Citibank N.A., Hong Kong • Managing Director and Head of Financial Markets Business Group/ Korea Regional Treasurer, Citibank Korea Inc. • Managing Director and Head of Financial Markets Business Group/ China Regional Treasurer, Citibank China Co. Ltd • Senior Trader and Vice President, Citibank N.A., Canada • Branch Acting Manager, HSBC Xiamen Branch	• Standing and Independent Director, Taipei Fubon Commercial Bank Co., Ltd. • Independent Director, Les enphants Co., Ltd.	-	-	-	

Title	Nationality or Place of Registration	Name	Gender Age	On-Board Date	Term of Office	Date First Elected	Time Elected Shares Held		Current Shareholding		Shares Currently Held by Spouses and/or Children of Minor Age		Shares held in the Name of Others		Education and Major Past/Current Position	Position(s) Held Concurrently in the Company and/or in Any Other Company	Any Other Supervisor, Director, or Supervisor Who is a Spouse or a Relative Within the Second Degree of Kinship of This Person			Remarks
							Shares held	Shareholding percentage	Shares held	Ratio of shareholding	Shares held	Shareholding percentage	Shares held	Ratio of shareholding			Title	Name	Relation	
Independent Director	R.O.C	Barry Chen	Male 61	2023.06.09	to 2026.06.08	2023.06.09	-	-	-	-	-	-	-	-	• M.S., Texas A&M University • General Manager, Hong Kong & Taiwan, Taiwan VMware Information Technology LLC • President of East Asia Region, Micro Focus Taiwan Co., Ltd. • Senior Assistant Vice President, Institute for Information Industry • Chairperson of Cloud Computing IoT Association of Taiwan	• Taiwan VMware Information Technology LLC. /General Manager, Hong Kong & Taiwan, Broadcom Software	-	-	-	
Independent Director	R.O.C	Kuang-Shih Yeh	Male 69	2023.06.09	to 2026.06.08	2023.06.09	11,950	0.00	13,503	0.00	6,749	0.00	-	-	• Ph.D., Carnegie Mellon University • M.P.A., University of Delaware • B.A., Taiwan University • Deputy Mayor, of Kaohsiung City Government • Professor of Graduate Institute of Technology, Innovation & Intellectual Property Management, National Chengchi University • Minister of Transportation and Communications R. O. C. • Professor of Department of Business Management, Sun Yat-sen University • Independent Director, Shanghai Orient Champion Healthcare Products Co., Ltd. • Vice Chairman, Shihlien Fine Chemicals Co., Ltd. • Independent Director, Synnex Technology International Corporation • Chairman of Asia Pacific Public Private	• Director, Xue Xue Institute Co., Ltd. • Independent Director, Clientron Corp. • Director of Shanghai Everjoy Health Group Co., Ltd. • Chair Professor, Chung Hua University • Director of PINTrust Co., Ltd.	-	-	-	

Title	Nationality or Place of Registration	Name	Gender Age	On-Board Date	Term of Office	Date First Elected	Time Elected Shares Held		Current Shareholding		Shares Currently Held by Spouses and/or Children of Minor Age		Shares held in the Name of Others		Education and Major Past/Current Position	Position(s) Held Concurrently in the Company and/or in Any Other Company	Any Other Supervisor, Director, or Supervisor Who is a Spouse or a Relative Within the Second Degree of Kinship of This Person			Remarks
							Shares held	Shareholding percentage	Shares held	Ratio of shareholding	Shares held	Shareholding percentage	Shares held	Ratio of shareholding			Title	Name	Relation	
															Partnerships Association • Chairman of Taiwan Future Society • Supervisor of Taiwan Nano & Micro-Photonics Co., Ltd.					

Note 1: “*” denotes Preferred Shares.

Note 2: Corporate shareholder - Taipei City Government reappointed Director Wen-Shu Su as its representative on January 16, 2025.

Table 1: Corporate shareholder's major owners

February 28, 2026

Name of corporate shareholder	Corporate shareholder's major owners
Taipei City Government	None
Ming Dong Co., Ltd.	Fubon Land Development Co., Ltd. - 16.39%, Fu Pen Construction Co., Ltd. - 13.91%, Fu Chi Investment Co., Ltd. - 12.65%, Ru Chi Investment Co., Ltd. - 12.65%, Dao Chi Investment Co., Ltd. - 12.65%, Chung Shing Development Co., Ltd. - 11.79%, Dao Ying Co., Ltd. - 9.61%, Fubon Charity Foundation - 3.33%, Fubon Cultural & Educational Foundation - 2.36%, Richard M. Tsai-1.82%

Table 2: Names of major shareholders of major owners listed in Table 1 above

February 28, 2026

Name	Corporate's major owners
Fubon Land Development Co., Ltd.	Ming Dong Co., Ltd. - 22.67%, Dao Ying Co., Ltd. - 16.80%, Daniel M. Tsai - 13.92%, Richard M. Tsai - 13.88%, Douglas Tsai - 10.90%, Chris Tsai - 10.90%, Ai-Lin Tsai Chen - 5.62%, Mei-Hui Tsai Ueng - 5.31%
Fu Pen Construction Co., Ltd.	Ming Dong Co., Ltd. - 48.61%, Dao Ying Co., Ltd. - 48.61%, Daniel M. Tsai - 0.97%, Richard M. Tsai - 0.97%, Fubon Land Development Co., Ltd. - 0.28% Douglas Tsai - 0.28%, Chris Tsai - 0.28%
Fu Chi Investment Co., Ltd.	Richard M. Tsai - 50.25%, Mei-Hui Tsai Ueng - 49.75%
Ru Chi Investment Co., Ltd.	Daniel M. Tsai - 24.98%, Richard M. Tsai - 24.97%, Chris Tsai – 25.04%, Douglas Tsai – 25.01%
Dao Chi Investment Co., Ltd.	Daniel M. Tsai - 50.20%, Ai-Lin Tsai Chen - 49.75%, Douglas Tsai - 0.05%
Chung Shing Development Co., Ltd	Ming Dong Co., Ltd. - 43.33%, Dao Ying Co., Ltd. - 43.33%, Douglas Tsai - 4.00%, Chris Tsai - 4.00%, Daniel M. Tsai - 2.67%, Richard M. Tsai - 2.67%
Dao Ying Co., Ltd.	Fubon Land Development Co., Ltd. - 17.68%, Fu Pen Construction Co., Ltd. - 17.68%, Fu Chi Investment Co., Ltd.- 13.13%, Ru Chi Investment Co., Ltd. - 13.13%, Dao Chi Investment Co., Ltd. - 13.13%, Ming Dong Co., Ltd. - 9.60%, Chung Shing Development Co., Ltd. - 8.84%, Daniel M. Tsai - 1.52%, Richard M. Tsai - 1.51%, Fubon Charity Foundation -1.01%
Fubon Charity Foundation	Fubon Insurance Co., Ltd. - 33.33%, Dao Ying Co., Ltd. - 33.30%, Ming Dong Co., Ltd. - 33.30%
Fubon Cultural & Educational Foundation	Dao Ying Co., Ltd. - 44.00%, Ming Dong Co., Ltd. - 44.00%, Fubon Securities - 12.00%
Hung Fu Investment Co., Ltd. (Note)	Ming Dong Co., Ltd. - 40.00%, Dao Ying Co., Ltd. - 40.00%, Daniel M. Tsai - 6.25%, Richard M. Tsai - 6.25%, Ai-Lin Tsai Chen - 2.50%, Mei-Hui Tsai Ueng - 2.50%, Douglas Tsai - 1.25%, Chris Tsai - 1.25%

Note: The Company has voluntarily disclosed information on Hung Fu Investment Co., Ltd. for transparency and sound corporate governance.

(2) Directors' expertise and Independent Directors' independence

February 28, 2026

Condition / Name	Professional qualification and experience	Independent Director	
		Independence criteria	Number of public companies also serving as independent directors for
Richard M. Tsai	Conforms with Article 9 of the "Regulations Governing Qualification Requirements for the Promoter or Responsible Persons of Financial Holding Companies and Concurrent Serving Restrictions and Matters for Compliance by the Responsible Persons of a Financial Holding Company"; possesses professional qualification in financial holding, and securities; and has extensive experience in the financial industry. Currently the Chairman of Fubon Financial Holding Co., Ltd.	-	-
Ming-Chung Tseng	Conforms with Article 9 of the "Regulations Governing Qualification Requirements for the Promoter or Responsible Persons of Financial Holding Companies and Concurrent Serving Restrictions and Matters for Compliance by the Responsible Persons of a Financial Holding Company"; possesses professional qualification in financial holding and banking; and has extensive experience in the financial industry. Currently the Vice Chairman of Fubon Financial Holding Co., Ltd.	-	-
Daniel M. Tsai	Conforms with Article 9 of the "Regulations Governing Qualification Requirements for the Promoter or Responsible Persons of Financial Holding Companies and Concurrent Serving Restrictions and Matters for Compliance by the Responsible Persons of a Financial Holding Company"; possesses professional qualification in financial holding and banking; and has extensive experience in the financial industry. Currently the Director of Fubon Life Insurance Co., Ltd.	-	-
Jerry Harn (Note 1)	Conforms with Article 9 of the "Regulations Governing Qualification Requirements for the Promoter or Responsible Persons of Financial Holding Companies and Concurrent Serving Restrictions and Matters for Compliance by the Responsible Persons of a Financial Holding Company"; possesses professional qualification in financial holding and banking; and has extensive experience in the financial industry. Currently the President of Fubon Financial Holding Co., Ltd.	-	-

Condition / Name	Professional qualification and experience	Independent Director	
		Independence criteria	Number of public companies also serving as independent directors for
Howard Lin	Conforms with Article 9 of the "Regulations Governing Qualification Requirements for the Promoter or Responsible Persons of Financial Holding Companies and Concurrent Serving Restrictions and Matters for Compliance by the Responsible Persons of a Financial Holding Company"; possesses professional qualification in financial holding and insurance; and has extensive experience in the financial industry. Currently the Chairman of Fubon Life Insurance Co., Ltd.	-	-
Chris Tsai	Conforms with Article 9 of the "Regulations Governing Qualification Requirements for the Founder or Responsible Persons of Financial Holding Companies and Concurrent Serving Restrictions and Matters for Compliance by the Responsible Persons of a Financial Holding Company"; possesses professional qualification in financial holding and insurance; and has extensive experience in the financial industry. Currently the Vice Chairman of Fubon Life Insurance Co., Ltd.	-	-
Hsiao-Lan Hu	Professional competence in finance, legal affairs, risk management, operational management, e-commerce, and marketing. Currently the Commissioner of Taipei City Government Department of Finance.	-	-
Tang-Kai Lien	Professional competence in legal affairs, IT/cybersecurity, and risk management; a qualified lawyer with more than 5 years of work experience in legal affairs. Currently the Commissioner of Taipei City Government Department of Legal Affairs.	-	-
Wen-Shu Su (Note 3)	Possesses professional competence in finance. Former head of Accounting (Ministry of Agriculture), head of Accounting Office (Council of Agriculture, Executive Yuan), deputy head of Accounting (Ministry of Education), head of Secretariat (Directorate-General of Budget, Accounting and Statistics, Executive Yuan), head of Budget, Accounting and Statistics (Hsinchu City Government), and Senior Specialist (Directorate-General of Budget, Accounting and Statistics, Executive Yuan). Currently the head of the Department Budget, Accounting, and Statistics (Taipei City Government).	-	-

Condition / Name	Professional qualification and experience	Independent Director	
		Independence criteria	Number of public companies also serving as independent directors for
Shin-Min Chen (Independent Director)	Ph.D. in Law, LMU Munich; former instructor at Chinese Culture University, Ming Chuan University, and National Taiwan Normal University; former Honorable Justice of the Constitutional Court, Judicial Yuan; and has extensive knowledge and understanding of financial laws. Currently Honorary Chair Professor of Fu Jen Catholic University.	Conforms with the independence requirements for independent directors stipulated in Paragraph 2, Article 2 and Article 3 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies (Note 2).	0
Shu-Hsing Li (Independent Director)	Conforms with Article 9 of the "Regulations Governing Qualification Requirements for the Promoter or Responsible Persons of Financial Holding Companies and Concurrent Serving Restrictions and Matters for Compliance by the Responsible Persons of a Financial Holding Company"; possesses professional qualification in financial holding; Ph.D., New York University. Former Chair Professor of Accounting and Dean of College of Management at Tunghai University, Chairperson of Department of Accounting, Dean of College of Management and Vice President for Financial Affairs at National Taiwan University.Currently an instructor and Dean at Chang Gung University College of Management, Independent Director of Healthconn Corp., Independent Director of Sharehope Medicine Co., Ltd., and Independent Director of Alpha Networks Inc.; specialized in finance and accounting.	Conforms with the independence requirements for independent directors stipulated in Paragraph 2, Article 2 and Article 3 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies (Note 2).	3

Condition / Name	Professional qualification and experience	Independent Director	
		Independence criteria	Number of public companies also serving as independent directors for
Li-Chuan Wang (Independent Director)	Conforms with Article 9 of the "Regulations Governing Qualification Requirements for the Promoter or Responsible Persons of Financial Holding Companies and Concurrent Serving Restrictions and Matters for Compliance by the Responsible Persons of a Financial Holding Company"; possesses professional qualification in financial holding and securities; Master's Degree in Commerce, University of Illinois Urbana-Champaign. Former Chief Internal Auditor and Vice President of YangMing Marine Transport Corp., Director General of Financial Examination Bureau (Financial Supervisory Commission), Director General of Banking Bureau (Financial Supervisory Commission), and Section Chief of Securities and Futures Bureau (Financial Supervisory Commission). Currently an Independent Director of Taipei Fubon Commercial Bank Co., Ltd.	Conforms with the independence requirements for independent directors stipulated in Paragraph 2, Article 2 and Article 3 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies (Note 2).	0
Paulus Siu-Hung Mok (Independent Director)	Conforms with Article 9 of the "Regulations Governing Qualification Requirements for the Founder or Responsible Persons of Financial Holding Companies and Concurrent Serving Restrictions and Matters for Compliance by the Responsible Persons of a Financial Holding Company"; possesses professional qualification in financial holding and banking; MBA, Queen's University Canada. Former Regional Head of Taiwan, Citigroup. Currently a standing and Independent Director of Taipei Fubon Commercial Bank Co., Ltd. and an Independent Director of Les enphants Co., Ltd. Possesses abundant practical experience in global financial markets including Canada, China, Korea, and Hong Kong.	Conforms with the independence requirements for independent directors stipulated in Paragraph 2, Article 2 and Article 3 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies (Note 2).	1

Condition / Name	Professional qualification and experience	Independent Director	
		Independence criteria	Number of public companies also serving as independent directors for
Barry Chen (Independent Director)	Master of Computer Science, Texas A&M Engineering. Formerly the General Manager of East Asia Region at Novell (Taiwan) Co., Ltd. and Senior Vice President at the Institute for Information Industry. Currently the General Manager, Hong Kong & Taiwan, Broadcom Software and Chairperson of Cloud Computing & IoT Association in Taiwan. Possesses practical experience in information technology and cybersecurity.	Conforms with the independence requirements for independent directors stipulated in Paragraph 2, Article 2 and Article 3 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies (Note 2).	0
Kuang-Shih Yeh (Independent Director)	Ph.D. in Organizational Theory, Carnegie Mellon University. Former Vice Chairperson of Shihlien Fine Chemicals Co., Ltd., Independent Director of Synnex Technology International Corporation, Deputy Mayor of Kaohsiung City Government, Minister and Political Deputy Minister of Transportation and Communication, Deputy Chairperson of Research, Development and Evaluation Commission, Executive Yuan, professor at National Chengchi University Graduate Institute of Technology, Innovation & Intellectual Property Management, and professor at National Sun Yat-sen University Department of Business Management. Currently an Independent Director at Clientron Corp. and Director of PINTrust Co., Ltd.	Conforms with the independence requirements for independent directors stipulated in Paragraph 2, Article 2 and Article 3 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies (Note 2).	1

Note 1: Director Jerry Harn was the Company's manager.

Note 2: All independent directors have met all of the following criteria during active duty and in the two years prior to being elected:

(1) Not employed by the Company or by any of its affiliated companies.

(2) Not a director or supervisor of the Company or any of its affiliated companies (this restriction does not apply to independent director positions in the Company, its parent company or subsidiary, or any subsidiary of the same parent company which have been appointed in accordance with the Securities and Exchange Act or laws of the registered country).

(3) The member is not a natural-person shareholder who holds shares, together with those held by the person's spouse, minor children, or held by the person under others' names, in an aggregate amount of one percent or more of the total number of issued shares of the Company or ranking in the top 10 in holdings.

(4) Not a spouse, relative within the 2nd degree of kinship, or lineal relative by blood within the 3rd degree of kinship or closer to the managers described in Item (1) or persons described in the Item (2) and Item (3).

(5) Not a Director, Supervisor, or employee of any corporate shareholder that has 5% or higher of the total shares issued by the Company, or of top-5 corporate shareholders of the Company, or the corporate shareholders who appoint their representatives to serve as the Director or Supervisor in the Company in accordance with Paragraph 1 or Paragraph 2 of Article 27 of the Company Act (this restriction does not apply to independent director positions in the Company, its parent company or subsidiary, or any subsidiary of the same parent company which have been appointed in accordance with Securities and Exchange Act or laws of the registered country).

(6) Not a director, supervisor or employee of any company controlled by the same person that holds a majority of the directors or voting shares of the Company (this restriction does not apply to independent director positions in the Company, its parent company or subsidiary, which have been appointed in accordance with Securities and Exchange Act or laws of the registered country).

(7) Not a director, supervisor or employee of any company who is the same person as, or the spouse of, Chairman and President or equivalent of the Company (this restriction does not apply to independent director positions in the Company, its parent company or subsidiary, or any subsidiary of the same parent company which have been appointed in accordance with the Securities and Exchange Act or laws of the registered country).

(8) Not a director, supervisor, manager, or shareholder with more than 5% ownership interest in any companies or institutions that have financial or business relationship with the Company (this restriction does not apply to any specific company or organization which holds more than 20% but less than 50% of the total shares issued by the Company that is an independent director in the Company, its parent company or subsidiary, or any subsidiary of the same parent company who has been appointed in accordance with Securities and Exchange Act or laws of the registered country).

(9) Not a professional individual who, or an owner, partner, director, supervisor, or officer of a sole proprietorship, partnership, company, or institution that, provides auditing services to the Company or any affiliated company of the Company, or that provides commercial, legal, financial, accounting or related services to the Company or any affiliated company of the Company for which the provider in the past 2 years has received cumulative compensation not exceeding NT$500,000, or a spouse thereof, provided, this restriction does not apply to a member of the remuneration committee, public tender offer review committee, or special committee for merger/consolidation and acquisition, who exercises powers pursuant to the Securities and Exchange Act or to the Business Mergers and Acquisitions Act or related laws or regulations.

(10) The member does not meet any of the circumstances set forth in Article 30 of the Company Act. (Paragraph 6, Article 192 of the Company Act applies mutatis mutandis)

(11) The elected member is not a government agency or a juristic person or its authorized representative as provided under Article 27 of the Company Act.

Note 3: Corporate shareholder - Taipei City Government reappointed Director Wen-Shu Su as its representative on January 16, 2025.

Note 4: None of the directors exhibited any of the conditions stated in Article 30 of the Company Act. (Paragraph 6, Article 192 of the Company Act applies mutatis mutandis)

(3) Diversity and independence of the Board of Directors:

a. Diversity of board members

The Company adopted a nomination system for director elections in 2014. The Company now has outside directors making up more than half of its board. To prevent Independent Directors' objectivity from being compromised after a prolonged period of service, no Independent Director serves more than nine years consecutively. In addition, Paragraphs 1 and 2, Article 3 of the Company's "Procedures for the Election of Directors" and Paragraphs 2 and 3, Article 29 of the "Corporate Governance Best Practice Principles" require diversity in terms of board composition, and the level of diversity is determined based on the operations and needs of the organization.

The Board of Directors passed the "Election Standards for the 9th Board of Directors" during the meeting held on March 15, 2023, which outlined professional criteria such as knowledge, skills, experience etc. and the following gender/background diversity goals for board members: (1) The board shall have at least one member from each of the banking, insurance, and securities professions; (2) there shall be at least two members with expertise in accounting, IT/cybersecurity, and e-commerce/marketing; and (3) there shall be at least three members with expertise in finance, legal affairs, commerce, financial technology, investment and M&A, risk management, and operational management. The Company held a total election for its 9th Board of Directors during the annual general meeting dated June 9, 2023. In addition, following the resignation of one independent director on 25 April 2024, Ms. Li-Chuan Wang was re-elected as an Independent Director by the shareholders at the general meeting on 14 June. All board members possess the knowledge, skills, and qualities needed to perform their duties, and offer individual expertise in areas such as banking, finance, commerce, law etc. as well as extensive industry experience. With regard to the diversity and complement of board members, the Company has met and exceeded the standards specified in Article 20 of the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies." One director has been assigned to concurrently assume management duties for better support of business growth and corporate governance.

The Board of Directors will continue making appropriate amendments to its diversity policy in the future to introduce additional criteria including but not limited to minimum conditions, values, professional knowledge, and skills depending on the board's performance, the state of current operations, and growth requirements so that the board as a whole possesses the knowledge, skills, and characters needed to carry out their duties.

The Company's board diversity policy has been disclosed on the Company's portal and the Market Observation Post System.

Fubon Financial Holdings currently has 2 female Directors who account for 13% of the 15 director seats. The Company will strive to increase representation of any gender to at least one-third of director seats as required for business development in 2026 when Directors are due for full re-election, and thereby enhance diversity of the Board.

Please refer to the below table for the diversity of the Board Members: February 28, 2026

Name of director (Note 1)	Gender	Term of service (years)			Professional capabilities										Professional qualifications (Note 2)				Industry experience
		<3	3~6	>6	Accounting	Finance	Legal	Commerce	Investment and mergers	Financial technology	IT/cybersecurity	Risk management	Operational management	E-commerce/marketing	Financial holding	Banking	Insurance	Securities/others	Global Industry Classification Standard (GICS Level 1) Industry experience
Richard M. Tsai	Male			✓	✓	✓		✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	Financials, Real Estate, Healthcare
Ming-Chung Tseng	Male	✓				✓	✓			✓	✓		✓		✓	✓			Financials
Daniel M. Tsai	Male			✓			✓	✓	✓	✓		✓	✓		✓	✓			Financials
Jerry Harn	Male			✓		✓		✓	✓		✓	✓	✓		✓	✓		✓	Financials
Howard Lin	Male			✓		✓		✓	✓			✓	✓		✓		✓		Financials
Chris Tsai	Male	✓				✓		✓	✓	✓			✓		✓		✓		Financials, Information Technology, Communication Services
Hsiao-Lan Hu	Female	✓				✓	✓	✓				✓	✓	✓					Real Estate, Financials
Tang-Kai Lien	Male	✓					✓				✓	✓							Financials
Wen-Shu Su (Note 3)	Male	✓			✓	✓						✓							Financials
*Shin-Min Chen	Male			✓			✓	✓	✓			✓	✓						Financials, Real Estate
*Shu-Hsing Li	Male		✓		✓	✓		✓				✓	✓		✓				Healthcare, Financials, Information Technology, Real Estate, Utilities
*Li-Chuan Wang	Female	✓			✓	✓	✓					✓	✓		✓			✓	Financials
*Paulus Siu-Hung Mok	Male	✓				✓			✓	✓		✓	✓		✓	✓			Financials

Name of director (Note 1)	Gender	Term of service (years)			Professional capabilities										Professional qualifications (Note 2)				Industry experience
		<3	3~6	>6	Accounting	Finance	Legal	Commerce	Investment and mergers	Financial technology	IT/cybersecurity	Risk management	Operational management	E-commerce/marketing	Financial holding	Banking	Insurance	Securities/others	Global Industry Classification Standard (GICS Level 1) Industry experience
*Barry Chen	Male	✓						✓		✓	✓		✓	✓					Information Technology
*Kuang-Shih Yeh	Male	✓						✓			✓	✓	✓	✓					Material,Industrials,Information Technology,Communication Services,Utilities

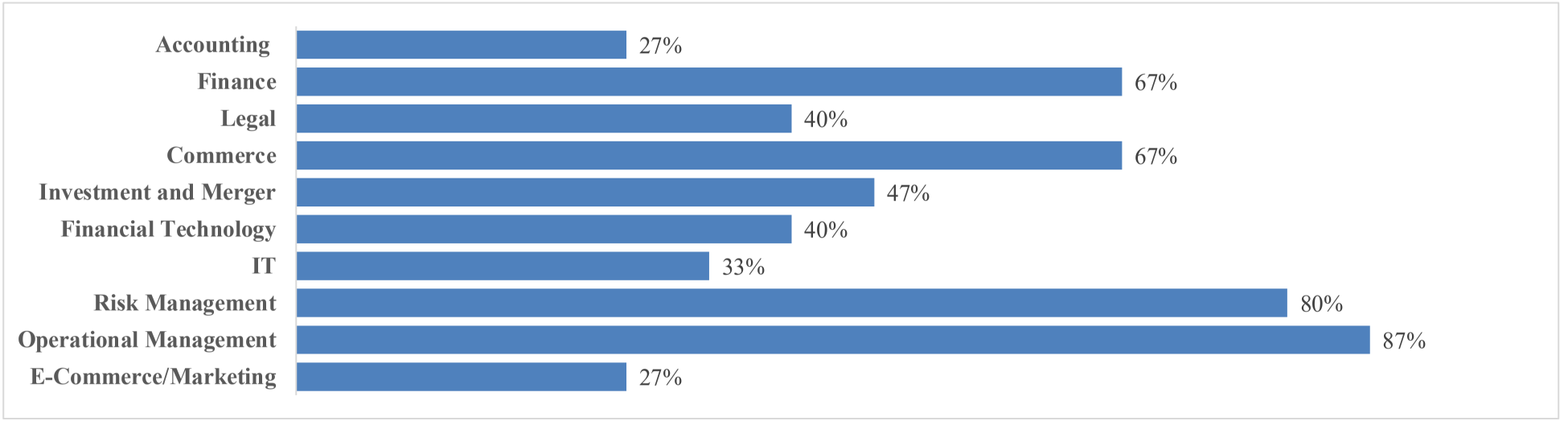
*Independent Director.

Note 1: Except for Paulus Mok who holds Canadian citizenship, all other directors are nationals of the Republic of China.

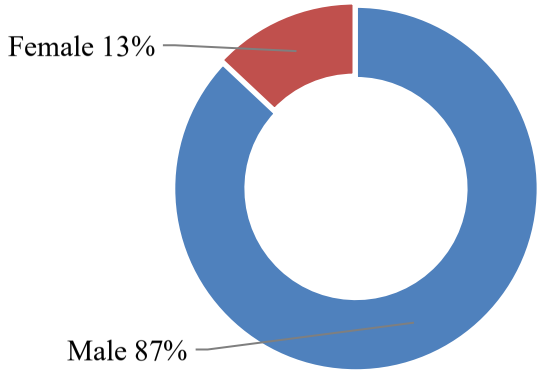
Note 2: Conform with Article 9 of the “Regulations Governing Qualification Requirements for the Promoter or Responsible Persons of Financial Holding Companies and Concurrent Serving Restrictions and Matters for Compliance by the Responsible Persons of a Financial Holding Company.”

Note 3: Corporate shareholder - Taipei City Government reappointed Director Wen-Shu Su as its representative on January 16, 2025.

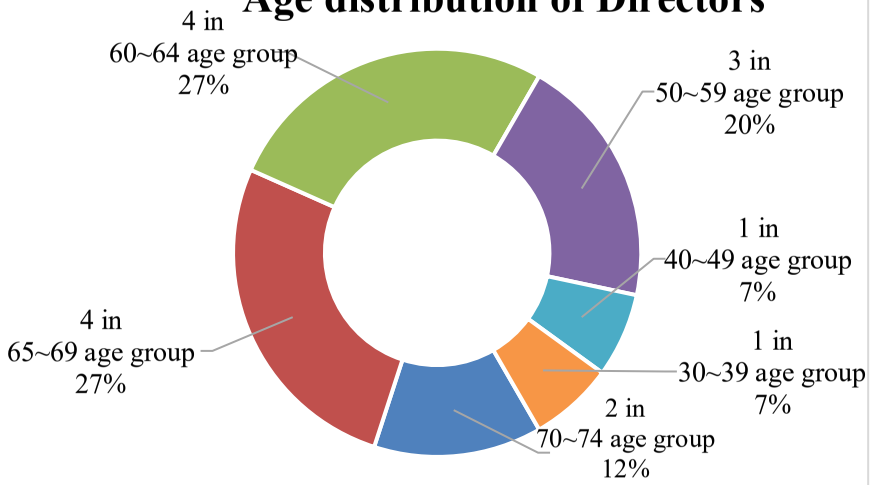
Professional background of Directors



Gender distribution of Directors



Age distribution of Directors



b. Independence of the Board of Directors

The Company has “Procedures for the Election of Directors” in place to serve as guidelines on director election, and has appointed independent directors according to the requirements and qualifying criteria outlined in “Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies.” All independent director candidates are required to complete and submit an “Independent Director Nominee Statement” before nomination. See Chart 2.2.1 (2) for more details on independence of independent directors. Out of the 15 directors onboard, 6 are independent directors account for 40% of the entire board. According to the board independent definitions (Note) of Corporate Sustainability Assessment (CSA), there are 13 directors who meet the CSA director independence, account for 87% of the entire board.

The Company ensures that outside directors (including independent directors) account for more than half of total seats for the independence of the Board of Directors. Furthermore, to ensure that independent directors are able to exercise duties objectively while preventing compromise of independence after prolonged service, none of the elected independent directors have served consecutively for more than 9 years. Average duration of service across all existing directors is 7.2 years. Furthermore, only three of the directors are second-degree relatives or closer to each other, which is more ideal than what the laws require. Additionally, only three of the directors are second-degree relatives or closer to each other, which conforms with Paragraph 3, Article 26-3 of the Securities and Exchange Act.

Note: Board Independence Definitions of Corporate Sustainability Assessment (CSA): are non-executive directors that are independent by meeting at least 4 of the 9 criteria (of which at least 2 of the 3 first criteria) listed below:

(1) The director must not have been employed by the company in an executive capacity within the last year.
(2) The director must not accept or have a “Family Member who accepts any payments from the company or any parent or subsidiary of the company in excess of $60,000 during the current fiscal year”, other than those permitted by SEC Rule 4200 Definitions, including i) payments arising solely from investments in the company's securities; or ii) payments under non-discretionary charitable contribution matching programs. Payments that do not meet these two criteria are disallowed.
(3) The director must not be a “Family Member of an individual who is employed by the company or by any parent or subsidiary of the company as an executive officer."
(4) The director must not be (and must not be affiliated with a company that is) an adviser or consultant to the company or a member of the company’s senior management.
(5) The director must not be affiliated with a significant customer or supplier of the company.
(6) The director must have no personal services contract(s) with the company or a member of the company’s senior management.
(7) The director must not be affiliated with a not-for-profit entity that receives significant contributions from the company.
(8) The director must not have been a partner or employee of the company’s outside auditor during the past year.
(9) The director must not have any other conflict of interest that the board itself determines to mean they cannot be considered independent.

2.1.2 Background information of the President, Executive VPs, First VPs, and heads of departments and branch offices

February 28, 2026

Title (Note 1)	Nationality	Name	Gender	On-Board Date	Current shareholdings		Shares held by spouse and underage children		Shares held in the Name of Others		Education and Major Past/Current Position	Concurrent positions in other companies	Spouse or relatives of second degree or closer acting as managers			Remarks (Note 2)
					Shares held	Ratio of shareholding	Shares held	Ratio of shareholding	Shares held	Ratio of shareholding			Title	Name	Relation	
President	R.O.C	Jerry Harn	Male	2017.10.06	3,561,201 *188,671	0.03 *0.01	-	-	-	-	M.B.A., The Ohio State University	Taipei Fubon Commercial Bank Co., Ltd.-Vice Chairman Fubon Securities Co., Ltd.-Director Fubon Bank (Hong Kong) Limited -Non-executive Director Fubon Bank (China) Co., Ltd.-Director Fubon Futures Co., Ltd.-Director TFB Capital Co., Ltd.-Director Fubon Sports & Entertainment Co., Ltd.-Director Fubon Stadium Co., Ltd.-Director Fubon Fund Management (Hong Kong) Limited -Director	None	None	None	None
Senior Executive VP	R.O.C	Wey-Chyng Yang	Female	2024.07.01	82,000 *11,000	0.00 *0.00	-	-	-	-	M.B.A.,The University of Louisville	None	None	None	None	None
Senior Executive VP	R.O.C	Chung-Ping Liu	Male	2015.07.16	*35,520	*0.00	-	-	-	-	LL.M., International Banking Studies, Boston University	None	None	None	None	None
Senior Executive VP	R.O.C	Jerry Hsu	Male	2025.05.01	94,672 *39,975	0.00 *0.00	-	-	-	-	Ph.D., Economics, Xiamen University	None	None	None	None	None
Senior Executive VP	R.O.C	Chin-Yi Liu	Female	2020.02.01	141,757 *12,692	0.00 *0.00	-	-	-	-	Bachelor of Accounting, Soochow University	None	None	None	None	None
Senior Executive VP	R.O.C	Chin-Wen Lo	Female	2025.05.01	67,368 *11,387	0.00 *0.00	-	-	-	-	Ph.D., Banking, Xiamen University	Fubon Securities Co., Ltd.-Director Fubon Financial Holding Venture Capital Co., Ltd-Director	None	None	None	None
Senior Executive VP	R.O.C	Wei Lo	Male	2019.06.14	82,275 *49,668	0.00 *0.00	-	-	-	-	Ph.D., Economics, University of Pittsburgh	Fubon Securities Investment Services Co., Ltd. -Director	None	None	None	None

Title (Note 1)	Nationality	Name	Gender	On-Board Date	Current shareholdings		Shares held by spouse and underage children		Shares held in the Name of Others		Education and Major Past/Current Position	Concurrent positions in other companies	Spouse or relatives of second degree or closer acting as managers			Remarks (Note 2)
					Shares held	Ratio of shareholding	Shares held	Ratio of shareholding	Shares held	Ratio of shareholding			Title	Name	Relation	
Executive VP	R.O.C	Ching-Chin Wang	Male	2025.01.01	-	-	-	-	-	-	Master of Computer Science and Information Engineering, National Taiwan University	None	None	None	None	None
Executive VP	R.O.C	Ching-Wei Su	Male	2019.05.07	52,480 *10,700	0.00 *0.00	-	-	-	-	Master of Information Management, Chiao Tung University	LINE Bank Taiwan Limited-Director	None	None	None	None
Executive VP	R.O.C	Vincent Dern	Male	2022.06.22	127,973 *20,000	0.00 *0.00	-	-	-	-	Master of International Business Management, National Chengchi University	None	None	None	None	None
Managing Director	R.O.C	Wen-Yen Chen	Male	2024.05.01	37,772 *19,460	0.00 *0.00	-	-	-	-	M.B.A., Yokohama National University	Taipei Fubon Commercial Bank Co., Ltd. - Managing Director Taipei Forex Brokers Co., Ltd.-Director	None	None	None	None
Executive VP	R.O.C	Douglas Tsai	Male	2025.05.01	138,555,411 *1,000,600	0.99 *0.06	-	-	-	-	Master of Business Administration, University of Pennsylvania	Taipei Fubon Commercial Bank Co., Ltd. - Head of Digital Banking Division Fubon Insurance Co., Ltd. - Director Fubon Securities Co., Ltd.- Director Fubon Bank (Hong Kong) Limited- Non-executive Director Fubon Insurance Agency Co., Ltd.- Director momo.com Inc. - Director Giver Concept Limited - Director Star Ilya Limited –Director Hyundai Card Co., Ltd. - Director Dun Fu Industrial Co., Ltd.- Director Chung Fu Co., Ltd.- Director (Representative) WeMo Corp. - Director Wei Xiang Corp.- Director WeMo(Cayman)Corp.- Director	None	None	None	None

Title (Note 1)	Nationality	Name	Gender	On-Board Date	Current shareholdings		Shares held by spouse and underage children		Shares held in the Name of Others		Education and Major Past/Current Position	Concurrent positions in other companies	Spouse or relatives of second degree or closer acting as managers			Remarks (Note 2)
					Shares held	Ratio of shareholding	Shares held	Ratio of shareholding	Shares held	Ratio of shareholding			Title	Name	Relation	
Executive VP	R.O.C	Cindy Lin	Female	2021.06.29	62,650	0.00	-	-	-	-	Master of International Business Management, National Chengchi University	None	None	None	None	None
Executive VP	R.O.C	Tony Chen	Male	2024.05.22	3,469	0.00	-	-	-	-	M.B.A.,City University of Seattle	None	None	None	None	None
Executive VP	R.O.C	Emily Wang	Female	2023.08.17	57,696 *10,000	0.00 *0.00	-	-	-	-	Bachelor of Laws, National Taiwan University	None	None	None	None	None
Executive VP	R.O.C	Ming-Ju Tsai	Female	2023.08.17	38,530	0.00	-	-	-	-	Bachelor of Business Administration, National Cheng Kung University	None	None	None	None	None
Senior VP	R.O.C	Ching-Hui Lin	Female	2023.05.01	55,433 *2,329	0.00 *0.00	-	-	-	-	Bachelor of Laws, National Taiwan University	None	None	None	None	None
Senior VP	R.O.C	Chia-Hui Wang	Female	2011.06.01	80,238 *1,377	0.00 *0.00	-	-	-	-	M.S.,Economics and Finance, The University of Warwick	None	None	None	None	None
Senior VP	R.O.C	Po-Chun Chung	Female	2020.01.02	17,797	0.00	-	-	-	-	LL.M., University of Pennsylvania	None	None	None	None	None
Senior VP	R.O.C	Jing-En Lin	Female	2023.02.01	-	-	-	-	-	-	Bachelor of Diplomacy and Journalism, National Chengchi University	None	None	None	None	None
Senior VP	R.O.C	Pei-Chi Liu	Female	2019.08.22	2,847 *1,500	0.00 *0.00	-	-	-	-	M.S., Finance, Drexel University	None	None	None	None	None
Senior VP	R.O.C	Pei-Chun Chen	Female	2025.08.01	8,263 *23,954	0.00 *0.00	-	-	-	-	Bachelor of Accounting, National Chung Hsing University	Fubon Insurance Co., Ltd-Senior VP Fubon Insurance Vietnam Co., Ltd.-Supervisor	None	None	None	None
Senior VP	R.O.C	Huan-Chi Kuo	Male	2023.05.01	3,240	0.00	-	-	-	-	Master of Science in Pace University	Taipei Fubon Commercial Bank Co., Ltd.- Senior VP	None	None	None	None

Title (Note 1)	Nationality	Name	Gender	On-Board Date	Current shareholdings		Shares held by spouse and underage children		Shares held in the Name of Others		Education and Major Past/Current Position	Concurrent positions in other companies	Spouse or relatives of second degree or closer acting as managers			Remarks (Note 2)
					Shares held	Ratio of shareholding	Shares held	Ratio of shareholding	Shares held	Ratio of shareholding			Title	Name	Relation	
Senior VP	R.O.C	Chia-Lin Hsu	Male	2025.06.01	4,166 *5,600	0.00 *0.00	-	-	-	-	Master of Science in Finance, Strathclyde University	Taipei Fubon Commercial Bank Co., Ltd. -Senior VP	None	None	None	None
Senior VP	R.O.C	Cheng-Chi Tien	Male	2022.11.07	-	-	-	-	-	-	Master of Business Automation and Management, Taipei Technological University	Taipei Fubon Commercial Bank Co., Ltd. -Senior VP	None	None	None	None
Senior VP	R.O.C	Fu-Ju Tsai	Female	2025.08.18	1,489	0.00	-	-	-	-	Master of Laws, National Taipei University	None	None	None	None	None
Senior VP	R.O.C	Wen-Ping Huang	Female	2022.05.05	2,847	0.00	-	-	-	-	EMBA, National Taiwan University	None	None	None	None	None
Senior VP	R.O.C	Wen-Wen Chang	Female	2023.05.01	12,152 *1,300	0.00 *0.00	-	-	-	-	M.B.A., Montclair State University	None	None	None	None	None
Senior VP	R.O.C	David Fang	Male	2023.05.01	-	-	-	-	-	-	M.Sc., Actuarial Science & Statistics, City University, London	None	None	None	None	None
Senior VP	R.O.C	Ya-Yuan Yang	Female	2024.10.01	3,190 *1,654	0.00 *0.00	-	-	-	-	Master of Business Administration, National Central University	Taipei Fubon Commercial Bank Co., Ltd. -Senior VP	None	None	None	None
Senior VP	R.O.C	Cheng-Fan Liao	Male	2023.05.01	74,924 *8,657	0.00 *0.00	-	-	-	-	Master of Management, Chiayi University	None	None	None	None	None
Senior VP	R.O.C	Chi-Hung Lin	Male	2024.05.01	46,175	0.00	-	-	-	-	Bachelor of Finance and Taxation , National Taipei University	None	None	None	None	None
Senior VP	R.O.C	Tung-Yuan Chen	Male	2025.05.01	3,382 *1,753	0.00 *0.00	-	-	-	-	M.S.,San Francisco State University	None	None	None	None	None
Senior VP	R.O.C	Yi-Shan Lee	Female	2025.05.01	22,294	0.00	-	-	-	-	Master of Computer Science,National Chengchi University	None	None	None	None	None

Title (Note 1)	Nationality	Name	Gender	On-Board Date	Current shareholdings		Shares held by spouse and underage children		Shares held in the Name of Others		Education and Major Past/Current Position	Concurrent positions in other companies	Spouse or relatives of second degree or closer acting as managers			Remarks (Note 2)
					Shares held	Ratio of shareholding	Shares held	Ratio of shareholding	Shares held	Ratio of shareholding			Title	Name	Relation	
Senior VP	R.O.C	Wen-Wen Wu	Female	2015.07.01	92,981	0.00	-	-	-	-	Master of Journalism, National Chengchi University	None	None	None	None	None
Senior VP	R.O.C	Wan-Jung Hsieh	Female	2025.05.01	3,093	0.00	-	-	-	-	Master of Journalism, National Chengchi University	None	None	None	None	None
Senior VP	R.O.C	Kouan Hone	Male	2022.11.11	-	-	-	-	-	-	M.B.A., University of Missouri-Columbia Master of Hospital Administration,Yale University	None	None	None	None	None
First VP	R.O.C	Li-Ping Lin	Female	2023.05.01	1,306 *7	0.00 *0.00	-	-	-	-	EMBA,National Chengchi University	Taipei Fubon Commercial Bank Co., Ltd. - First VP	None	None	None	None
First VP	R.O.C	Wei-Man Hsu	Female	2025.01.01	27,114 *2,286	0.00 *0.00	-	-	-	-	Master of Finance, National Taiwan University	None	None	None	None	None
First VP	R.O.C	Hung-ling Chen	Female	2025.01.01	49,376 *2,000	0.00 *0.00	-	-	-	-	Bachelor of Money and Banking,National Chengchi University	None	None	None	None	None
First VP	R.O.C	Se-Huei Yang	Female	2020.07.01	45,973 *9,410	0.00 *0.00	-	-	-	-	Bachelor of Japanese Language and Literature, Chinese Culture University	None	None	None	None	None
First VP	R.O.C	Che-Hung Su	Male	2024.05.01	*1,600	*0.00	-	-	-	-	Master of Actuarial Science ,Temple University	None	None	None	None	None
First VP	R.O.C	Dennis Yang	Male	2025.01.01	59,201 *6,861	0.00 *0.00	-	-	-	-	M.B.A.,Drexel University	None	None	None	None	None
First VP	R.O.C	Ching-Chen Tsai	Female	2025.05.01	3,914 *2,000	0.00 *0.00	-	-	-	-	Master of Financial Management,National Sun Yat-sen University	None	None	None	None	None
First VP	R.O.C	Ming-Chang Chan	Male	2025.05.01	*1,637	*0.00	-	-	-	-	Master of Applied Statistics,Fu Jen Catholic University	None	None	None	None	None
First VP	R.O.C	Winnie Chien	Female	2021.06.29	3,952 *8,925	0.00 *0.00	-	-	-	-	M.B.A., University of Illinois at Chicago	None	None	None	None	None

Title (Note 1)	Nationality	Name	Gender	On-Board Date	Current shareholdings		Shares held by spouse and underage children		Shares held in the Name of Others		Education and Major Past/Current Position	Concurrent positions in other companies	Spouse or relatives of second degree or closer acting as managers			Remarks (Note 2)
					Shares held	Ratio of shareholding	Shares held	Ratio of shareholding	Shares held	Ratio of shareholding			Title	Name	Relation	
First VP	R.O.C	Ya-Chu Yang	Female	2024.05.01	522	0.00	-	-	-	-	Master of Banking and Finance,Tamkang University	None	None	None	None	None
First VP	R.O.C	Pei-Hsin Chou	Female	2025.01.01	49,646	0.00	-	-	-	-	Bachelor of Finance and Banking,Shih Chien University	Taipei Fubon Commercial Bank Co., Ltd. - First VP	None	None	None	None
First VP	R.O.C	Mei-Ling Lu	Female	2025.01.01	32,241 *7,185	0.00 *0.00	-	-	-	-	Master of Management Science,Ming Chuan University EMBA ,University of Texas at Arlington	None	None	None	None	None
First VP	R.O.C	Tzu-Chun Liu	Female	2025.01.01	41,594	0.00	-	-	-	-	Master of Information Technology Management, University of Sydney, Australia	None	None	None	None	None
First VP	R.O.C	Kai-Ping Lin	Female	2025.01.01	26,058	0.00	-	-	-	-	Bachelor of Journalism,Shih Hsin University	None	None	None	None	None
First VP	R.O.C	Chieh-Tang Wu	Male	2022.03.28	-	-	-	-	-	-	Master of Statistics, University of Auckland	None	None	None	None	None
First VP	R.O.C	Yen-Jui Huang	Male	2024.05.01	97,001	0.00	-	-	-	-	Bachelor of Civil and Construction Engineering,National Taiwan University of Science and Technology	Fubon Sports&Entertainment Co., Ltd.- First VP	None	None	None	None
First VP	R.O.C	Cheryl Wang	Female	2025.01.01	59,237	0.00	-	-	-	-	Associate Degree in Electronic Data Processing,St. John's University	None	None	None	None	None
First VP	R.O.C	Sabrina Chen	Female	2025.01.01	46,111	0.00	-	-	-	-	Bachelor of Business Administration,China University of Technology	None	None	None	None	None
First VP	R.O.C	Shu-Miao Huang	Female	2025.05.01	37,109 *6,600	0.00 *0.00	-	-	-	-	Bachelor of Business Administration, National Central University	None	None	None	None	None

Note 1: Include background information of the President, Executive VPs, First VPs, heads of various departments and branches (subject to the definition of responsible person stated in Regulations Governing Qualification Requirements for the Founder or Responsible Persons of Financial Holding Companies and Concurrent Serving Restrictions and Matters for Compliance by the Responsible Persons of a Financial Holding Company), and anyone of equivalent authority to the above, regardless of their job titles.

Note 2: Where the relevant information of the President or person of an equivalent position (the highest-level manager) are the same person, spouses, or relatives within the first degree of kinship, an explanation shall be given of the reason for, reasonableness, necessity thereof, and the measures adopted in response thereto (such as increasing the number of independent directors, and more than half of the directors should not concurrently serve as employees or managers, etc.).

Note 3: "*" denotes Preferred Shares.

Note 4: Shareholding percentages that amount to less than 0.01 are presented as "0.00," whereas "-" denotes no shareholding.

2.2 Remuneration paid to directors, President, Executive VPs, consultants and employees in the last year

2.2.1 Remuneration to General Directors and Independent Directors

December 31, 2025
Unit: NT$ thousand

Title	Name	Directors' remuneration								The sum of A, B, C and D along with the percentage of after-tax net income		Compensation as company employee								The sum of A, B, C, D, E, F, and G along with the percentage of after-tax net income		Remuneration from investees other than subsidiaries, or parent company
		Compensation (A)		Pension (B)		Remuneration to Directors (C) Note 1		Fees for services rendered (D)				Salaries, bonuses, special allowances etc (E)		Pension (F)		Employee compensation (G)						
																The Company		All companies included in the financial statements				
		The Company	All companies included in the financial statements	The Company	All companies included in the financial statements	The Company	All companies included in the financial statements	The Company	All companies included in the financial statements	The Company	All companies included in the financial statements	The Company	All companies included in the financial statements	The Company	All companies included in the financial statements	Amount paid in cash	Amount paid in shares	Amount paid in cash	Amount paid in shares	The Company	All companies included in the financial statements	
Chairman	Richard M. Tsai	389,284	865,117	108	702	87,920	87,920	10,253	14,485	487,565 0.40%	968,224 0.80%	94,370	94,370	108	108	128	None	128	None	582,171 0.48%	1,062,830 0.88%	None
Representative of corporate director (Vice Chairman)	Ming-Chung Tseng																					
Director	Daniel M. Tsai																					
Director	Ming Dong Co., Ltd.																					
Representative of corporate director	Jerry Harn																					
Representative of corporate director	Howard Lin																					
Representative of corporate director	Chris Tsai																					
Director	Taipei City Government																					
Representative of corporate director	Hsiao-Lan Hu																					
Representative of corporate director	Tang-Kai Lien																					
Representative of corporate director	Wen-Shu Su																					
Independent Director	Shin-Min Chen	10,800	15,000	None	None	52,080	52,080	3,720	4,410	66,600 0.06%	71,490 0.06%	None	None	None	None	None	None	None	None	66,600 0.06%	71,490 0.06%	None
Independent Director	Shu-Hsing Li																					
Independent Director	Li-Chuan Wang																					
Independent Director	Paulus Siu-Hung Mok																					
Independent Director	Barry Chen																					
Independent Director	Kuang Shih Yeh																					

1. Please explain the policy, system, standards, and structure by which independent director compensation is paid, and association between the amount paid and independent directors' responsibilities, the risks borne, and time committed:

   Compensation to the Company's independent directors is paid in accordance with "Directors' Remuneration Policy of Fubon Financial Holding Co., Ltd." which consists of fees for services rendered, including reward, remuneration, transportation allowance, and attendance allowance as stated below:

   (1) The Company's independent directors are paid fixed amounts of reward on a monthly basis, in addition to rewards for assuming concurrent independent directorship in subsidiaries, which are paid by the respective subsidiaries according to their policies (including bonus).

   (2) Director remuneration

      a. Sum of director remuneration: Director remuneration is allocated by the Remuneration and Nomination Committee based on the percentage stated in the Articles of Incorporation, after taking into consideration the Company's operating performance and earnings in that year, per the special resolution made by the Board of Directors and upon reporting in a shareholders' meeting.

      b. Allocation principles for individual directors: compensation comprises performance bonuses for various positions assumed, such as director (Chairman and non-independent directors) and functional committee members. Compensation is reviewed by the Remuneration and Nomination Committee and the Board of Directors each year, and paid at the end of the next month after the shareholders' meeting. Remuneration to independent directors varies depending on their engagement in functional committees, e.g. whether they assume position as convener or member.

   (3) Other fees for services rendered include transportation allowance paid at a fixed amount on a monthly basis and attendance allowance accrued on a per-attendance basis. Other expenses incurred for engaging in the Company's business operations, such as business travel allowance and entertainment expenses, may be claimed and reimbursed according to the domestic/overseas travel guidelines, expense claim and review guidelines, and relevant policies of the Company and subsidiaries. The Company's independent directors who concurrently serve as independent directors in subsidiaries, are paid attendance allowance by the respective subsidiaries according to their policies.

   (4) Independent directors of the Company may not claim non-director compensation from the Company or from any of its investees.

2. Compensation received by director for providing service to all companies included in the financial statements (e.g. parent company / all companies included in the financial statements / all business investments consultancy service without the title of an employee) in the last year, except those disclosed in the above table: None

Note 1:Represents all directors' and supervisors' remuneration estimated in the year of financial statement.

Note 2:A sum of NT$3,427 thousand was paid to drivers and A sum of NT$19,696 thousand accumulated expenses for taking charter flights for business trips, but not included as remuneration.

Note 3:The above table shows active directors as at December 31, 2025 and the amount of compensation paid to them. Change of directors in 2025 and up until the publication date of annual report: Corporate shareholder - Taipei City Government reappointed Director Wen-Shu Su as its representative on January 16, 2025.

Note 4: According to the Regulations Governing Information Disclosed in Annual Reports, the Company is not required to disclose individual remunerations of its directors and managers, and hence has disclosed such information in defined ranges.

Directors' remuneration brackets table

December 31, 2025

Range of remuneration paid to the Company's directors	Name of director			
	Sum of the first 4 items (A+B+C+D)		Sum of the first 7 items (A+B+C+D+E+F+G)	
	The Company	All companies included in the financial statements	The Company	All companies included in the financial statements
Less than NT$1,000,000	Jerry Harn, Howard Lin, Hsiao-Lan Hu, Tang-Kai Lien, Wen-Shu Su	Hsiao-Lan Hu, Tang-Kai Lien, Wen-Shu Su	Howard Lin, Hsiao-Lan Hu, Tang-Kai Lien, Wen-Shu Su	Hsiao-Lan Hu, Tang-Kai Lien, Wen-Shu Su
NT$1,000,000 (inclusive) ~ NT$2,000,000 (not inclusive)				
NT$2,000,000 (inclusive) ~ NT$3,500,000 (not inclusive)	Chris Tsai		Chris Tsai	
NT$3,500,000 (inclusive) ~ NT$5,000,000 (not inclusive)				
NT$5,000,000 (inclusive) ~ NT$10,000,000 (not inclusive)				
NT$10,000,000 (inclusive) ~ NT$15,000,000 (not inclusive)	Shin-Min Chen, Shu-Hsing Li, Li-Chuan Wang, Paulus Siu-Hung Mok, Barry Chen, Kuang Shih Yeh	Shin-Min Chen, Shu-Hsing Li, Li-Chuan Wang, Paulus Siu-Hung Mok, Barry Chen, Kuang Shih Yeh	Shin-Min Chen, Shu-Hsing Li, Li-Chuan Wang, Paulus Siu-Hung Mok, Barry Chen, Kuang Shih Yeh	Shin-Min Chen, Shu-Hsing Li, Li-Chuan Wang, Paulus Siu-Hung Mok, Barry Chen, Kuang Shih Yeh
NT$15,000,000 (inclusive) ~ NT$30,000,000 (not inclusive)	Daniel M. Tsai, Ming Dong Co., Ltd., Taipei City Government	Ming Dong Co., Ltd., Taipei City Government	Daniel M. Tsai, Ming Dong Co., Ltd., Taipei City Government	Ming Dong Co., Ltd., Taipei City Government
NT$30,000,000 (inclusive) ~ NT$50,000,000 (not inclusive)	Ming-Chung Tseng	Ming-Chung Tseng, Daniel M. Tsai, Jerry Harn	Ming-Chung Tseng	Ming-Chung Tseng, Daniel M. Tsai
NT$50,000,000 (inclusive) ~ NT$100,000,000 (not inclusive)		Chris Tsai	Jerry Harn	Chris Tsai
NT$100,000,000 and above	Richard M. Tsai	Richard M. Tsai, Howard Lin	Richard M. Tsai	Richard M. Tsai, Jerry Harn, Howard Lin
Total	17	17	17	17

2.2.2 Remuneration to President and Executive VP

December 31, 2025
Unit: NT$ thousand

Title	Name	Salary (A)		Pension (B)		Bonus and Special Allowances, etc. (C)		Employee Compensation (D)				The sum of A, B, C and D along with the percentage of after-tax net income (%)		Remuneration from investees other than subsidiaries, or parent company
		The Company	All companies included in the financial statements	The Company	All companies included in the financial statements	The Company	All companies included in the financial statements	The Company		All companies included in the financial statements		The Company	All companies included in the financial statements	
								Amount paid in cash	Amount paid in shares	Amount paid in cash	Amount paid in shares			
President	Jerry Ham	62,035	84,960	1,684	2,389	156,657	218,738	682	None	1,123	None	221,058 0.18%	307,210 0.25%	1,118
Senior Executive VP	Wey-Chyng Yang													
Senior Executive VP	Chung-Ping Liu													
Senior Executive VP	Jerry Hsu													
Senior Executive VP	Chin-Yi Liu													
Senior Executive VP	Chin-Wen Lo													
Senior Executive VP	Wei Lo													
Executive VP	Ching-Chin Wang													
Executive VP	Ching-Wei Su													
Executive VP	Vincent Dern													
Managing Director	Wen-Yen Chen													
Executive VP	Douglas Tsai													
Executive VP	Cindy Lin													
Executive VP	Tony Chen													
Executive VP	Emily Wang													
Executive VP	Ming-Ju Tsai													
Executive VP	Paohsiu Su (retired)													
Executive VP	Ying-Ho Hsieh (resigned)													
Executive VP	Peiling Tsai (resigned)													

Note 1: A sum of NT$1,203 thousand was paid to drivers, but not included as remuneration.
Note 2: Executive VP Douglas Tsai has been promoted as an Executive VP on May 1, 2025; Executive VP Paohsiu Su retired on Apr. 1, 2025; Executive VP Ying-Ho Hsieh resigned from the position of concurrent work in the Company on Aug. 18, 2025. Executive VP Peiling Tsai resigned on Aug. 23, 2025.

Remuneration brackets table for President and Executive VPs

December 31, 2025

Range of remuneration paid the President and Executive VPs	Names of President and Executive VPs	
	The Company	Parent company and all business investments
Less than NT$1,000,000	Wen-Yen Chen, Ying-Ho Hsieh(resigned), Peiling Tsai(resigned)	
NT$1,000,000 (inclusive) ~ NT$2,000,000 (not inclusive)	Paohsiu Su(retired)	Paohsiu Su(retired), Peiling Tsai(resigned)
NT$2,000,000 (inclusive) ~ NT$3,500,000 (not inclusive)		
NT$3,500,000 (inclusive) ~ NT$5,000,000 (not inclusive)		
NT$5,000,000 (inclusive) ~ NT$10,000,000 (not inclusive)	Wey-Chyng Yang, Jerry Hsu, Ching-Chin Wang, Ching-Wei Su, Vincent Dern, Douglas Tsai, Cindy Lin, Tony Chen, Emily Wang, Ming-Ju Tsai	Wey-Chyng Yang, Jerry Hsu, Ching-Chin Wang, Ching-Wei Su, Vincent Dern, Douglas Tsai, Cindy Lin, Tony Chen, Emily Wang, Ming-Ju Tsai, Ying-Ho Hsieh(resigned)
NT$10,000,000 (inclusive) ~ NT$15,000,000 (not inclusive)	Chung-Ping Liu, Chin-Yi Liu, Chin-Wen Lo, Wei Lo	Chung-Ping Liu, Chin-Yi Liu, Chin-Wen Lo, Wei Lo
NT$15,000,000 (inclusive) ~ NT$30,000,000 (not inclusive)		Wen-Yen Chen
NT$30,000,000 (inclusive) ~ NT$50,000,000 (not inclusive)		
NT$50,000,000 (inclusive) ~ NT$100,000,000 (not inclusive)	Jerry Harn	
NT$100,000,000 and above		Jerry Harn
Total	19	19

2.2.3 Compensation for retired chairmen and presidents of the Company or related companies re-hired as consultants

None.

2.2.4 Names of managers entitled to employee compensation and amount entitled

Employee compensation totaling NT$14,000 thousand was proposed by the Board of Directors for the latest year (2025).

December 31, 2025
Unit: NT$ thousand

	Title	Name	Amount paid in shares	Amount paid in cash	Total	Total as a percentage to after-tax net income (%)
Managers	President	Jerry Harn	0	700	700	0.001%
	Senior Executive VP	Wey-Chyng Yang				
	Senior Executive VP	Chung-Ping Liu				
	Senior Executive VP	Jerry Hsu				
	Senior Executive VP	Chin-Yi Liu				
	Senior Executive VP	Chin-Wen Lo				
	Senior Executive VP	Wei Lo				
	Executive VP	Ching-Chin Wang				
	Executive VP	Ching-Wei Su				
	Executive VP	Vincent Dern				
	Executive VP	Douglas Tsai				
	Executive VP	Cindy Lin				
	Executive VP	Tony Chen				
	Executive VP	Emily Wang				
	Executive VP	Ming-Ju Tsai				
	Senior VP	Ching-Hui Lin				

2.2.5 Directors', President's and Executive VPs' remuneration paid in the last two years total amount along with the percentage to after-tax net income, and association with business performance

(1) Directors', President's and Executive VPs' remuneration paid in the last two years total amount along with the percentage to the Company's after-tax net income

Unit: NT$ thousand; %

Item / Title	The Company				All companies included in the financial statements			
	2024		2025		2024		2025	
	Total amount	As a percentage of after-tax net income	Total amount	As a percentage of after-tax net income	Total amount	As a percentage of after-tax net income	Total amount	As a percentage of after-tax net income
Remuneration to General Directors and Independent Directors	655,788	0.43%	648,771	0.54%	1,167,821	0.77%	1,134,320	0.94%
Remuneration to President and Executive VPs	213,259	0.14%	221,058	0.18%	320,027	0.21%	307,210	0.25%
After-tax net income	150,820,135	-	120,943,979	-	150,820,135	-	120,943,979	-

(2) Remuneration policies, standards and combinations, determination procedures and association with business performance and future risks

a. The Company has adopted the "Director Remuneration Policy" (referred to as the Policy below) established in accordance with the Articles of Incorporation. The Policy has been reviewed by the Remuneration and Nomination Committee and approved by the Board of Directors; the Policy provides a clear outline to the scope of directors' compensation, remuneration, travel allowance, and attendance fees.

(a) Compensation: Compensations of the Chairman and other Directors are determined by the Remuneration and Nomination Committee and the Board of Directors after taking into consideration their participation and contribution to the Company's operations. Independent directors are paid fixed amounts of compensation on a monthly basis; the amount of which is specified in the Policy. Additional compensations are granted for assuming concurrent independent directorship in other subsidiaries, which are paid by the respective subsidiaries according to their policies.

(b) Remuneration:

◎Directors' remuneration is allocated according to the terms of the Articles of Incorporation, and is subject to a maximum of 0.3% of current year profit. The percentage and amount of directors' remuneration is subject to special resolution by the Board of Directors, and final approval of shareholders in a shareholders' meeting. The approved amounts are paid in cash based on the percentages outlined in the Policy.

◎Directors of the Company are compensated not only in reference to peer levels, but also takes into account their individual participation and contribution to the Company's operations. This is why director performance assessment has been designed to cover several aspects, namely: director's awareness toward the Company's goals and missions, awareness to duties, level of participation in the Company's operations, maintenance of internal relations and communication, professionalism and ongoing education, and enforcement of internal control. Performance bonuses are allocated basis on various duties and positions assumed by individual directors, such as functional committee members. The

final compensations are reviewed by the Remuneration and Nomination Committee on a yearly basis and submitted for Board of Directors' resolution afterwards.

(c) Fees for services rendered:

◎Travel allowances are paid to the respective directors on a monthly basis according to the Policy. Travel allowances of functional committees are paid based on the number of meetings attended.

◎Other expenses incurred for engaging in the Company's business operations, such as business travel allowance and entertainment expenses, may be claimed and reimbursed according to the domestic/overseas travel guidelines, expense claim and review guidelines, and relevant policies of the Company and subsidiaries.

b. Compensations for subsidiaries' directors and supervisors are paid according to the "Director and Supervisor Compensation Guidelines" of the respective subsidiaries. As a principle, the Chairman, Vice Chairman, and any director that undertakes routine duties are entitled to receive compensation, subject to Board of Directors' resolution. Meanwhile, Independent Directors are paid fixed amounts of compensation. Directors and supervisors of subsidiaries are also entitled to receive fees for attending Board of Directors meetings and functional committee meetings according to rules.

c. The Company's managers

(a) The Company total compensation structure includes fixed compensation (salary, allowances) and variable compensation (i.e. performance bonuses, employee distributions based on operating performance).The Company has a "Manager Compensation Policy" in place and sets compensation at a reasonable level based on the individual's experience, the responsibilities assumed, and peer/market level. The Company adjusts employees' salaries according to annual performance, and in doing so ensures that the compensation package stays competitive for retaining talents.

(b) To ensure business continuity and growth, the Company has expanded its key business indicators to cover aspects such as development strategy, operating and financial performance, ESG efforts, compliance/risk management, and internal audit. Furthermore, links have been created to associate employees' compensation with various performance indicators. According to the Company's "Performance Evaluation Policy," managers' annual performance is assessed on two major aspects, namely: key business indicators (70%) and leadership characteristics (30%).Under the key business indicator category, specific indicators and weightings are set for such areas as "company operations and financial results," "ESG promotion and execution," and "compliance, risk management and internal audits/controls," depending on the executives' responsibilities. According to the "Manager Performance Evaluation and Compensation Payment Policy," managers are paid annual performance bonuses based on the Company's profit outcomes and individual performance.

(c) The Company also has a "Remuneration and Nomination Committee" available to regularly assess and examine the performance evaluation system, compensation system, compensation standards, salary package, and individual compensation levels for senior managers. Any recommendations made by the committee are presented for discussion among the Board of Directors to complete the remuneration assessment process for top executives.

(d) To implement corporate governance and risk control, the Company has established a bonus deferral policy for managers, by specifying the bonus deferral percentage, years, methods and claw-back mechanism. This is to enhance the alignment between management's overall remuneration and the Company's operations and future risks.

2.3 Corporate governance

2.3.1 Functionality of Board of Directors

(1)The 9th Board of Directors (term of service: 2023.06.09~2026.06.08; of which 2025.01.01~2025.12.31 was relevant to this report)

A total of 7 meetings (A) were held in the last year (2025); below are the attendance records:

Title	Name	Attendance in Person (B)	Attendance by proxy	Rate of attendance in person (%) (B/A)	Remarks
Chairman	Richard M. Tsai	7	0	100%	
Vice Chairman	Ming Dong Co., Ltd. Representative: Ming-Chung Tseng	7	0	100%	
Director	Daniel M. Tsai	7	0	100%	
Director	Ming Dong Co., Ltd. Representative: Jerry Harn	7	0	100%	
Director	Ming Dong Co., Ltd. Representative: Howard Lin	7	0	100%	
Director	Ming Dong Co., Ltd. Representative: Chris Tsai	7	0	100%	
Director	Taipei City Government Representative: Hsiao-Lan Hu	4	3	57.14%	
Director	Taipei City Government Representative: Tang-Kai Lien	6	1	85.71%	
Director	Taipei City Government Representative: Wen-Shu Su	5	2	71.43%	Newly elected (Note)
Independent Director	Shin-Min Chen	7	0	100%	
Independent Director	Shu-Hsing Li	7	0	100%	
Independent Director	Li-Chuan Wang	7	0	100%	
Independent Director	Paulus Siu-Hung Mok	7	0	100%	
Independent Director	Barry Chen	7	0	100%	
Independent Director	Kuang-Shih Yeh	7	0	100%	

Note：Corporate shareholder - Taipei City Government reappointed Director Wen-Shu Su as its representative on January 16, 2025.

(2)Other matters that shall be recorded:

a. For Board of Directors meeting that meet any of the following descriptions, state the date, session, the discussed agenda, independent directors' opinions and how the Company responded to such opinions:

(a) Conditions described in Article 14-3 of the Securities and Exchange Act: The Company has assembled an Audit and Risk Management Committee, and is therefore subject to Article 14-5 of the Securities and Exchange Act.

(b) Any other documented objections or qualified opinions raised by Independent Director against board resolution in relation to matters other than those described above: None.

b. Disclosure regarding avoidance of motions involving conflict of interests, including the names of Directors concerned, the motions, the nature of conflicting interests, and the voting outcome: See the following chart.

No.	Board of Directors Date	Interested Directors	Subject Matter	Reason for Conflict of Interest Recusal	Participation in Deliberation
1	2025.01.16	Jerry Harn	Appointment of directors for subsidiary – Fubon Bank (Hong Kong) Limited.	The director was a subject of this appointment.	The interested directors left the room during discussion and voting.
		Richard M. Tsai Ming-Chung Tseng Daniel M. Tsai Jerry Harn Howard Lin Chris Tsai	Allocation of 2024 year-end bonus for senior managers of the Company and subsidiaries.	The director was a proposed payee for the bonus.	The interested directors left the room during discussion and voting.
2	2025.03.14	Jerry Harn	Allocation of 2024 employee remuneration.	The director serves as manager of the Company. Considering that the percentages of this motion were determined in accordance with the Articles of Incorporation while observing a procedure that complied with laws, the decisions should not have been influenced by directors' personal stake and hence recusal was not required.	Recusal was not required during discussion and voting.
		Richard M. Tsai Daniel M. Tsai Chris Tsai	Approval of director remuneration standards and special contribution weight for the Company for 2024.	1. Director Daniel M. Tsai was a payee of the special contribution discussed in this motion. 2. Chairman Richard M. Tsai and Director Chris Tsai are direct relatives within the second degree or closer to Director Daniel M. Tsai, a payee of the special contribution discussed in this motion. Therefore, they were considered to have a stake in the motion according to the law and were required to recuse themselves from discussion and voting.	The interested directors left the room during discussion and voting.

No.	Board of Directors Date	Interested Directors	Subject Matter	Reason for Conflict of Interest Recusal	Participation in Deliberation
				3. Considering that the sum of remuneration for the "entirety" of directors was determined in accordance with the percentages specified in the "Articles of Incorporation" while observing a procedure that complied with laws, the decisions should not have been influenced by directors' personal stake and hence recusal was not required.	
		Richard M. Tsai Daniel M. Tsai Chris Tsai	Continue lease of right-of-use assets, namely 5F and 6F of Fubon Neihu Building, from Fubon No. 2 Real Estate Investment Trust.	1. Chairman Richard M. Tsai and Director Daniel M. Tsai were major shareholders of the signing agent (Fubon Real Estate Management), which represented the lessor, and were deemed to hold a personal stake or interest in the representing agent that may conflict with the Company's interests. For this reason, the parties were required to recuse themselves from discussion and voting. 2. Director Chris Tsai is a direct relative within the second degree or closer to Chairman Richard M. Tsai and was considered to hold a stake in the motion according to the law, which required the party to recuse themselves from discussion and voting.	The interested directors left the room during discussion and voting.
3	2025.05.02	Richard M. Tsai Daniel M. Tsai Chris Tsai	Report on the proposal to have subsidiary - Taipei Fubon Commercial Bank Co., Ltd. participate in the cash issue of LINE Bank Taiwan Limited.	1. Chairman Richard M. Tsai was a director of Taiwan Mobile, whereas Director Daniel M. Tsai held concurrent positions as chairperson for Taiwan Mobile and Momo.Com Inc. Considering that Taiwan Mobile, Momo.Com Inc., and Taipei Fubon Bank had jointly participated in the cash issue of Line Bank, they were deemed to hold stake in the motion. However, according to the opinions of the	Recusal was not required during discussion and voting

No.	Board of Directors Date	Interested Directors	Subject Matter	Reason for Conflict of Interest Recusal	Participation in Deliberation
				Ministry of Economic Affairs and the terms of the Company Act, these directors need not recuse themselves from motions of a reporting nature, and having them take part in such motions poses no concern of compromising the Company's interests. For this reason, recusal was deemed unnecessary. 2. Director Chris Tsai is a direct relative within the second degree or closer to Chairman Richard M. Tsai and Director Daniel M. Tsai. However, recusal was deemed unnecessary because the party's involvement in the motion posed no concern of compromising the Company's interests for the reasons explained above.	
		Ming-Chung Tseng	Reappointment of directors for subsidiary - Fubon Insurance Agency Co., Ltd.	The director was a subject of the motion.	The interested directors left the room during discussion and voting.
		Richard M. Tsai Daniel M. Tsai Chris Tsai	Proposal to remove non-compete restrictions for the Company's 9th Board of Directors.	1. The motion involved removal of non-compete restriction for Chairman Richard M. Tsai, which concerned self-interest. 2. Director Daniel M. Tsai and Director Chris Tsai are 2nd degree direct relatives or closer to Chairman Richard M. Tsai.	The interested directors left the room during discussion and voting.
		Richard M. Tsai Daniel M. Tsai Howard Lin Chris Tsai	Establishment of special-purpose vehicle for capital-raising under subsidiary - Fubon Life Insurance Co, Ltd. and appointment of directors.	1. Director Howard Lin, Director Chris Tsai, and Daniel M. Tsai concurrently served as chairperson, vice chairperson, and director of Fubon Life, respectively. 2. Chairman Richard M. Tsai is a direct relative of 2nd degree or closer to Director Daniel M. Tsai and Director Chris Tsai, who were subject to recusal.	The interested directors left the room during discussion and voting.

No.	Board of Directors Date	Interested Directors	Subject Matter	Reason for Conflict of Interest Recusal	Participation in Deliberation
		Richard M. Tsai Ming-Chung Tseng Daniel M. Tsai Jerry Harn Howard Lin Chris Tsai	Adjustment of 2025 fixed compensation for senior managers of the Company and subsidiaries.	The directors were either beneficiaries of the discussed compensation or 2nd degree direct relatives or closer to such beneficiaries.	The interested directors left the room during discussion and voting.
4	2025.05.29	Richard M. Tsai Daniel M. Tsai Howard Lin Chris Tsai	Report on the commitment made by subsidiary – Fubon Life Insurance Co, Ltd. to invest no more than USD 150 million into ASF IX Infrastructure Main SCSp., SICAV-RAIF.	1. Director Daniel M. Tsai, Director Chris Tsai, and Director Howard Lin concurrently served as directors of Fubon Life Insurance Co, Ltd., and were considered to hold stake in the motion. However, according to the opinions of the Ministry of Economic Affairs and the terms of the Company Act, these directors need not recuse themselves from motions of a reporting nature, and having them take part in such motions poses no concern of compromising the Company's interests. For this reason, recusal was deemed unnecessary. 2. Chairman Richard M. Tsai is a direct relative within the second degree or closer to Director Daniel M. Tsai and Director Chris Tsai. However, recusal was deemed unnecessary because the party's involvement in the motion posed no concern of compromising the Company's interests for the reasons explained above.	Recusal was not required during discussion and voting.
		Ming-Chung Tseng	Fixed compensation for subsidiaries' senior managers.	The director in question was a beneficiary of the fixed compensation.	The interested directors left the room during discussion and voting.
5	2025.08.21	Richard M. Tsai Daniel M. Tsai Howard Lin Chris Tsai	Report on the commitment made by subsidiary - Fubon Life Insurance Co, Ltd. to invest no more than USD 200 million into Blackstone Infrastructure Partners F.1 L.P.	Director Howard Lin, Director Chris Tsai, and Daniel M. Tsai concurrently served as chairperson, vice chairperson, and director of Fubon Life, respectively. Additionally, Chairman Richard M. Tsai is a direct relative within the second degree or closer to	Recusal was not required during discussion and voting.

No.	Board of Directors Date	Interested Directors	Subject Matter	Reason for Conflict of Interest Recusal	Participation in Deliberation
				Director Daniel M. Tsai and Director Chris Tsai. However, according to the opinions of the Ministry of Economic Affairs, the director's involvement in the motion posed no concern of compromising the Company's interests, and hence recusal was deemed unnecessary.	
		Richard M. Tsai Daniel M. Tsai Howard Lin Chris Tsai	Management systems for the foreign SPV (for capital-raising) held by subsidiary – Fubon Life Insurance Co, Ltd.	Considering that the motion involved discussion of management systems for a foreign insurance business, having the directors take part in discussion should pose no concern of compromising the Company's interests, hence recusal was unnecessary.	Recusal was not required during discussion and voting.
		Richard M. Tsai Daniel M. Tsai Howard Lin Chris Tsai	Proposal to have subsidiary - Fubon Life Insurance Co, Ltd. subscribe to the cash issue of Fubon Hyundai Life Insurance Co., Ltd.	1. Director Howard Lin, Director Chris Tsai, and Daniel M. Tsai concurrently served as chairperson, vice chairperson, and director of Fubon Life, respectively 2. Chairman Richard M. Tsai is a direct relative of 2nd degree or closer to Director Daniel M. Tsai and Director Chris Tsai, who were subject to recusal.	The interested directors left the room during discussion and voting.
		Richard M. Tsai Ming-Chung Tseng Daniel M. Tsai Jerry Harn Chris Tsai	Adjustment of fixed compensation for senior managers of the Company.	The directors were either beneficiaries of the discussed compensation or 2nd degree direct relatives or closer to such beneficiaries.	The interested directors left the room during discussion and voting.
6	2025.11.20	Jerry Harn	Establishment of the Company's 2026 audit work plan.	The director of concern concurrently served as a manager of the Company, and recusal was deemed necessary as per conclusion of the internal audit conference held in September 2019, during which the authority instructed all participating financial holding companies that annual audit plans must be submitted for discussion among the Board of Directors in conformity with internal control and internal audit systems of the respective financial profession, and that	The interested directors left the room during discussion and voting.

No.	Board of Directors Date	Interested Directors	Subject Matter	Reason for Conflict of Interest Recusal	Participation in Deliberation
				measures are to be taken to ensure confidentiality of audit plan details.	
7	2025.12.26	Richard M. Tsai Daniel M. Tsai Chris Tsai	Appointment of directors for subsidiary - Fubon Bank (Hong Kong) Limited.,	1. Chairman Richard M. Tsai was a subject of this appointment. 2. Director Daniel M. Tsai and Director Chris Tsai are 2nd degree direct relatives or closer to Chairman Richard M. Tsai.	The interested directors left the room during discussion and voting.
		Richard M. Tsai Daniel M. Tsai Howard Lin Chris Tsai	Appointment of directors and supervisors for subsidiary - Fubon Asset Management Co., Ltd.	1. Director Howard Lin and Director Chris Tsai were subjects of this appointment. 2. Chairman Richard M. Tsai and Daniel M. Tsai are direct relatives within the second degree or closer to Director Chris Tsai.	The interested directors left the room during discussion and voting.
		Richard M. Tsai Ming-Chung Tseng Daniel M. Tsai Howard Lin Jerry Harn Chris Tsai Paulus Mok Li-Chuan Wang	The scope of subsidiaries that are subject to the Company's agent-purchasing practice.	The directors concurrently served as director or independent director in the counterparty/subsidiary.	The interested directors left the room during discussion and voting.

(3) The status of evaluation on the Board of Directors' self-performance evaluation, including the evaluation cycle and period, scope of evaluation, method and contents of evaluation about the Board of Directors' self-performance evaluation, is specified in the following Table:

Evaluation cycle	Evaluation period	Scope of evaluation	Method of evaluation	Contents of evaluation
Internal performance evaluation: Once per year.	From January 1, 2025 to December 31, 2025.	The scope of evaluation covers the performance evaluation on the Board of Directors, individual Board members and functional committees.	Board of Directors' internal self-assessment, Board members' self-assessment, and peer assessment.	a. The Company takes into account the Company's condition and needs when determining the scope of performance evaluation on the Board of Directors, which shall at least consist of the following six major elements: (a) Engagement in the Company's operations (b) Improvement of the Board's decision quality (c) Composition and structure of the Board of Directors (d) Election and continuing education of directors (e) Internal control (f) Engagement in sustainable operation (ESG) b. The performance evaluation (self) on the Board of Directors members shall at least consist of the following six elements: (a) Comprehension of the Company's targets and missions. (b) Directors' duty awareness (c) Engagement in the Company's operations (d) Management and communication of internal relations (e) Professionalism and continuing

Evaluation cycle	Evaluation period	Scope of evaluation	Method of evaluation	Contents of evaluation
				education of directors (f) Internal control c. The performance evaluation on the functional committees shall at least consist of the following five elements: (a) Engagement in the Company's operations (b) Awareness toward the functional committees' responsibilities and duties. (c) Improvement of the functional committees' decision quality. (d) Formation and election of functional committee members (e) Internal control

(4) The objectives of strengthening the functionality of the Board of Directors for the present year and the most recent year and assessment on the implementation:

a. Enforcement of sustainable operations:

(a) In 2015, Fubon Financial Holdings launched an ESG Visioning Project to help Fubon units manage the opportunities and challenges brought by the many risks they face and address issues of concern to stakeholders. The Board of Directors was made the top oversight unit responsible for promoting sustainability, and an ESG Task Force was set up under the board's Corporate Governance and Sustainability Committee, with the Sustainability Development Department (Note: Re-organized to a division since January 1, 2025) as its secretarial unit. Headed by Fubon Financial Holdings' president, the ESG Task Force has six specialized teams headed by senior managers of related units to promote sustainability strategies. The six teams monitor the organization's ESG activities and plans and report their findings every six months to the Company's Corporate Governance and Sustainability Committee and then to the Board of Directors. Meanwhile, Fubon's five main subsidiaries – Fubon Life, Taipei Fubon Bank, Fubon Securities, Fubon Insurance and Fubon Asset Management – have also established their own ESG Task Forces to echo the financial holding company's sustainability blueprint and strategies through their own financial competencies and put them into practice.

(b) The ESG Task Force shall submit the annual execution plan and execution results for the previous year at the beginning of each year, follow up the execution results of various plans every six months, and report to the Corporate Governance and Sustainability Committee and Board of Directors to deepen the Company's ESG practices. The ESG Task Force submitted its 2024 progress report and 2025 action plan to the Corporate Governance and Sustainability Committee on January 16, 2025, and presented to the Board of Directors afterwards.

Additionally, the ESG Task Force submitted its 2025 first-half progress report and second-half action plan to the Corporate Governance and Sustainability Committee on August 21, 2025, and presented to the Board of Directors after review.

(c)ESG Visioning Project – key milestones

◎ The Company launched "ESG Visioning Project" in 2015 as a proactive way to promote sustainability transformation and respond to the ESG actions of major sustainability organizations around the world.

◎ Signed commitment to the Equator Principles in 2017.

◎ Introduced Task Force on Climate-related Financial Disclosures framework at the end of 2018, and signed to become a TCFD Supporter in September 2019.Fubon Financial Holdings has published TCFD Reports since 2021. Its 2024 TCFD Report has, for the third time, been awarded TCFD Conformity "Level 5+: Excellence," the highest rating, by British Standards Institution (BSI).

◎ Became a member of Partnership for Carbon Accounting Financials (Partnership for Carbon Accounting Financials, PCAF), Asia Investor Group on Climate Change (Asia Investor Group on Climate Change, AIGCC), Business Ambition for 1.5°C), and Race to Zero Campaign in 2022.

◎ The Company joined the CA 100+(Climate Action 100+) initiative and became a member of RE 100 in 2022. It made the commitments to fully transition into green power for all domestic and foreign office locations by 2040 and to pass review for Science-Based targets (Science Based Target, SBT) .

◎ In 2022, Fubon Financial Holdings made history by being the only financial institution from Taiwan to become member of World Economic Forum (WEF); it signed a commitment to the Stakeholder Capitalism Matrix proposed by WEF in 2022.

◎ Joined The Taskforce on Nature-related Financial Disclosures (TNFD) in 2023 and adopted the TNFD framework as a show of determination for the green movement.

◎ In 2024, the Company joined the Partnership for Biodiversity Accounting Financials (PBAF) as a Supporter.

◎ In 2024, beyond its financial sector, Fubon Financial Holdings continued to support the United Nations' "Sports for Climate Action" initiative. Since 2021, the company has launched the Run For Green program, pioneering the integration of sports and sustainability. Under this initiative, for every runner who accumulates 40 kilometers in the four major marathons and designated races, Fubon plants a tree on their behalf. To date, the program has engaged over 300,000 participants, with more than 100,000 trees planted—achieving Fubon's five-year goal of planting 100,000 trees in Taiwan ahead of schedule!

◎ Fubon Financial Holdings hosted "Fubon Sustainable Future Forum" in collaboration with Fubon Cultural & Educational Foundation and National Taiwan University Risk Society and Policy Research Center to share insight on new political and economic developments and to explore opportunities in sustainability transformation.

◎ Fubon Financial Holdings coordinated with five of its subsidiaries to host a workshop on developing "Reference Guidelines for Sustainable Economic Activities," and invited a total of 24 business partners to take part in low-carbon transformation.

(d)ESG award history – In terms of ESG performance, Fubon Financial Holdings has been well-recognized throughout the world.

◎ In 2025, Fubon Financial Holdings will continue to receive awards from the international media "Corporate Governance Asia" magazine. The President of Fubon Financial Holdings won the "Best Investor Relations in Asia–CEO Award" for 8 consecutive years, Fubon Financial Holdings won the "Best Investor Relations Award" for 15 consecutive years, the "Best Corporate Social Responsibility Award in Asia" and the "Best Investor Relations Manager Award" for 12 consecutive years, and won the "Asia Sustainable Development Award" for the first time. It fully shows that Fubon Financial Holdings has been deeply engaged in sustainable operation for many years, and its commitment to environmental initiatives, continuous investment in ESG

management and various excellent performances have been highly recognized by the international community.

◎ Fubon Financial Holdings has been chosen as a composition of "Dow Jones Best-in-Class World Index" (i.e. DJSI World) for 8 consecutive years, ranking in the top 2% percentile (i.e. PR98) among world's insurance companies while achieving the top score in 5 of the evaluation criteria. At the same time, Fubon Financial Holdings has been selected a composition of "Dow Jones Best-in-Class Emerging Markets Index" for 9 consecutive years, securing its stature as a top performer in world-class sustainable practices for another year. The Company even attained full score in five areas including: transparency of information, risk and crisis management, policy influence, human rights issue, and financial inclusion.

◎ Fubon Financial Holdings was selected as a constituent of the MSCI Selection Indexes for 9 years straight.

◎ Remained on the A List of CDP's climate change survey program for the 6th consecutive year.

◎ Fubon Financial Holdings ranked 471 among the world's top 500 in Brand Finance's "Sustainability Perceptions Index 2024."

◎ Fubon Financial Holdings received 2025 Corporate ESG Performance Prime Rank from Institutional Shareholder Services (ISS).

◎ Fubon Financial Holdings was awarded by The Asset for the 15th consecutive year and 2024 once again claimed "Excellence in ESG – Platinum Award," indicating strong recognition for its long-term commitment, sustainability philosophy, and progress.

◎ Fubon Financial Holdings was placed among the top 500 of TIME World's Most Sustainable Companies for the second consecutive year, ranking 32nd overall and 4th in the global financial sector.

◎ Since Taiwan Stock Exchange Corporation first introduced "Taiwan Corporate Governance Top 100 Index" back in 2015, Fubon Financial Holdings has remained a composition for 10 years straight.

◎ In the 2nd 2024 Sustainable Finance ESG Evaluation of the FSC, Fubon Life, Taipei Fubon Bank, Fubon Securities and Fubon Insurance, the four subsidiaries were awarded the top 25% of outstanding financial institutions.

◎ Fubon Financial Holdings won "Global Views ESG Corporate Sustainability Awards – Comprehensive Excellence Award – Financial Industry Category Distinction Award" for the 6th time in 2025.

◎ Fubon Financial Holdings won "Excellence in Corporate Social Responsibility Award-Large Enterprise-Finance Group-2nd Place" for the 18th time and for the 2nd consecutive year in 2025. Additionally, the Company won "CommonWealth Talent Sustainability Award" for the 3rd consecutive year and the bi-annual "Education, Parenting, Family, Lifestyle and Workplace Award" in 2025.

b. Regular performance evaluation of the Board of Directors (internal assessment):

2025 Board of Directors' performance evaluation and progress

(a) Basis: "Performance Evaluation Policy for the Board of Directors and Its Functional Committees."

(b) Evaluation cycle and frequency

The Company's Board of Directors and functional committees are subject to internal performance evaluation at the end of each year.

(c) Evaluation indicators

◎ Board of Directors' performance is evaluated using 48 indicators across 6 different areas, including board engagement in the Company's operations, improving the quality of board decisions, the board's composition and structure, election and continuing education of board members, enforcement of internal control, and engagement in sustainable operation (ESG).

◎ Directors' (individual) performance is evaluated using 23 indicators across 6 different areas, including director awareness towards the Company's goals and missions, their

respective duties, level of engagement in the Company's operations, maintenance of internal relations and communication, continuing education, and enforcement of internal control system.

◎ Functional committees' performance is evaluated using 19–22 indicators across 5 different areas, including committee engagement in the Company's operations, awareness of committee duties, improvement of committees' decisions, the committee's composition and member selection, and enforcement of internal control.

(d) Evaluation procedures

◎ At the end of each year, the Company evaluates year's performance using various indicators. Results of internal and external performance assessments are presented for discussion by the Corporate Governance and Sustainability Committee and the Board of Directors within 3 months of the following financial year.

◎ 2025 performance of the Board of Directors and functional committee was reported and discussed during the Corporate Governance and Sustainability Committee meetings dated March 12, 2026.

(e) Assessment results

The Board of Directors and functional committees have performed in accordance with corporate governance principles. All committees have duly performed their duties and supported the board.

Item	Evaluation outcome
The Board of Directors' performance valuation	◎ A total of 6 main criteria were used for evaluation. The Company attained an average score of 4.88 this year (compared to 4.95 the previous year); it scored higher than average in 4 criteria, equal to average in 1 criterion, and lower than average in 1 criterion. ◎ Outcome of performance evaluation: Excellent.
Board member (self) performance assessment	◎ A total of 6 main criteria were used for evaluation. Average score for the year was determined at 4.99 (compared to 4.96 the previous year); out of all the criteria used this year, 1 of which scored higher than average, 3 of which scored equal to average, and 2 of which scored lower than average. ◎ Outcome of performance evaluation: Excellent.
Performance evaluation for the Audit and Risk Management Committee	◎ There were 5 main evaluation criteria in total. Average score for the year was determined at 4.96 (compared to 4.99 the previous year); out of all the criteria used this year, 2 of which scored higher than average, 1 of which scored equal to average, and 2 of which scored lower than average. ◎ Outcome of performance evaluation: Excellent.
Performance evaluation for the Remuneration and Nomination Committee	◎ There were 4 main evaluation criteria in total. Average score for the year was determined at 4.96 (compared to 4.97 the previous year); out of all the criteria used this year, 1 of which scored higher than average, 1 of which scored equal to average, and 2 of which scored lower than average. ◎ Outcome of performance evaluation: Excellent.
Performance evaluation for the Corporate Governance and Sustainability Committee	◎ There were 4 main evaluation criteria in total. The Company attained an average score of 4.99 this year (compared to 5.00 the previous year); it scored higher than average in 3 criteria and lower than average in 1 criterion. ◎ Outcome of performance evaluation: Excellent.

Note：The Board/Functional Committee Performance Self-assessment Questionnaire Template published by Taiwan Stock Exchange Corporation gathers responses on scale of 5: "1 – Extremely poor (Strongly disagree); 2 – Poor (Disagree); 3 – Moderate (Neutral); 4 – Good (Agree); 5 – Excellent (Strongly Agree)."

◎ Improvement measures:

Potential improvements based on the outcome of this year's performance evaluation generally fall into the following three categories: 1. Composition and member selection for the Board of Directors and functional committees; 2. Level of participation in the Company's operations and internal controls; 3. Directors' ongoing education and awareness of functional committees' duties.

The following improvement measures have been suggested based on the above:

① Composition and member selection for Board of Directors and functional committees:

The Company will observe Paragraph 2, Article 29 of Corporate Governance Best-Practices Principles for Financial Holding Companies and nominate director candidates for the next board by taking background information such as gender, professional knowledge, and skills into consideration, and thereby increase the diversity of board and functional committee members.

② Level of participation in the Company's operations and internal control:

In an attempt to help directors and committee members become more involved in company operations and gain a better understanding of the internal control system, the Company will arrange for CPAs to be physically present to address queries at quarterly board meetings and Risk Management Committee meetings, and will invite CPAs to discuss annual audit plans with committee members at least twice a year. Furthermore, the Company will arrange to have managers or appropriate personnel provide explanations to whatever queries the directors or committee members may have.

③ Directors' ongoing education and awareness of functional committees' duties:

The Company will observe "Directions for the Implementation of Continuing Education for Directors and Supervisors of TWSE Listed and TPEx Listed Companies" previously amended on December 5, 2025 by arranging on-site tuition courses for 2026 that aim to help directors develop the professional knowledge needed.

c.Evaluation of board performance by external professional institution (external evaluation)

The Company engages independent outside institutions to conduct external evaluation every 3 years. The Company commissioned Taiwan Corporate Governance Association to evaluate the performance of its Board of Directors in December 2024. The external evaluation covered five aspects including: board composition and division of responsibilities, board guidance and supervision, board authorization and risk management, board communication and coordination, and self-discipline and improvement of the Board of Directors, and utilized a combination of questionnaires and field interviews to assess board performance. For this evaluation, Taiwan Corporate Governance Association assembled an assessment panel and designated Convener Sheng-Yuan Chen (Distinguished Professor at National Taipei University of Business School of Accounting and Finance), Committee Member Wen-Long Chang (General Secretary of Chinese National Association of Industry and Commerce), General Secretary Che-Sheng Wu (Vice Chairman of Chinese Professional Management Association), Section Chief Yi-Fang Tsai, and Specialist I-Ching Sung to join the panel. By engaging a professional institution to review the performance of the current Board and Functional Committees, the Company was able to benefit from the guidance, the exchange of knowledge, as well as a professional and objective checkup of the Company's health. The performance evaluation concluded by Taiwan Corporate Governance Association on the Company's Board of Directors was reported to the Corporate Governance and Sustainability Committee and the Board of Directors on March 14, 2025. (Taiwan Corporate Governance Association is an independent non-government/non-profit organization that specializes in the evaluation of corporate governance system and assessment of Board of Directors performance.) Taiwan Corporate Governance Association made the following comments and suggestions in its Board of Directors performance assessment report:

(a) Assessment outcome and suggestions:

The Association gave a highly favorable rating on directors' professional background, senior managers' compensation, and how the Company has associated long-term performance with sustainability. The Association recommended that the composition of the next Board of Directors should take into account gender equality for enhanced diversity.

(b) Subsequent follow-up:

Outcomes of this assessment will be taken into consideration when electing or nominating directors for the next board.

d.Director succession plan:

The Company has implemented a key role system. All chairmen and presidents of the financial holding company and the main subsidiaries and their subordinates are considered key roles whose annual performance and compensation are determined differently from other managerial positions. Each key role holder shall have their annual performance evaluated based on aspects including strategic direction, target accomplishment, corporate social responsibilities, and leadership quality, all of which are subject to approval by the Chairman of the financial holding company. Furthermore, year-end performance is evaluated individually and on a case-by-case basis by the Chairman of the respective subsidiaries. This system enables the organization to gain insight into the performance and leadership style of each individual, and uncover suitable talent for director succession. If there is a need to assign a new director to the board, the Company would first recommend one from the list of key role managers.
The Company has adopted a candidate nomination system for the election of directors since 2014. The Company currently has outside directors making up more than half of its board. To prevent Independent Directors' objectivity from being compromised after prolonged service, no Independent Director has served more than 9 years consecutively. In addition, Paragraphs 1 and 2, Article 3 of the Company's "Procedures for the Election of Directors" and Paragraphs 2 and 3, Article 29 of the "Corporate Governance Best-Practice Principles" require diversity in terms of board composition, and the level of diversity is determined based on the operations and needs of the organization. Board members offer a complete set of knowledge, skills, and qualities needed to perform their duties, including extensive expertise in banking, finance, commerce, law, and industry experience. Additionally, the Company evaluates Board of Directors' performance each year in accordance with its "Policy for Performance Appraisal on the Board of Directors and Functional Committees" to ensure that the Board remains functional. Outcomes of performance evaluation are taken into consideration when electing or nominating directors.
Each year, the Company provides tuition to directors and supervisors within the group on a variety of corporate governance-related topics such as finance, risk management, cybersecurity, business, and corporate social responsibilities in an attempt to support professional capacity of the Board for enhanced corporate governance. All of which have been considered essential courses for directors' education roadmap. The Company shares information about courses or conferences on topics such as ESG issues, compliance, financial reporting, and risk management, that are being held outside the organization as a means to improve board members' professional capacity and keep them up to date on the latest trends.

According to the scope of management responsibilities, the scale and complexity of business execution, the Company has different levels of basic level, mid-level and senior managers. According to the needs of business development, Talent Inventory Review is held regularly every year to discover management trainees at all levels. In addition, those who have an important influence on the organization's operation or have development potential are listed as key positions, and their annual performance goal, evaluation process, and bonus and remuneration management system are designed differently from other management positions. The annual performance goals of each key position include important strategic direction, key indicators, corporate social responsibility, and leadership characteristics, etc. The establishment of performance goals and performance inspections must be approved by the chairman. The key position performance evaluation meeting is held every year. The chairman of the financial holding company, the chairman and the president of the subsidiary of the key position holders will jointly review the annual

performance achievement status and leadership control ability, and then discover suitable candidates for internal directors through the understanding of performance and leadership style, and also as an important basis for subsequent job arrangements.

In addition, report the performance evaluation results and annual development plan of the highest-level supervisors of financial holdings, the chairman of the Board of Directors and the president of the subsidiary at the beginning of each year, and submit them to the Board of Directors for approval. The Company has established “Performance Appraisal Policy” and “Manager Performance Appraisal and Remuneration Policy” and other systems. At the end of each year, the Company’s operating performance and individual performance are linked to distribute year-end bonuses, and individual performance would be an important reference for the selection and remuneration of senior executives. Among them, annual salary adjustments for middle to high level executives must be submitted to the remuneration and nomination committee and the Board of Directors for approval. In addition to reviewing the performance of important management teams, the remuneration conditions are also included in the review to achieve the purpose of retaining outstanding talents.

For the cultivation of important management levels, in addition to selecting and training high-level executives to serve as members of the Board of Directors of the subsidiaries/sub-subsidiaries of the financial holding company, it also plans the transfer of job positions of different functions and serve in other important positions concurrently to stimulate the improvement and inherit the cultivation, to shape the leadership echelon. Every year, courses on topics such as leadership training, work management, financial development trends, and compliance with laws and regulations are planned for managers at all levels. In 2025, there were 16,693 attendances and 29,541 hours of training for mid to high level executives. In addition, in order to continuously cultivate international management talents, outstanding executives are regularly sent to participate in overseas leadership training programs to promote cross-border exchanges of talents, cultivate forward-looking thinking, and will be arranged important jobs after training, as a succession training plan for important management levels.

Changes of directors in 2025:
Taipei City Government, a corporate shareholder, Reassignment Mr. Wen-Shu Su to replace Mr. Ruey-Cherng Cheng as director on January 16, 2025. The subject possesses professional competence in Accounting, and is currently the Commissioner of Taipei City Government Department of Budget, Accounting and Statistics.

e.Refinement of directors' professionalism:

To ensure the completeness of directors' education, the Company conducts annual assessments on prevailing risks, important local and foreign regulations, and current affairs including but not limited to risk management (including integration and legal risk), ESG, net zero emission, AI, cloud computing, cybersecurity, IFRS etc. Based on these findings, the Company is able to shortlist courses that are relevant to directors' duties and present them for the Chairman's approval. The shortlisted courses then provide the basis for directors' and supervisors' education throughout the group.
Each year, the Company provides tuition to directors and supervisors within the group on a variety of corporate governance-related topics such as finance, risk management, business and corporate social responsibilities. This year, the Company invited Wen-Nan Chan, co-founder and superintendent of Digital Transformation Institute, to deliver a lecture on “Digital Transformation and AI Applications,” and Meng-Shiang Lin, Associate Professor and Director of the Department of Financial Technology Application at Ming Chuan University, to host “[Fubon Fair Customer Treatment Practice Enhancement Course] – Fair Customer Treatment and Sustainable Governance, A Consumer Protection Perspective” during the Corporate Governance Forum. These efforts were intended to keep directors up to date on the latest knowledge and relevant skills, and help businesses adapt to the changing environment and management style.
Additionally, the Company shares information with directors on courses organized by external financial training institutions, which also cover the above issues relating to ESG, regulations, financial report, risks mangement, and corporate social responsibility, so that directors of the

financial group may undergo training according to their own requirements.
All of the Company's directors had completed their 6-hour minimum training in 2025. The Board as a whole completed 163 hours of training in total.

Directors' continuing education in 2025:

Title	Name	Date for Attending Continuing Education	Hosted By	Course Title	Hours
Chairman	Richard M. Tsai	2025.10.14	Taiwan Academy of Banking and Finance (TABF)	Corporate Governance Forum – [Fubon Fair Customer Treatment Practice Enhancement Course] – Fair Customer Treatment and Sustainable Governance, A Consumer Protection Perspective	3.0
		2025.11.11	Independent Directors' Association Taiwan	Fubon AML Forum – International Trends – Trends in Global Tax Crime and Use of AI Technology in Detection and Management	3.0
		2025.12.16	Taiwan Corporate Governance Association	Shareholder Activism and Board of Directors' Response Strategies	3.0
		2025.12.16	Taiwan Corporate Governance Association	Responsibilities of the Board and Independent Directors in the ESG Era: From Legal Risks to Governance Practices	3.0
		2025.12.17	Taiwan Corporate Governance Association	Directors' Legal Responsibilities and Due Diligence Obligations in M&A, Divestment, and Major Transactions – M&A	3.0
		2025.12.17	Taiwan Corporate Governance Association	Directors' Legal Responsibilities and Due Diligence Obligations in M&A, Divestment, and Major Transactions – Major Transactions	3.0
Vice Chairman	Ming Dong Co., Ltd. Representative: Ming-Chung Tseng	2025.10.03	Independent Directors' Association Taiwan	Digital Transformation and AI Application	3.0
		2025.11.11	Independent Directors' Association Taiwan	Fubon AML Forum - International Trends - Trends in Global Tax Crime and Use of AI Technology in Detection and Management	3.0
Director	Daniel M. Tsai	2025.03.12	Taiwan Insurance Institute	How Anti-scam and Anti-money Laundering Efforts Prevent Financial Crime and Protect Financial Consumers' Interests	1.5
		2025.08.08	Taiwan Corporate Governance Association	Diversification and Optimization of Strategies for Insurance Companies after IFRS17 & ICS – A Product, Investment, and System Perspective	3.0
		2025.08.19	Taiwan Insurance Institute	Keynote Speech on Corporate Governance – AI Security and Governance – The Board's Responsibilities in the AI Era	1.5
Director	Ming Dong Co., Ltd. Representative:	2025.10.03	Independent Directors' Association	Digital Transformation and AI Application	3.0

Title	Name	Date for Attending Continuing Education	Hosted By	Course Title	Hours
	Jerry Harn		Taiwan		
		2025.10.14	Taiwan Academy of Banking and Finance (TABF)	Corporate Governance Forum - [Fubon Fair Customer Treatment Practice Enhancement Course] - Fair Customer Treatment and Sustainable Governance, A Consumer Protection Perspective	3.0
		2025.11.11	Independent Directors' Association Taiwan	Fubon AML Forum - International Trends - Trends in Global Tax Crime and Use of AI Technology in Detection and Management	3.0
Director	Ming Dong Co., Ltd. Representative: Howard Lin	2025.03.12	Taiwan Insurance Institute	How Anti-scam and Anti-money Laundering Efforts Prevent Financial Crime and Protect Financial Consumers' Interests	1.5
		2025.08.08	Taiwan Corporate Governance Association	Diversification and Optimization of Strategies for Insurance Companies after IFRS17 & ICS - A Product, Investment, and System Perspective	3.0
		2025.08.19	Taiwan Insurance Institute	Keynote Speech on Corporate Governance – AI Security and Governance – The Board's Responsibilities in the AI Era	1.5
Director	Ming Dong Co., Ltd. Representative: Chris Tsai	2025.03.12	Taiwan Insurance Institute	How Anti-scam and Anti-money Laundering Efforts Prevent Financial Crime and Protect Financial Consumers' Interests	1.5
		2025.08.08	Taiwan Corporate Governance Association	Diversification and Optimization of Strategies for Insurance Companies after IFRS17 & ICS - A Product, Investment, and System Perspective	3.0
		2025.08.19	Taiwan Insurance Institute	[Remote teaching] Keynote Speech on Corporate Governance – AI Security and Governance – The Board's Responsibilities in the AI Era	1.5
Director	Taipei City Government Representative: Hsiao-Lan Hu	2025.03.28	Independent Directors' Association Taiwan	Fubon AML Forum – Financial Crimes – Exposing the Latest Scams and Preventive Strategies	3.0
		2025.07.25	Independent Directors' Association Taiwan	Fubon AML Forum – International Trends – The 2024 National Money Laundering, Terrorism Financing, and Arms Proliferation Risk Assessment Report and Risks to Local Banks	3.0
		2025.10.03	Independent Directors' Association Taiwan	Digital Transformation and AI Application	3.0

Title	Name	Date for Attending Continuing Education	Hosted By	Course Title	Hours
		2025.11.11	Independent Directors' Association Taiwan	Fubon AML Forum - International Trends - Trends in Global Tax Crime and Use of AI Technology in Detection and Management	3.0
		2025.11.21	Independent Directors' Association Taiwan	Fubon AML Forum – Financial Technology – More Than Just Virtual Currency – What Blockchain Brings to the Future of the Financial System	3.0
Director	Taipei City Government Representative: Tang-Kai Lien	2025.04.25	Independent Directors' Association Taiwan	Fubon AML Forum - Influence - The Rise of Sub-society Built by Migrant Workers in Taiwan	3.0
		2025.07.25	Independent Directors' Association Taiwan	Fubon AML Forum - International Trends - The 2024 National Money Laundering, Terrorism Financing, and Arms Proliferation Risk Assessment Report and Risks to Local Banks	3.0
Director	Taipei City Government Representative: Wen-Shu Su (Note)	2025.02.18	Taiwan Corporate Governance Association	How the Board Responds to the 12 ESG Risks and Issues	3.0
		2025.02.21	Taiwan Corporate Governance Association	How Audit Committees Enforce Financial Statement Review	3.0
		2025.03.04	Taiwan Corporate Governance Association	NVIDIA's 3-trillion Miracle: Artificial Intelligence and Revolutionary Mindset for the Semiconductor Industry	3.0
		2025.07.08	Taiwan Corporate Governance Association	Contract Risk Management following Trump's "Reciprocal Tariff" in 2025	3.0
Independent Director	Shin-Min Chen	2025.09.03	Taiwan Corporate Governance Association	The 21st (2025) International Corporate Governance Summit Forum – The Role of the Board of Directors in Shaping Corporate Strategies in the Changing Global Environment	3.0
		2025.10.14	Taiwan Academy of Banking and Finance (TABF)	Corporate Governance Forum - [Fubon Fair Customer Treatment Practice Enhancement Course] - Fair Customer Treatment and Sustainable Governance, A Consumer Protection Perspective	3.0
Independent Director	Shu-Hsing Li	2025.06.06	Financial Examination Bureau, Financial Supervisory Commission	Financial Holding Company Internal Audit Seminar	3.0
		2025.08.08	Taiwan Corporate Governance Association	Corporate M&A and Responsibilities of Directors and Supervisors	3.0
		2025.11.07	Taiwan Corporate	Prevention of Employment Dispute	3.0

Title	Name	Date for Attending Continuing Education	Hosted By	Course Title	Hours
			Governance Association	and Corporate Governance (including Gender Equality)	
		2025.11.21	Independent Directors' Association Taiwan	Fubon AML Forum - Financial Technology - More Than Just Virtual Currency - What Blockchain Brings to the Future of the Financial System	3.0
Independent Director	Li-Chuan Wang	2025.02.21	Securities and Futures Institute	Corporate Risk Management and Crisis Handling – Director's and Supervisor's Perspective	3.0
		2025.04.25	Independent Directors' Association Taiwan	Fubon AML Forum - Influence - The Rise of Sub-society Built by Migrant Workers in Taiwan	3.0
		2025.05.23	Independent Directors' Association Taiwan	Fubon AML Forum – Influence – Reintegration: A Life of Coffee and Omelets Outside Bars	3.0
		2025.06.06	Financial Examination Bureau, Financial Supervisory Commission	Financial Holding Company Internal Audit Seminar	3.0
		2025.07.25	Independent Directors' Association Taiwan	Fubon AML Forum - International Trends - The 2024 National Money Laundering, Terrorism Financing, and Arms Proliferation Risk Assessment Report and Risks to Local Banks	3.0
		2025.09.03	Taiwan Corporate Governance Association	The 21st (2025) International Corporate Governance Summit Forum - The Role of the Board of Directors in Shaping Corporate Strategies in the Changing Global Environment	3.0
		2025.09.19	Association of Certified Fraud Examiners	AI Application and Cybersecurity Risks	2.0
		2025.09.26	Independent Directors' Association Taiwan	"2025 Independent Directors Academy" – [Master Session] Carbon Pricing, Carbon Trading, and International Challenges and Opportunities of Climate Change	3.0
		2025.10.03	Independent Directors' Association Taiwan	Digital Transformation and AI Application	3.0
		2025.10.14	Taiwan Academy of Banking and Finance (TABF)	Corporate Governance Forum - [Fubon Fair Customer Treatment Practice Enhancement Course] - Fair Customer Treatment and Sustainable Governance, A Consumer Protection Perspective	3.0

Title	Name	Date for Attending Continuing Education	Hosted By	Course Title	Hours
		2025.11.11	Independent Directors' Association Taiwan	Fubon AML Forum - International Trends - Trends in Global Tax Crime and Use of AI Technology in Detection and Management	3.0
Independent Director	Paulus Siu-Hung Mok	2025.03.28	Independent Directors' Association Taiwan	Fubon AML Forum - Financial Crimes - Exposing the Latest Scams and Preventive Strategies	3.0
		2025.04.25	Independent Directors' Association Taiwan	Fubon AML Forum - Influence - The Rise of Sub-society Built by Migrant Workers in Taiwan	3.0
		2025.09.30	Taipei Fubon Commercial Bank	Taipei Fubon Bank Sustainability Forum - Embracing Diversity and Creating the Inclusive Financing Network	2.0
		2025.10.03	Independent Directors' Association Taiwan	Digital Transformation and AI Application	3.0
		2025.10.14	Taiwan Academy of Banking and Finance (TABF)	Corporate Governance Forum - [Fubon Fair Customer Treatment Practice Enhancement Course] - Fair Customer Treatment and Sustainable Governance, A Consumer Protection Perspective	3.0
Independent Director	Barry Chen	2025.09.03	Taiwan Corporate Governance Association	The 21st (2025) International Corporate Governance Summit Forum - The Role of the Board of Directors in Shaping Corporate Strategies in the Changing Global Environment	3.0
		2025.10.03	Independent Directors' Association Taiwan	Digital Transformation and AI Application	3.0
Independent Director	Kuang-Shih Yeh	2025.03.28	Independent Directors' Association Taiwan	Fubon AML Forum - Financial Crimes - Exposing the Latest Scams and Preventive Strategies	3.0
		2025.05.23	Independent Directors' Association Taiwan	Fubon AML Forum - Influence - Reintegration: A Life of Coffee and Omelets Outside Bars	3.0
		2025.11.21	Independent Directors' Association Taiwan	Fubon AML Forum - Financial Technology - More Than Just Virtual Currency - What Blockchain Brings to the Future of the Financial System	3.0

Note：Corporate shareholder - Taipei City Government reappointed Director Wen-Shu Su as its representative on January 16, 2025.

2.3.2 Functionality of the Audit and Risk Management Committee

(1) Composition and Procedures of the Audit and Risk Management Committee

a. The Company has assembled an Audit and Risk Management entirely of Independent Directors, which complies with Article 14-4 of the Securities and Exchange Act.
b. The Committee meetings shall be convened at least once each quarter, and may be called at its discretion whenever necessary.

(2) Duties of the Audit and Risk Management Committee

Pursuant to Article 6 of the Company's "the Audit and Risk Management Committee Organizational Rules," the Audit and Risk Management Committee has the following Duties:

a. To adopt or amend the Company's internal control policy pursuant to Article 14-1 of the Securities and Exchange Act.
b. To conduct assessment on the effectiveness of the Company's internal control policy.
c. To adopt or amend, pursuant to Article 36-1 of the Securities and Exchange Act, the procedures for handling financial or business activities of a material nature, such as acquisition or disposal of assets, derivatives trading, loaning of funds to others, and endorsements or guarantees for others.
d. To audit matters in which a director is an interested party.
e. To audit matters of asset transactions or derivatives trading of a material nature.
f. To audit matters of loans of funds, endorsements, or provision of guarantees of a material nature.
g. To audit the offering or private placement of equity-type securities.
h. To audit matters of hiring or dismissal of an auditor and their remuneration.
i. To audit matters of appointment or discharge of a financial, accounting, or internal audit officer.
j. To audit the annual and Q2 financial reports signed by Chairman, managers and accounting managers upon being audited and certified by the CPA.
k. To audit the fairness and reasonableness of the Company's M&A projects and transactions.
l. To audit matters of distribution of the interest of the special share.
m. To audit the business report and motion for allocation of earnings or covering of losses.
n. To audit the annual budget and business plan, and follow up the status thereof; to review the risk management policy and follow up thereof, and improvement on information security policy, strategy and significant information security incidents.
o. To audit important accounting policies or changes in accounting estimates.
p. To audit other material matters as may be required by the Company or competent authorities.

(3) Attendance at the Audit and Risk Management Committee meetings

The 6th the Audit and Risk Management Committee (term of service: 2023.06.09~2026.06.08; of which 2025.01.01 ~2025.12.31 was relevant to this report)

A total of 8 (A) meetings were held in the last year (2025); Independent Directors' attendance records are summarized below:

Title	Name	Attendance in Person (B)	Attendance by proxy (A)	Rate of attendance in person (%) [B/A]	Remarks
Independent Director (Convener)	Shu-Hsing Li	8	0	100%	
Independent Director	Shin-Min Chen	8	0	100%	
Independent Director	Li-Chuan Wang	8	0	100%	
Independent Director	Paulus Siu-Hung Mok	8	0	100%	

Title	Name	Attendance in Person (B)	Attendance by proxy (A)	Rate of attendance in person (%) [B/A]	Remarks
Independent Director	Barry Chen	8	0	100%	
Independent Director	Kuang Shih Yeh	8	0	100%	

(4) Other matters that shall be recorded:

a. For the Audit and Risk Management Committee meetings that meet any of the following descriptions, details such as the date and session of the Audit and Risk Management Committee meeting held, the motions discussed, independent directors' objections, reservations, or key recommendations, the Audit and Risk Management Committee's resolution, and how the Company has responded to the Audit and Risk Management Committee's opinions are disclosed in the chart below:

(a) Conditions described in Article 14-5 of the Securities and Exchange Act;

(b) Other than the conditions described above, any resolutions unapproved by the Audit and Risk Management Committee but passed by more than two-thirds of directors.

Board meeting date and session (the nth board – yth meeting)	Agenda and subsequent actions	Conditions described in Article 14-5 of the Securities and Exchange Act	Resolutions unapproved by the Audit and r Risk Management Committee but passed by more than two-thirds of directors
2025.01.16 9-12 regular	2024 financial statement auditor suitability evaluation for the Company and subsidiaries.	✓	-
	Date of Audit and Risk Management Committee meeting and resolution (2025.01.16): Motion passed as proposed by all attending members; referred to Board of Directors for final resolution.		
	Company's response to the Audit and Risk Management Committee's opinions: Agenda passed as proposed by all attending directors of the board.		
2025.03.14 9-13 regular	2024 business report of the Company.	✓	-
	Presentation of the Company's 2024 financial statements.	✓	-
	Assessment of independence for the Company's and subsidiaries' financial statement auditors, and appointment and compensation of financial statement auditors in 2025.	✓	-
	Amendments to the Company's "Procedures Governing the Acquisition or Disposal of Assets."	✓	-
	Amendments to the Company's "Level of Authority" and the appendix on revision	✓	-

Board meeting date and session (the nth board – yth meeting)	Agenda and subsequent actions	Conditions described in Article 14-5 of the Securities and Exchange Act	Resolutions unapproved by the Audit and r Risk Management Committee but passed by more than two-thirds of directors
	history.		
	Continue lease of right-of-use assets, namely 5F and 6F of Fubon Neihu Building, from Fubon No. 2 Real Estate Investment Trust.	✓	-
	Presentation of the Company's 2024 "Statement of Declaration for Internal Control System".	✓	-
	Date of the Audit and Risk Management Committee meeting and resolution (2025.03.06): Motion passed as proposed by all attending members; referred to Board of Directors for final resolution.		
	Company's response to the Audit and Risk Management Committee's opinions: Agenda passed as proposed by all attending directors of the board.		
2025.05.02 9-14regular	Presentation of the Company's 2024 earnings appropriation.	✓	-
	Issuance of new shares against capitalization of capital reserves.	✓	-
	The Company's plan to raise long-term capital.	✓	-
	Establishment of special-purpose vehicle for capital-raising under subsidiary – Fubon Life Insurance Co, Ltd. and appointment of directors.	✓	-
	Amendments to the Company's "Procedures Governing the Acquisition or Disposal of Assets."	✓	-
	Proposal to remove non-compete restrictions for the Company's 9th Board of Directors.	✓	-
	Date of the Audit and Risk Management Committee meeting and resolution (2025.04.24 ,2025.05.02): Motion passed as proposed by all attending members; referred to Board of Directors for final resolution.		
	Company's response to the Audit and Risk Management Committee's opinions: Agenda passed as proposed by all attending directors of the board.		
2025.05.29 9-15 regular	The Company's 2025 Q1 financial statements.	✓	-
	Date of the Audit and Risk Management Committee meeting and resolution (2025.05.29): Motion passed as proposed by all attending		

Board meeting date and session (the nth board – yth meeting)	Agenda and subsequent actions	Conditions described in Article 14-5 of the Securities and Exchange Act	Resolutions unapproved by the Audit and r Risk Management Committee but passed by more than two-thirds of directors
	members; referred to Board of Directors for final resolution.		
	Company's response to the Audit and Risk Management Committee's opinions: Agenda passed as proposed by all attending directors of the board.		
2025.08.21 9-16 regular	Presentation of the Company's 2025 consolidated first-half financial statements.	✓	-
	Issuance of Unsecured Corporate Bonds.	✓	-
	Amendments to the Company's Policy for Reporting Subsidiary's Significant Asset Transaction to Group Board of Directors.	✓	-
	Amendments to the Company's "Level of Authority."	✓	-
	Proposal to have subsidiary - Fubon Life Insurance Co, Ltd. subscribe to the cash issue of Fubon Hyundai Life Insurance Co., Ltd.	✓	-
	Date of the Audit and Risk Management Committee meeting and resolution (2025.08.14): Motion passed as proposed by all attending members; referred to Board of Directors for final resolution.		
	Company's response to the Audit and Risk Management Committee's opinions: Agenda passed as proposed by all attending directors of the board.		
2025.11.20 9-17 regular	Establishment of the Company's 2026 audit work plan.	✓	-
	The Company's 2025 Q3 financial statements.	✓	-
	Amendments of the Company's "accounting policy."	✓	-
	Amendment to the Artificial Intelligence Governance Policy for the Company and subsidiaries.	✓	-
	Proposal for the convener of the Audit and Risk Management Committee to represent the Company in approving and signing off on trademark coexistence, following the application for the "Fubon+" trademark by the subsidiary, Taipei Fubon Commercial Bank Co., Ltd.	✓	-

Board meeting date and session (the nth board – yth meeting)	Agenda and subsequent actions	Conditions described in Article 14-5 of the Securities and Exchange Act	Resolutions unapproved by the Audit and r Risk Management Committee but passed by more than two-thirds of directors
	Amendments to Principles on Chairman's Duties and Policy on Leave of Absence and Acting Duty for the Company and subsidiaries.	✓	-
	Date of the Audit and Risk Management Committee meeting and resolution (2025.11.20): Motion passed as proposed by all attending members; referred to Board of Directors for final resolution.		
	Company's response to the Audit and Risk Management Committee's opinions: Agenda passed as proposed by all attending directors of the board.		
2025.12.26 9-18 regular	The Company's 2026 budgets and operating plans.	✓	-
	2025 corporate value enhancement plan of the Company.	✓	-
	The scope of subsidiaries that are subject to the Company's agent-purchasing practice.	✓	-
	Date of the Audit and Risk Management Committee meeting and resolution (2025.12.22): Motion passed as proposed by all attending members; referred to Board of Directors for final resolution.		
	Company's response to the Audit and Risk Management Committee's opinions: Agenda passed as proposed by all attending directors of the board.		

b. Regarding conflict-of-interest recusal by independent directors, the name of the independent director, subject matter of the motion, reason for recusal and the voting result:

No.	Date of committee meeting	Member requiring recusal	Subject Matter	Reason for Conflict of Interest Recusal	Participation in Deliberation
1	2025.12.22 The 6th board of the 17th regular Audit and Risk Management Committee	Li-Chuan Wang Paulus Siu-Hung Mok	The scope of subsidiaries that are subject to the Company's agent-purchasing practice.	Concurrent duty as director or independent director in a subsidiary or 2nd - tier subsidiary of the counterparty	The interested directors left the room during discussion and voting.

c. Communication between Independent Directors and internal/external auditors (e.g. discussions concerning the Company's financial and business affairs, the method of communication used, and the outcome):

(a) In addition to submitting various internal audit reports to the Board of Directors and the Audit and Risk Management Committee on a quarterly basis, the audit department of the Company periodically arranges seminars with Independent Directors (at least once a year), and the minutes

of such are submitted to the Board of Directors.

(b) If necessary, audit officers and external auditors may communicate with Independent Directors via email, telephone, or in person.

(c) Periodic communication is summarized as follows:

◎ Meetings between independent directors and the chief internal auditor and financial statement auditors

Date	Communication Method	Parties Involved	Matters Discussed	Outcome
2025.01.16	the Audit and Risk Management Committeet	The Company's Chief Auditor	Report on the progress of the Company's 2024 Q4 audit.	Acknowledged.
2025.03.06	the Audit and Risk Management Committee	1. Chief auditors of the Company and subsidiaries	1. Audit report of subsidiary - Fubon Life Insurance Co, Ltd. on controlled foreign insurance enterprises.	1. Acknowledged.
		2. Chief auditors of the Company and subsidiaries	2. Audit report of subsidiary - Fubon Insurance Co., Ltd. on controlled foreign insurance enterprises.	2. Acknowledged.
		3. The Company's Chief Auditor	3. Issuance of 2024 "Statement of Declaration for Internal Control System."	3. Referred to Board of Directors for final resolution after review.
		4. Head of accounting and financial statements auditors of the Company and subsidiaries	4. The Company's 2024 financial statements.	4. Referred to Board of Directors for final resolution after review.
2025.04.24	the Audit and Risk Management Committee	The Company's Chief Auditor	Report on the progress of the Company's 2025 Q1 audit.	Acknowledged.
2025.05.29	the Audit and Risk Management Committee	1. Head of accounting and financial statements auditors of the Company	1. The Company's 2025 Q1 financial statements.	1. Referred to Board of Directors for final resolution after review.
		2. The Company's Chief Auditor	2. Report on the outcome of general business inspection conducted by Financial Examination Bureau, Financial Supervisory Commission, on the Company (including subsidiaries	2. Acknowledged.

Date	Communication Method	Parties Involved	Matters Discussed	Outcome
			and 2nd -tier subsidiaries) in September 2024, as well as the opinions raised and progress of improvements made.	
2025.08.14	the Audit and Risk Management Committee	1. The Company's Chief Auditor 2. Head of accounting and financial statements auditors of the Company and subsidiaries	1. Report on the progress of the Company's 2025 Q2 audit. 2. The Company's 2025 first-half financial statements.	1. Acknowledged 2. Referred to Board of Directors for final resolution after review.
2025.11.20	the Audit and Risk Management Committee	1. The Company's Chief Auditor 2. Chief auditors of the Company and subsidiaries 3. The Company's Chief Auditor 4. Head of accounting and financial statements auditors of the Company	1. Report on the progress of the Company's 2025 Q3 audit. 2. Audit report of subsidiary - Fubon Life Insurance Co, Ltd. on controlled foreign insurance enterprises. 3. Adoption of the Company's 2026 audit plan. 4. The Company's 2025 Q3 financial statements.	1. Acknowledged. 2. Acknowledged. 3. Referred to Board of Directors for final resolution after review. 4. Referred to Board of Directors for final resolution after review.
2025.12.22	the Audit and Risk Management Committee	The Company's Chief Auditor	Report on "2025 Audit Performance Review" that the Company had conducted for all subsidiaries with internal audit units in place.	Acknowledged.

◎ Communication between independent directors and internal auditors

Date	Communication Method	Parties Involved	Matters Discussed	Outcome
2025.04.24	Audit symposium	Company's Chief Auditor, Chief Auditor of subsidiary, and the Company's audit personnel	Internal audit report of Fubon Hyundai Life Insurance Co., Ltd..	Proceeded as recommended.
2025.08.21	Audit symposium	The Company's Chief Auditor, Chief Auditor of subsidiary, and the Company's audit personnel	Improvements to internal data auditing and follow-up on independent directors' recommendations.	Proceeded as recommended.

◎ Communication between independent directors and financial statement auditors

Date	Communication Method	Parties Involved	Matters Discussed	Outcome
2025.07.04	Meeting	Financial statements auditors of the Company	1. Review on the 2025Q2 audit plan that the CPA had proposed for the Company. 2. 2025Q2 Key Audit Matters of the Company.	1. Agreed to the audit planning proposed by the CPA to conduct the audit on 2025Q2 financial statements. 2. Agreed to the Company's 2025Q2 Key Audit Matters proposed by the CPA.
2025.12.26	Meeting	Financial statement auditors of the Company and subsidiaries	1. Review on the 2025 audit plan that the CPA had proposed for the Company and subsidiaries. 2. 2025 Key Audit Matters of the Company.	1. Agreed to the audit planning proposed by the CPA to conduct the audit on 2025 financial statements. 2. Agreed to the Company's 2025 Key Audit Matters proposed by the CPA.

			3. 2026 non-assurance service assessments for the Company and subsidiaries.	3. Agreed to the 2026 non-assurance service assessments proposed by CPA.

(5) Performance of the Audit and Risk Management Committee

The Audit and Risk Management Committee held a total of 8 meetings in 2025. For details regarding the discussion of cases described in Article 14-5 of the Securities and Exchange Act, please refer to Section 2.3.2(4) – Attendance at Audit and Risk Management Committee Meetings – Other remarks of this annual report. Below is a list of other significant motions discussed by the Committee:

a. January 16, 2025
   (a) Report on the progress of the Company's 2024 Q4 audits.
   (b) Presentation of the Company's 2024 second-half AML and CFT progress report.
   (c) Report on transaction monitoring-related penalties against subsidiary – Fubon Bank (HK) and supervision over the name-screening incident.

b. March 6, 2025
   (a) 2024 operational report of the Company.
   (b) 2024 risk management report of the Company.
   (c) Audit report of subsidiary - Fubon Life Insurance Co, Ltd. on controlled foreign insurance enterprises.
   (d) Audit report of subsidiary - Fubon Insurance Co., Ltd. on controlled foreign insurance enterprises
   (e) Report on the Company's 2024 cybersecurity protection and actions.
   (f) Report on the Company's compliance progress in the second half of 2024.

c. April 24, 2025
   (a) Report on the progress of the Company's 2025 Q1 audit.

d. May 29, 2025
   (a) 2025 Q1 operational report of the Company.
   (b) 2025 Q1 risk management report of the Company.
   (c) Report on the outcome of general business inspection conducted by Financial Examination Bureau, Financial Supervisory Commission, on the Company (including subsidiaries and 2nd-tier subsidiaries) in September 2024, as well as the opinions raised and progress of improvements made.

e. August 14, 2025
   (a) 2025 first-half operational report of the Company.
   (b) 2025 first-half risk management report of the Company.
   (c) Report on the progress of the Company's 2025 Q2 audit.
   (d) Report on the Company's compliance progress in the first half of 2025.
   (e) Presentation of 2025 first-half AML and CFT progress report for the Company.
   (f) Report on the Company's cybersecurity tasks for the first half of 2025.
   (g) Report on the analysis of IT operation risks for the Company and the optimization measures taken.

f. November 20, 2025
   (a) Report on 2025 Q1–Q3 operational reports of the Company..
   (b) 2025 Q3 risk management report of the Company.
   (c) 2024 money laundering and terrorism financing risk evaluation report of the Company
   (d) Report on the progress of the Company's 2025 Q3 audits.
   (e) Audit report of subsidiary - Fubon Life Insurance Co, Ltd. on controlled foreign insurance enterprises.

g. December 22, 2025
   (a) Report on the "2025 Audit Performance Review" that the Company had conducted for all

subsidiaries with internal audit units in place.

(b) Report on the recognition of debt impairment losses by subsidiary – Taipei Fubon Commercial Bank Co., Ltd. on the case of "TOP PRO STEEL CO., LTD."

(c) Amendments to the Company's Level of Authority, particularly the appendix on revision history.

2.3.3 Performance of the Corporate Governance and Sustainability Committee

(1) Composition and Procedures of Corporate Governance and Sustainability Committee

a. The Company's Corporate Governance and Sustainability Committee has been assembled according to the charter, which requires at least 3 Directors, and more than half of whom must be Independent Directors. Appointment of committee members is subject to resolution by the Company's Board of Directors. Currently, the committee consists of all of the Company's Independent Directors plus 1 corporate director representative and 1 internal director.

b. The meetings for the Committee shall be held at least twice each year, and called at any time as needed.

(2) Duties of the Corporate Governance and Sustainability Committee

Pursuant to Article 5 of the Company's "Corporate Governance and Sustainability Committee Articles of Incorporation," the Corporate Governance and Sustainability Committee has the following Duties:

a. Supervise the implementation of corporate social responsibility and sustainability matters, and assess their implementation.

b. Review, establishment and amendment of the Company's Corporate Social Responsibility Code of Conduct, Corporate Governance Code of Conduct, Business Integrity Code of Conduct, Business Integrity Procedures, Behavioral Guidelines and key policies for resolution by the Board of Directors.

c. Review the Company's Articles of Incorporation, Parliamentary Rules for Shareholders' Meetings, Procedures for the Election of Directors and Parliamentary Rules for Directors' Meetings, as amended from time to time, and propose the same to the Board of Directors for resolution.

d. Review the enactment and modification of the charters of functional committees, and proposed to the Board of Directors for resolution.

e. Supervise and direct the results of the Company's participation in various corporate governance assessments and evaluations, and submission of the Board of Directors' performance assessment/evaluation results to the Board of Directors for discussion and improvement.

f. Discuss the plan for the next year and evaluate the execution of the annual plan and proposal to the Board of Directors for resolution and reporting.

g. Evaluate the information collection channel of the Board of Directors, as well as the quality and timeliness of the information.

h. Review the corporate governance relationships among the Company and its subsidiaries and affiliates.

i. Donation to a related party or a major donation to a non-related party, provided that a public-interest donation of disaster relief for a major natural disaster is submitted to the next board meeting for retroactive recognition.

j. Any other material matter required by the Company or competent authorities.

(3) Attendance of Corporate Governance and Sustainability Committee meetings

The 8th Corporate Governance and Sustainability Committee (term of service: 2023.06.09 to 2026.06.08; of which 2025.01.01 to 2025.12.31 was relevant to this report)

The 8th Corporate Governance and Sustainability Committee convened a total of 6 meetings (A) in the current year (2025); Independent Directors'/Directors' attendance records are summarized below:

Title	Name	Attendance in Person (B)	Attendance by proxy	Rate of attendance in person (%) [B/A]	Remarks
Independent Director	Shin-Min Chen	6	0	100%	
Independent Director	Shu-Hsing Li	6	0	100%	
Independent Director	Li-Chuan Wang	6	0	100%	
Independent Director (Convener)	Paulus Siu-Hung Mok	6	0	100%	
Independent Director	Barry Chen	6	0	100%	
Independent Director	Kuang-Shih Yeh	6	0	100%	
Director	Hsiao-Lan Hu	3	3	50%	
Director	Richard M. Tsai	6	0	100%	

(4) Performance of the Corporate Governance and Sustainability Committee

The following motions were discussed and executed during the 6 Corporate Governance and Sustainability Committee meetings held in 2025:

a. January 16, 2025
   (a) Execution and progress of greenhouse gas survey, validation, and disclosure for the financial holding company and all subsidiaries included in the consolidated financial statements for 2024.
   (b) Evaluation on the execution of Board of Directors' 2024 annual plan.
   (c) 2024 action progress and 2025 action plans of the Company's ESG Task Force (including the IFRS sustainability information adoption plan and progress).
   (d) Amendments to the Company's "Corporate Governance Best Practice Principles."
b. March 14, 2025
   (a) Report on donations made by the Company and subsidiaries in 2024.
   (b) Outcomes of the Company's 2024 Board of Directors performance evaluation.
c. May 2, 2025
   (a) Execution and progress of the 2024 greenhouse gas survey, validation, and disclosure for the Company and all subsidiaries included in the consolidated financial statements.
   (b) Report on "Fubon Holding 2024 Sustainability Reporting Framework and Material Topics" and "International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards Adoption Plan and Progress (for 2025 Q1)."
   (c) Amendments to the Company' "Articles of Incorporation."
d. May 29, 2025
   (a) Report on the Company's 2024 sustainability report.

e. August 21, 2025
   (a) Planning, execution, and progress of greenhouse gas survey, validation, and disclosure for the Company and all subsidiaries included in the consolidated financial statements.
   (b) 2025 first-half and second-half action progress and action plans of the Company's ESG Task Force (including IFRS sustainability information adoption plan and progress for the second quarter).
f. November 20, 2025
   (a) Planning, execution, and progress of the 2025 greenhouse gas survey, validation, and disclosure for the Company and all subsidiaries included in the consolidated financial statements.
   (b) IFRS Sustainability Disclosure Standards Adoption Plan and Progress (for 2025 Q3).
   (c) Report on the Company's 2025 intellectual property management plan and execution.
   (d) Establishment of the Company's 2026 Board of Directors annual plan.

2.3.4 The disclosure items in accordance with the Corporate Governance Best-Practice Principles for Financial Holding Companies

Please refer to the Company's website: https://www.fubon.com/financialholdings/home/index.html

2.3.5 Corporate Governance Status and Deviations from the Corporate Governance Best-Practice Principles for Financial Holding Companies

Items of Evaluation	Implementation Status			Deviations from the Corporate Governance Best-Practice Principles for Financial Holding Companies and Reasons Thereof
	Yes	No	Summaries	
I. Shareholding structure and shareholders' rights within the financial holding company				
(1) Has the financial holding company implemented a set of internal procedures to handle shareholders' suggestions, queries, disputes and litigations?	✓		(1) The Company has an "Investor Relations Policy," a "Shareholder Suggestion, Query, Dispute and Litigation Resolution Policy," an Investor Relations Department and a Board Affairs Department available to handle shareholders' suggestions, queries and disputes. Shareholders' rights to attend, nominate, propose, vote and complain during shareholders' meetings have been clearly outlined in the Company's "Rules Governing the Procedures for Shareholders' Meetings," "The Procedures for the Election of Directors," "Director Candidate Nomination and Shareholder Motion Proposal Rules" and in relevant laws.	None
(2) Does the financial holding company possess the list of major shareholders and the list of the ultimate controllers of the major shareholders?	✓		(2) The Company makes monthly reports of shareholding by individual parties and aggregate related parties, and is therefore continuously informed of the identities of its major shareholders and the ultimate controller.	None
(3) Has the financial holding company established and implemented risk management and firewalls on companies it is affiliated with?	✓		(3) The Company has an Audit and Risk Management Committee that assists the board in supervising the Company's risk management practices, and has a Risk Management Executive Committee assembled directly under the Chairman to monitor execution of risk management policies by the Company and its subsidiaries. The Company has robust risk management policies and management guidelines in place, and has an independent risk management unit responsible for monitoring risks within the group. The Company has implemented "Fubon Financial Holding Co., Ltd. and Subsidiaries Stakeholders Transaction Policy" and "Fubon Financial Holding Co., Ltd. and Subsidiaries Stakeholders Transaction Management Regulations" in accordance with Articles 44 and 45 of the Financial Holding Company Act to ensure consistent treatment of stakeholder transactions across the financial holding company and subsidiaries. Furthermore, the Company has established "Fubon Financial Holding Co., Ltd. Subsidiaries Firewall Management	None

Items of Evaluation	Implementation Status			Deviations from the Corporate Governance Best-Practice Principles for Financial Holding Companies and Reasons Thereof
	Yes	No	Summaries	
			Policy" that governs firewalls for activities such as personnel management, sharing of resource, business transactions, and use of capital.	
II. Composition and Duties of the Board of Directors (1) Does the Board of Directors have a diversity policy and management goals in place?	✓		(1) The Company adopted a nomination system for director elections in 2014. To prevent Independent Directors' objectivity from being compromised after a prolonged period of service, no Independent Director serves more than nine years consecutively. In addition, Paragraphs 1 and 2, Article 3 of the Company's "Procedures for the Election of Directors" and Paragraphs 2 and 3, Article 29 of the "Corporate Governance Best-Practice Principles" require diversity in terms of board composition, and the level of diversity is determined based on the operations and needs of the organization. Current board members, for example, offer a set of knowledge, skills, and qualities needed to perform their duties, including expertise in banking, finance, commerce, law, and industry experiments. The Board of Directors' election standards was passed for the 9th board on March 15, 2023 to outline requirements such as professional knowledge, technical background, experience etc. that board members are expected to possess for optimal performance, efficiency, and growth support given the company's distinctive characteristics. The Board of Directors will continue making appropriate amendments to its diversity policy in the future to introduce additional criteria including but not limited to minimum conditions, values, professional knowledge, and skills depending on the board's performance, the state of current operations, and growth requirements so that the board as a whole possesses the knowledge, skills, and characters needed to carry out their duties. The Company re-elect the 9th Board of Directors on June 9, 2023. Ms. Li-Chuan Wang was by-elected as an independent director at the general shareholders' meeting on June 14, 2024.	None

Items of Evaluation	Implementation Status			Deviations from the Corporate Governance Best-Practice Principles for Financial Holding Companies and Reasons Thereof
	Yes	No	Summaries	
(2) Apart from the Remuneration Committee and Audit Committee, has the financial holding company assembled other functional committees at its own discretion?	✓		(2) In addition to the "Audit and Risk Management Committee" and "Remuneration and Nomination Committee," the Company has also assembled a "Corporate Governance and Sustainability Committee" directly under the Board of Directors to support its management. The "Corporate Governance and Sustainability Committee" was established in order to assist the Board of Directors' development, and make recommendations that enhance the Board's functions and management to enhance the Board of Directors' functions, and enforce corporate social responsibility and sustainability actions in ways that enable the Board of Directors to fulfill its duties to the Company, the employees, the shareholders and stakeholders. The ESG Task Force organized under the Committee is responsible for executing sustainability affairs, divided into 6 teams dedicated to corporate governance & ethical management, responsible finance, innovative services, environmental sustainability, employee care, and social commitment.	None
(3) Has the TWSE/TPEx-listed financial holding company established a set of policies and assessment tools to evaluate the Board's performance, conducted the performance evaluation regularly at least on an annual basis, and submitted the performance evaluation result to the board and applied the same as reference for compensation to individual directors and nomination?	✓		(3) In order to build the directors' feedback mechanism to enhance the operational effectiveness of the Board of Directors, the Company has adopted the "Policy for Performance Evaluation on the Board of Directors and Functional Committees" as the basis for evaluation. The internal performance evaluation is performed at the end of each year. The external performance evaluation is contracted to external, independent and professional institutions, or experts or scholars, or otherwise conducted in an appropriate manner, at least once every three years. The internal and external performance evaluation results will be reported to the Corporate Governance and Sustainability Committee for discussion and improvement. The remark on results of the related board performance evaluation is posted on the Company's official website. The board performance evaluation results serve as the reference basis for the selection or nomination of directors. Meanwhile, the individual directors' performance evaluation results also serve as the reference basis for determination of the remuneration to the individual directors.	None

Items of Evaluation	Implementation Status			Deviations from the Corporate Governance Best-Practice Principles for Financial Holding Companies and Reasons Thereof
	Yes	No	Summaries	
(4) Does the financial holding company conduct regular assessments regarding the independence of its financial statement auditors?	✓		(4) The Company has adopted the "Policy for assessment on independence and competence of the independent external auditor, and appointment and remuneration thereof." The Company shall evaluate the independence and competence of the CPAs retained by it periodically (at least once per year). Meanwhile, the appointment/dismissal of and remuneration to the independent external auditors shall be reported to the Audit Committee and Board of Directors for approval. Independence of the 2025 independent external auditors was reviewed by the Audit Committee and the Board of Directors on March 6, 2025 and March 14, 2025, respectively, during which a copy of the recommended CPA's personal background (including details of previous and current clients) and Audit quality indicators (AQIs, including five aspects: professionalism, quality control, independence, supervision and innovation capabilities), also include "Declaration of independence" (and compliance to Norm of Professional Ethics for Certified Public Accountants No. 10) were required to be submitted for assessment. Below are the independence criteria used during assessment: 1. The financial statement auditors had no direct or material indirect financial dealings with the Company that would compromise their independence. 2. Auditors have not, in the most recent 2 years, served as directors or supervisors of the Company, or in any other position that could materially affect the audit. 3. There is no way in which the Company would defend the auditors' opinions or positions in a way that could affect their independence. 4. Auditors and their auditing teams have not provided the Company with non-audit services that could affect their independence. 5. There is no other circumstance as set out in the Bulletin of Norm of Professional Ethics for Certified Public Accountant of the Republic of China that could affect the auditors' independence.	None
III. Whether the financial holding company assigns the adequate number of competent corporate governance officers, and appoints the chief corporate governance officer responsible for corporate	✓		(1) The Board Affairs Department of Legal & Compliance Division is the dedicated department for corporate governance affairs. Mr. Chung-Ping Liu, the Senior Executive Vice President and General Counsel of Fubon Financial Holding Company Ltd., was appointed as the Chief Corporate Governance Officer on August 21, 2025. The appointee has more than three years of professional background working as the head of compliance affairs in financial institutions and public companies. 1. Scope of authority/responsibility: The Board Affairs Department is responsible for handling matters relating to board meetings and shareholders' meetings according to law, commercial registration, overseeing equity ownership of major	None

Items of Evaluation	Implementation Status			Deviations from the Corporate Governance Best-Practice Principles for Financial Holding Companies and Reasons Thereof
	Yes	No	Summaries	
governance affairs (including but not limited to providing directors/supervisors with the information needed to perform their duties, helping directors/supervisors with compliance, organization of the Board of Directors meetings and shareholders' meetings, and preparation of board meeting and shareholders' meeting minutes, etc.)?	✓		shareholders and insiders, assisting directors with duty, education, service, compliance and other corporate governance-related matters. 2. Highlight of duties performed during the year: See Section 2.3.3 Performance of the Corporate Governance and Sustainability Committe of this annual report for details. 3. Education: In 2025, the Corporate Governance Officer attended "The 21st (2025) International Corporate Governance Summit Forum – The Role of the Board of Directors in Shaping Corporate Strategies in the Changing Global Environment" organized by Taiwan Corporate Governance Association, "Digital Transformation and AI Application" and Corporate Governance & AI Efficient and Compliant Board Operations Practice Seminar" organized by Independent Directors' Association Taiwan, "Corporate Governance Forum – [Fubon Fair Customer Treatment Practice Enhancement Course] – Fair Customer Treatment and Sustainable Governance, A Consumer Protection Perspective" organized by Taiwan Academy of Banking and Finance, and "IR & Engagement New Trends: ESG and Sustainable Investment Forum" organized by Taiwan Stock Exchange Corporation and "the 15th Taipei Corporate Governance Forum" organized by Financial Supervisory Commission for a total of 24 hours. (2) Progress made by the specialized corporate governance unit in 2025 has been reported during the Corporate Governance and Sustainability Committee meeting dated January 16, 2025 and the Board of Directors' meeting dated August 21, 2025: 1. The Company has introduced/amended the following policies concerning corporate governance in an attempt to protect shareholders' interest, improve board/functional committee duties, and enhance corporate governance capabilities: "Corporate Governance Best Practice Principles" and "Articles of Incorporation." 2. Directors were notified immediately of major announcements made by the Company, thereby ensuring that all board members were kept up to date on the Company's latest news. 3. Board members were notified regularly of the latest regulations concerning the Company's operations and corporate governance. 4. Courses were organized for board members for a minimum of 6 credits. The Company also provided related reference onboard information to new directors, and also took out suitable "Director, Supervisor and Key Staff Liabilities Insurance." All findings were reported to the Board of Directors. 5. Convened meetings from time to time to facilitate communication between CPAs, independent directors	None

Items of Evaluation	Implementation Status			Deviations from the Corporate Governance Best-Practice Principles for Financial Holding Companies and Reasons Thereof
	Yes	No	Summaries	
			and Chief Auditor/Financial Manager/Accounting Manager for the purpose of enforcing the internal audit/control system. Proceedings were recorded in the minutes and reported to the Board of Directors. 6. A Board meeting agenda was prepared and issued to all directors at least 7 days before a meeting, and attendees were given relevant materials during meetings. Reminders were sent in advance for motions that involved conflicts of interest, and minutes were produced within 20 days after each meeting. 7. For sound corporate governance, the division arranged regular performance evaluations for the board and individual directors according to the Company's "Policy for Performance Evaluation on the Board of Directors and Functional Committees," including evaluation by external parties at least once every three years. 8. Completed the registration of shareholders' meeting details in compliance with law, and produced meeting notices, agenda handbooks and minutes, updated amendments to the Articles of Incorporation, and registered newly elected directors in a timely manner.	
	✓		(3) As a gesture of commitment to the duties of a corporate citizen and towards sustainability, the Company assembled an ESG Task Force under the Corporate Governance and Sustainability Committee that specializes in matters concerning corporate sustainability. The ESG Task Force is spearheaded by the President and is divided into 6 teams dedicated to corporate governance & ethical management, responsible finance, innovative services, environmental sustainability, employee care, and social commitment.	None

Items of Evaluation	Implementation Status			Deviations from the Corporate Governance Best-Practice Principles for Financial Holding Companies and Reasons Thereof
	Yes	No	Summaries	
IV Has the financial holding company provided proper communication channels and created dedicated sections on its website to address corporate social responsibility issues that are of significant concern to stakeholders (including but not limited to shareholders, employees, customers, and suppliers)?	✓ ✓ ✓		(1) The Company has a spokesperson and acting spokesperson in place to convey messages to the public. (2) The Company has an Investor Relations Division available to address shareholders' queries and suggestions. Contact information is disclosed on the website. In addition, other communication channels such as investor seminars, local/overseas investor conferences, and one-on-one investor meetings are arranged on a regular basis. The division organized quarterly investor meetings and participated in various investment forums in 2025. The team is in charge of maintaining investor relations, and has established several channels of communication with investors. (3) On the official website, Fubon has a "Sustainability – Stakeholder Engagement" section as an exclusive channel to respond to issues that specific stakeholders may concern in a timely manner. Key points of the communications are reported in board of directors meetings every six months. All issues of concern, methods and frequency of communication, and responses to major stakeholders have been disclosed on the website (Fubon Financial: Sustainability – Stakeholder Engagement – Communication Frequency). 2025 Fubon Financial Holdings once again cooperated with the Fubon Cultural & Educational Foundation and the National Taiwan University Risk Society and Policy Research Center to host "Fubon Sustainable Future Forum" for the third consecutive year. During the event, representatives from industry, government, and academia were invited to explore sustainability trends, engage in cross-sector discussions, and offer professional insights on "Risks and Opportunities in Taiwan's Sustainability Transformation Under the New Economic and Political Reality." Fubon Financial Holdings also takes the initiative to engage government authorities on various issues, such as visiting the National Park Service to learn about the project – "National	None None None

Items of Evaluation	Implementation Status			Deviations from the Corporate Governance Best-Practice Principles for Financial Holding Companies and Reasons Thereof
	Yes	No	Summaries	
			Park as a Symbol for Corporate ESG and Environmental Sustainability" and real examples of businesses participating in national park preservation. Aside from the above, the Company pays ongoing attention to changes in government policies and explores potential collaborations. Furthermore, in an effort to improve sustainability governance practices and keep up with the latest global trends, Fubon Financial Holdings participates in several sustainability workshops, conferences, and forums, including "2025 SDG12 Sustainability Forum and International Conference" organized by Fu Jen Catholic University, "SDG ASIA" by the Taiwan Institute for Sustainable Energy, and "Forum on Business Participation in Carbon Sink of Indigenous Territories" by the Chinese National Association of Industry and Commerce, Taiwan. By engaging in keynote speeches, exhibitions, and cross-sector exchanges, Fubon continues to accumulate new knowledge and refine professional skills that help improve practices in sustainable finance and governance, enabling sustainable strategies to be executed with greater depth and resilience. In December 2025, the Company convened the Supplier ESG Exchange Meeting to recognize outstanding suppliers for their exemplary performance in the ESG assessment and the Excellence Progress Award. During the event, the Company presented assessment results and improvement recommendations, and invited top-performing suppliers to share practical experiences on leveraging AI technologies to advance corporate sustainability transformation. The Company also outlined its innovative strategies for amplifying sustainability impact. In addition, the meeting marked the launch of the "Fubon Supplier Sustainability Partnership Action Initiative," encouraging suppliers to voluntarily propose their ESG commitments for 2026 to further strengthen collaboration and promote sustainable development across the value chain.	
	✓		(4) The Company's website also provides an "Independent Directors' Mailbox" as an alternative means of communication for all stakeholders. This mailbox is managed personally by the Audit and Risk Management Committee convener.	None
	✓		(5) The Company uses a broad range of communication channels to gather employees' opinions and convey the Company's business philosophy and focus. This communication system ensures an inclusive, open and friendly workplace. 1. Grievance system: The Company has a dedicated hotline, fax line and mailbox internally and "grievance mailbox" externally to gather stakeholder opinions. All internal and external complaints are handled by dedicated personnel with the utmost confidentiality. All grievance channels are functioning properly. 2. Collective bargaining: The Company was one of the first among peers to sign a collective bargaining	None

Items of Evaluation	Implementation Status			Deviations from the Corporate Governance Best-Practice Principles for Financial Holding Companies and Reasons Thereof
	Yes	No	Summaries	
			agreement, and for which it received commendation from the Ministry of Labor. At the expiration of the term of the collective bargaining agreement, it will be revised with labor union negotiations to ensure fair and progressive employment relations, and thereby maintain harmonic employment relations and workplace. 3. Survey of employees' opinions: In order to form an open-minded enterprise culture and determine what is on the minds of staff, the Company surveys employees every two years to monitor worker engagement and recognition of important issues. 4. Mobile communication platform – HR+APP: Fubon provide the exclusive HR+ APP for emmployees, via which the employees may access the Company's important messages, job openings, and check the workers' welfare policy. Meanwhile, employees may, via the "Opinion Box" feature, reflect opinions. This Opinion Box helps the Company understand and address the needs of its employees.	
	✓		(6) The Company complies with regulations and announces material information over the Market Observation Post System, thereby keeping shareholders informed. The website also contains the contact information of the Company's share administration agency and allows the stakeholders to communicate accordingly.	None
	✓		(7) The Company has provided customers with the means to complain. In the event of a major or inter-company complaint, the Company will process it pursuant to the customer complaint regulations. In the case of an inter-company complaint, the relevant subsidiaries will work with each other to settle it to protect customer interests.	None
	✓		(8) The Company has created a "Procurement Section" on its website to disclose eligibility criteria and required documents for qualified suppliers, information on the latest tender, "Supplier Sustainable Development Code of Conduct (Chinese and English)," "Supplier Standard of Conduct Pledge (Chinese and English)," "Supplier Penalty, Discipline and Suspension Rules," and information of the contact window. The Company also organizes yearly events such as supplier ESG evaluation, supplier ESG training, and supplier ESG conference to facilitate bilateral communication. For detailed information, please refer to 2.3.7 Promotion of Sustainable Development – Implementation Status and Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons.	None
V. Information disclosure (1) Has the financial holding company established a website that discloses financial,	✓		(1) The Company has a public portal (available in Chinese and English) dedicated to disclosing financial/business information and activities relevant to investors. Audited (auditor-reviewed) financial statements of the Company and subsidiaries are disclosed here on a quarterly basis. In addition, the portal	None

Items of Evaluation	Implementation Status			Deviations from the Corporate Governance Best-Practice Principles for Financial Holding Companies and Reasons Thereof
	Yes	No	Summaries	
business, and corporate governance-related information?			has a Corporate Governance section that discloses the Company's corporate governance information and policies.	
(2) Has the financial holding company adopted other means to disclose information (e.g. English website, assignment of specific personnel to collect and disclose corporate information, implementation of a spokesperson system, broadcasting of investor conferences via the Company's website)?	✓		(2) The Company has created an English version of its portal, and ensures the consistency of information presented in Chinese and English. Materials of investor conferences are kept in Chinese and English, in addition to audio records. These are available on the Company's website and on web pages specified by Taiwan Stock Exchange Corporation (TWSE). After each monthly unaudited earnings announcement, the Company summarizes key points and uploads them onto its website. In the event of a query, the Company addresses it through a spokesperson.	None
(3) Whether the financial holding company announces and reports the annual financial report within the time limit prescribed by the Financial Holding Company Act and Securities and Exchange Act at the end of each fiscal year, and the financial reports for Q1, Q2 and Q3 and the monthly operation overview before the prescribed time limit?	✓		(3) The Company announces and issues the annual financial report within the time limit prescribed by the Financial Holding Company Act and the Securities and Exchange Act at the end of each fiscal year, and the financial reports for Q1, Q2 and Q3 before the prescribed time limit. The Company also announces the monthly operating results before the prescribed time limit, and announces monthly unaudited earnings voluntarily.	None

Items of Evaluation	Implementation Status			Deviations from the Corporate Governance Best-Practice Principles for Financial Holding Companies and Reasons Thereof
	Yes	No	Summaries	
VI. Does the financial holding company have other information that enables a better understanding of the Company's corporate governance practices (including but not limited to employee rights, employee care, investor relations, stakeholders' rights, continuing education of directors/supervisors, implementation of risk management policies and risk measurements, implementation of customer policy, insuring against liabilities of the Company's directors and supervisors, and donation to political parties, stakeholders and charity organizations)?	✓		(1) Employee rights and care The Company provides a broad diversity of benefits from festive cash, employees shareholding trust, subsidies (for wedding, funeral, childbirth, entertainment, children's education, birthday celebration, club activities, etc.), labor/health/group insurance coverage, pension, occupational hazard compensation, general accidental death benefit to shopping privileges to cater for employees' welfare, health, and safety. Other programs that aim to cater for employees' physical and mental health also include: 1. Four safety programs – Feminine Health Protection, Ergonomic Hazard Prevention, Anti-workplace Violation, and Stress-related Disease Prevention – for a safe and healthy workplace. 2. Childbirth, childcare, compassionate leave, and employee care programs that are more favorable than required by law: including 10 weeks of paid maternity leave, 8 days fully paid of prenatal screening accompaniment or paternity leave, NT$100,000 of subsidy per birth, and NT$24,000 of subsidy each year for children below the age of 6. Employees are entitled to more favorable leave days compared to peers, and the 12 days fully paid of leave days in the death of parent-in-law, adoptive parent-in-law, or step-parent-in-law is the same (12 days, fully paid) as the employee's parent, adoptive parent, or step parent. Other arrangements such as flexible attendance, discount daycare package, group insurance without a limited number of dependents, unpaid parental leave, prenatal screening leave, tocolysis leave, nursery room, wedding subsidy, inclusivity seminar, gender- and disability-friendly restroom, etc., have been made to foster an inclusive, healthy, and happy workplace. 3. Inclusivity seminars: Issues are being addressed according to employees' needs to create a workplace that is friendly in every aspect from health, childcare, environment to elderly care. 4. Ongoing health checks, seminars, and hiring of professional nurses: To help employees monitor their health and prevent disease, the Company offers complimentary "regular health checkup" benefits biannually that are more favorable (in terms of frequency and scope) than what the law requires. These checkups are organized in collaboration with reputable medical institutions, so that employees can preemptively monitor their health and make improvements to minimize or avoid disease. The Company has also negotiated with medical institutions to expand this arrangement to cover employees' dependents and retired employees as part of Fubon's health checkup package. The Company organizes annual employee health checkups and arranges medical service based on	None

Items of Evaluation	Implementation Status			Deviations from the Corporate Governance Best-Practice Principles for Financial Holding Companies and Reasons Thereof
	Yes	No	Summaries	
			checkup results; the Company also organizes health seminars and invites experts from various fields to share new medical knowledge and offer consultation service. The Company hires full-time nurses as required by law and rates employees' health checkup results with reference to public standards; employees who have been rated high-risk are prioritized for regular consultation, education, and follow-up. The Company also arranges for physicians to perform regular inspections, thereby satisfying employees' basic healthcare needs. Further, in order to provide more comprehensive medical care information, Taipei Fubon Bank continues to promote and expand onsite services and multi-disciplinary consulting services, and supports employees who have returned to work after an extended leave of absence. Subsidiaries including Taipei Fubon Bank and Fubon Life have obtained Healthy Workplace certifications from the Health Promotion Administration. 5. Ongoing complimentary stress relief, counseling and legal advice: The Company hires visually impaired persons to provide massages at office locations that have more employees. This is offered both as an employee benefit and as a means to promote health and relieve stress. Meanwhile, the Company works to provide employees with complimentary mental counseling via online questionnaires or by phone, or face-to-face. Further, in order to help employees settle legal issues, free legal advice is available. 6. Health promotion programs: In addition to the regular activities of various clubs, Fubon has been hosting intra-group sports games, games, Family Day, and hiking as a means to promote unity and good exercise habits among employees. 7. Employee Sports Center: The Company has set up "Employee Sport Centers" at busier office locations and has professional trainers on site to offer training and fitness advice. It also has space for yoga, aerobics and fitness programs, giving employees an opportunity to relax and relieve stress.	
	✓		(2) Investor relations To ensure consistency and accuracy in messages conveyed to the public, the Company has implemented the "Fubon Financial Holding Co., Ltd., Institutional Investor Relations Policy" that outlines rules regarding information disclosure, external communication, and investor/analyst conferences.	None

Items of Evaluation	Implementation Status			Deviations from the Corporate Governance Best-Practice Principles for Financial Holding Companies and Reasons Thereof
	Yes	No	Summaries	
	✓		(3) Rights of Stakeholders The Company has established a “Sustainability – Stakeholder Engagement” section on its website to disclose communication channels, practices, and responses to issues that are of concern to stakeholders. Stakeholders can raise queries using the means provided in the section. (Stakeholder Engagement section on official website: Sustainability – Stakeholder Engagement – Communication Channels | Fubon Financial Holdings)	None
	✓		(4) Directors’ continuing education To ensure the completeness of directors' education, the Company conducts annual assessments on prevailing risks, important local and foreign regulations, and current affairs including but not limited to risk management (including integration and legal risk), ESG, net zero emission, AI, cloud computing, cybersecurity, IFRS etc. Based on these findings, the Company is able to shortlist courses that are relevant to directors' duties and present them for the Chairman's approval. The shortlisted courses then provide the basis for directors' and supervisors' education throughout the group. Each year, the Company provides tuition to directors and supervisors within the group on a variety of corporate governance-related topics such as finance, risk management, business and corporate social responsibilities. This year, the Company invited Wen-Nan Chan, co-founder and superintendent of Digital Transformation Institute, to deliver a lecture on “Digital Transformation and AI Applications,” and Meng-Shiang Lin, Associate Professor and Director of the Department of Financial Technology Application at Ming Chuan University, to host “[Fubon Fair Customer Treatment Practice Enhancement Course] – Fair Customer Treatment and Sustainable Governance, A Consumer Protection Perspective” during the Corporate Governance Forum. These efforts were intended to keep directors up to date on the latest knowledge and relevant skills, and help businesses adapt to the changing environment and management style. See “Directors’ education 2025” of this annual report for more details.	None

Items of Evaluation	Implementation Status			Deviations from the Corporate Governance Best-Practice Principles for Financial Holding Companies and Reasons Thereof
	Yes	No	Summaries	
	✓		(5) Risk management policies and risk assessment standards The Company has a comprehensive set of risk management policies in place, including credit risk, market risk, operational risk, insurance risk, liquidity risk, asset and liability risk, capital adequacy, reputation risk, subsidiaries sustainable finance policy, emerging risk and climate change management policies. All subsidiaries are required to comply with these policies so that risks can be identified, measured, responded to, monitored and reported in an effective manner. The Company also uses three lines of defense to ensure full-scale implementation of risk management. Risk limits, loss limits, and trade authorizations have been imposed based on risk attributes. Risk exposure is measured regularly to establish points of control, indicators and alerts. The Company uses a combination of quantitative and qualitative methods to monitor and manage various types of risk associated with its business activities.	None
	✓		(6) Protection of personal information To ensure proper protection and management of personal data, mitigation of business risks, and protection of data owners' interests, the Company has assembled a Personal Information Protection Supervision Committee that specializes in supervising personal information management, and implemented policies to support its purpose. The committee adopts a "Plan – Do – Check – Act" approach to develop the Company's personal information protection system, and the process involved creating internal rules such as "Fubon Financial Holding Co., Ltd. and Subsidiaries Personal Information Protection Management Policies" and "Fubon Financial Holding Co., Ltd. and Subsidiaries Guidelines for Security Measures for the Personal Information File and the Handling for the Personal Information After Termination of Business" The Company devises personal information protection plans at the beginning of each year, and carries them out throughout the year.	None
	✓		(7) Adoption and execution of customer policy The Company has implemented the "Fubon Financial Holding Co., Ltd. And Subsidiaries Banking Consumers Protection Policy" to ensure the consistency of financial consumer protection practices adopted by subsidiaries. All subsidiaries must comply with the financial consumer protection requirements imposed by their respective authorities, accept them as part of their internal control and audit systems, and carry out financial consumer protection measures accordingly.	None

Items of Evaluation	Implementation Status			Deviations from the Corporate Governance Best-Practice Principles for Financial Holding Companies and Reasons Thereof
	Yes	No	Summaries	
	✓		(8) Purchase of Liability Insurance for Directors and Supervisors In order to complement the existing corporate governance system and effectively reduce the level of legal and financial risks that directors, supervisors and key staff present to the Company while performing their duties, the Company has made serious arrangements to acquire "Director, Supervisor and Key Staff Liabilities Insurance" coverage on a yearly basis for all directors, supervisors and key staff within the group.	None
	✓		(9) Donation to political parties, stakeholders and charity organizations 1. Sustainability has been one of the key corporate cultures for Fubon Financial Holdings. The Company has "Fubon Financial Holding Co., Ltd. and Subsidiaries Donation Management Policy" in place to ensure proper planning of resources, and that donations are given to those in need to support the organization's vision as a corporate citizen. The Company also makes annual donations to the Fubon Charity Foundation, Fubon Cultural & Educational Foundation, Fubon Art Foundation, Fubon Art Museum and Taipei Fubon Bank Charity Foundation, thereby giving them the funding, they need to organize charity activities. These organizations provide the foundation for an all-round charity platform through which the Company may contribute to charity activities of various natures while encouraging employees to take part. By sponsoring art and cultural activities, we convey "Positive Energy" of the Fubon brand. 2. Overall, the Company and the subsidiaries specified in its business license donated a sum of NT$596,343,159 in 2025. The Company and its five subsidiaries did not donate to any political party. See the "Donations" chapter of this annual report for details.	None
	✓		(10) Anti-money laundering and combating the financing of terrorism 1. Establishment of an independent, dedicated department: In order to enhance ML/TF risk management, Fubon Financial Holdings set up an AML Department subordinate to the Legal & Compliance Division, which is responsible for planning the Group's AML/CFT systems, managing and supervising the identification of ML/TF risks across subsidiaries, assessing and monitoring the planning and execution of policies and procedures, and reporting progress to the Group's Audit and Risk Management Committee and Board of Directors every six months. The department contributes to the progressive development of a group-wide AML/CFT compliance culture.	None

Items of Evaluation	Implementation Status			Deviations from the Corporate Governance Best-Practice Principles for Financial Holding Companies and Reasons Thereof
	Yes	No	Summaries	
			2. Group AML/CFT policies and systems: Fubon Financial Holdings has adopted group-level policies including "Fubon Financial Holding Co., Ltd. Group Policy for Anti-Money Laundering and Countering the Financing of Terrorism," "Fubon Financial Holding Co., Ltd. And Its Subsidiaries Anti-Money Laundering and Countering the Financing of Terrorism Program," "Fubon Financial Holding Co., Ltd. And Its Subsidiaries Directions on Sharing of AML/CFT Information," "Fubon Financial Holding Co., Ltd. and Its Subsidiaries Anti-money Laundering and Countering the Financing of Terrorism Name Screening Rules," "Fubon Financial Holding Co., Ltd. And Its Subsidiaries Anti-Money Laundering and Countering the Financing of Terrorism Directions Governing Assessment of Country, Regional, Professional, Industry, Product, Service, and Customer Risks," and "Fubon Financial Holding Co., Ltd. And Its Subsidiaries Rules on Inter-entity Customer Inquiry Platform" to promote ML/TF risk awareness and implement consistent AML/CFT practices within Fubon Financial Holdings and subsidiaries from a policy level. 3. Enhancement of risk-based control measures Fubon Financial Holding and subsidiaries adopt a risk-based approach (RBA) toward ML/TF risk management and perform institutional risk assessment (IRA) on a yearly basis so that the senior management of subsidiaries may have a full understanding of their ML/TF risks, control measures, performance deficiencies, and the improvements to take. Outcomes of the assessment are reported to the board of directors of each subsidiary according to rules. The Group AML Department consolidates institutional risk assessment reports from subsidiaries and presents them to the group board of directors so that the management timely and comprehensively understands the risks of money laundering and terrorism financing that the group has been presented with, and thereby enables the development of appropriate systems and mitigation measures. 4. Group AML/ CFT culture: The Group AML Department is dedicated to creating an AML and CFT culture. Using the "Fubon Financial Holdings Roadmap for Digital Transformation of Financial Security" developed back in 2022 as the foundation, the department introduced a series of courses titled "Fubon AML Forum" that cover four main topics including financial technology, financial crime, international trends, and AML practices. In 2025, a new "Impact Series" was launched, inviting representatives from the Taiwan After-care Association and experts focusing on migrant workers or social issues to give insights into the predicate crimes of money laundering, such as kidnapping and drug trafficking. Furthermore, "Digital Technology and Financial Security Forum" has been organized on a yearly basis since 2022; in 2024, it received invitations from the public sector including the Executive Yuan, Ministry of Digital Affairs, Financial	

Items of Evaluation	Implementation Status			Deviations from the Corporate Governance Best-Practice Principles for Financial Holding Companies and Reasons Thereof
	Yes	No	Summaries	
			Supervisory Commission, Taipei City Government, and the law enforcement department as well as the private sector including the Financial Innovation Center, Taiwan Mobile, VISA, and technology firms to exchange knowledge and share experience on everything from financial security, digital technology to fraud prevention. In 2026, Fubon Financial Holdings will continue to hold the Fubon AML Forum. Through these diverse courses, the department promotes AML awareness among group directors, supervisors, senior managers-and employees, and duly ensures the financial security of group customers as part of its ESG responsibilities.	

VII. Pleease explain the improvements made, based on the latest Corporate Governance Evaluation results published by TWSE Corporate Governance Center, and propose enhancement measures for any issues that are yet to be rectified. (Not required if the Company is not one of the evaluated subjects.)

(1) The Company observes the directions of TWSE's corporate governance evaluation, acts in line with Corporate Governance 3.0 – Sustainability Roadmap and major corporate governance and sustainability trends around the world, and takes the initiative to accomplish performance indicators that are newly added or deemed significant in a given year. The Company ranked among the top 6–20% of public-listed companies in the 11th Corporate Governance Evaluation, and has discussed potential improvements in areas where it did not achieve a desirable score.

(2) The 12th Corporate Governance Evaluation introduced 9 additional rating criteria, amended 11 indicators, and removed 14 indicators. The key changes are explained below:

1. Evaluation indicator – Environmental (E): Newly added indicators include "Does the Company disclose scope 3 greenhouse gas emission for the last year and yearly emission volume?" "Has the Company devised an energy management plan and discloses execution progress through its website, annual report, or sustainability report?" and "Has the Company adopted internal carbon pricing to estimate impact of climate change on financial and business performance?" All of the above have been disclosed and addressed in the Company's sustainability report, annual report, or website. Furthermore, the Company continues to monitor accomplishment of reduction goals, as well as its progress toward achieving 100% green power usage across all office locations by 2040.
2. Evaluation indicator – Social (S): Newly added indicators include "Has the Company implemented a training program that helps employees develop skills over their careers, and discloses details and execution progress of such a program?" "Does the Company organize employee satisfaction surveys on a regular basis, and discloses implementation progress and improvement plans?" "Has the Company implemented a personal data protection policy and disclosed policy details along with the implementation progress?" and "Has the Company implemented policies and grievance procedures for protecting consumers' or customers' interests, in order to address issues concerning the health, safety, marketing, or labeling of products and services?" All of the above have been disclosed and addressed in the Company's sustainability report, annual report, or website.
3. Evaluation indicator – Governance (G): Newly added indicators include "Has the Company implemented corporate value improvement measures that are acknowledged by the board of directors, and disclosed relevant information in the "Corporate Value Enhancement Plan Section" on Market Observation Post System?" for which the Company has sought board of directors' approval and disclosed details publicly over the Market Observation Post System; and "Has the Company assembled a Sustainability Committee at the board level that comprises no fewer than three members of adequate sustainability knowledge and capacity, with at least one director overseeing operations, and disclosed the composition, responsibilities, and progress of such a committee?" The Company has assembled a Corporate Governance and Sustainability Committee and disclosed relevant details publicly in its sustainability report, annual report, or website.

Items of Evaluation	Implementation Status			Deviations from the Corporate Governance Best-Practice Principles for Financial Holding Companies and Reasons Thereof
	Yes	No	Summaries	
4. For bonus points, the Company has been live-streaming shareholders' meetings ahead of its peers between 2022 and 2025, enabling shareholders to watch the livestream, raise text queries, and vote on motions simply by logging in to the online platform. This solution not only promotes shareholders' participation in ways that improve corporate governance but also enforces shareholder empowerment. In an attempt to enhance communication and promote sound interaction with shareholders, all important details about shareholders' queries and the Company's replies are being recorded in annual general meeting minutes, and ongoing efforts are being made to improve the transparency of shareholder meetings. For details, please refer to Fubon Financial website under the section – Corporate Governance/Shareholders' Meeting/Shareholders' Meeting/Years.				

2.3.6 Operation of Remuneration and Nomination Committee

(1) Composition and Procedures of Remuneration and Nomination Committee

a. The Company has assembled a Remuneration Committee in accordance with Article 14-6 of the Securities and Exchange Act. Meanwhile, according to the Regulations Governing the Appointment and Exercise of Powers by the Remuneration Committee of a Company Whose Stock is Listed on the Stock Exchange or Traded Over the Counter, and the Company's "Remuneration and Nomination Committee Articles of Incorporation," the Committee members are appointed by the Board of Directors and consists of no less than 3 persons, including the independent directors more than a majority of the Committee members. Currently, the Committee members consist entirely of the Company's Independent Directors.

b. The Committee meetings shall be convened at least twice a year, and convened as needed.

(2) Responsibilities of the Remuneration and Nomination Committee

Pursuant to Article 4 of the Company's "Remuneration and Nomination Committee Articles of Incorporation," the Remuneration and Nomination Committee has the following responsibilities:

a. Prescribing and periodically reviewing the policies, systems, standards, and structures for performance evaluation and remuneration of the Company's directors and managerial officers.

b. Periodically evaluating and prescribing the remuneration of the Company's directors and managerial officers, and for their concurrent job positions at the Company's subsidiaries.

c. Periodically evaluating and prescribing the remuneration of the subsidiaries' chairman, vice chairman and president, and for their concurrent positions in the Company and in other subsidiaries.

d. Establishment of director election standards after taking into account the required experience, expertise, and independence, and seeking board of directors' final resolution.

e. Nominating to the Board of Directors the candidates for Company's directors and the subsidiaries' directors and supervisors.

f. Recommending to the Board of Directors the list of candidates for the membership of any functional committees of the Board of Directors other than this Committee. However, the composition of the Audit and Risk Management Committee is subject to compliance with laws. Members of each functional committee shall serve the same term as directors, renewable if re-elected.

g. Adopting and periodically reviewing the policy for performance evaluation on the Board of Directors and functional committees, and the performance evaluation indicators.

h. Listening to the performance evaluation and development plans prepared by the senior managers periodically.

i. Any other material matter required by the Company or competent authorities.

(3) Information about Remuneration and Nomination Committee members

February 28, 2026

Name	Condition / Identity	Professional qualification and experience	Independence criteria	Number of positions as Remuneration Committee member in other public companies
Shin-Min Chen	Independent Director (Convener)	Ph.D. in Law, LMU Munich; former instructor at Chinese Culture University, Ming Chuan University, and National Taiwan Normal University; former Honorable Justice of the Constitutional Court, Judicial Yuan; and has extensive knowledge and understanding of financial laws. Currently Honorary Chair Professor of Fu Jen Catholic University.	Conforms with the independence requirements for independent directors stipulated in Paragraph 2, Article 2 and Article 3 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies (Note 1).	0
Shu-Hsing Li	Independent Director	Conforms with Article 9 of the "Regulations Governing Qualification Requirements for the Promoter or Responsible Persons of Financial Holding Companies and Concurrent Serving Restrictions and Matters for Compliance by the Responsible Persons of a Financial Holding Company"; possesses professional qualification in financial holding; Currently an instructor and Dean at Chang Gung University College of Management, Independent Director of Healthconn Corp., Independent Director of Sharehope Medicine Co., Ltd., and Independent Director of Alpha Networks Inc.; specialized in finance and accounting.	Conforms with the independence requirements for independent directors stipulated in Paragraph 2, Article 2 and Article 3 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies (Note 1).	3
Li-Chuan Wang	Independent Director	Conforms with Article 9 of the "Regulations Governing Qualification Requirements for the Promoter or Responsible Persons of Financial Holding Companies and Concurrent Serving Restrictions and Matters for Compliance by the Responsible Persons of a Financial Holding Company"; possesses professional qualification in financial holding and securities; Master's Degree in Commerce, University of Illinois Urbana-Champaign. Former Chief Internal Auditor and Vice President of YangMing Marine Transport Corp., Director General of Financial Examination Bureau (Financial Supervisory Commission), Director General of Banking Bureau (Financial Supervisory Commission), and Section Chief of Securities and Futures Bureau (Financial Supervisory Commission). Currently an Independent Director of Taipei Fubon Commercial Bank Co., Ltd.	Conforms with the independence requirements for independent directors stipulated in Paragraph 2, Article 2 and Article 3 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies (Note 1).	0

Name	Condition / Identity	Professional qualification and experience	Independence criteria	Number of positions as Remuneration Committee member in other public companies
Paulus Siu-Hung Mok	Independent Director	Conforms with Article 9 of the "Regulations Governing Qualification Requirements for the Founder or Responsible Persons of Financial Holding Companies and Concurrent Serving Restrictions and Matters for Compliance by the Responsible Persons of a Financial Holding Company"; possesses professional qualification in financial holding and banking; MBA, Queen's University Canada. former Regional Head of Taiwan, Citigroup. Currently a standing and independent director of Taipei Fubon Commercial Bank Co., Ltd. and an independent director of Les enphants Co., Ltd. Possesses abundant practical experience in global financial markets including Canada, China, Korea, and Hong Kong.	Conforms with the independence requirements for independent directors stipulated in Paragraph 2, Article 2 and Article 3 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies (Note 1).	1
Barry Chen	Independent Director	Master of Computer Science, Texas A&M Engineering. Formerly the General Manager of East Asia Region at Novell (Taiwan) Co., Ltd. and Senior Vice President at the Institute for Information Industry. Currently the General Manager, Hong Kong & Taiwan, Broadcom Software and Chairperson of Cloud Computing & IoT Association in Taiwan. Possesses practical experience in information technology and cybersecurity.	Conforms with the independence requirements for independent directors stipulated in Paragraph 2, Article 2 and Article 3 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies (Note 1).	0
Kuang-Shih Yeh	Independent Director	Ph.D. in Organizational Theory, Carnegie Mellon University. Former Vice Chairperson of Shihlien Fine Chemicals Co., Ltd., Independent Director of Synnex Technology International Corporation, Deputy Mayor of Kaohsiung City Government, Minister and Political Deputy Minister of Transportation and Communication, Deputy Chairperson of Research, Development and Evaluation Commission, Executive Yuan, professor at National Chengchi University Graduate Institute of Technology, Innovation & Intellectual Property Management, and professor at National Sun Yat-sen University Department of Business Management. Currently an Independent Director at Clientron Corp. and Director of PINTrust Co., Ltd..	Conforms with the independence requirements for independent directors stipulated in Paragraph 2, Article 2 and Article 3 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies (Note 1).	1

Note 1: All independent directors have met all of the following criteria during active duty and in the two years prior to being elected.

(1) Not employed by the Company or by any of its affiliated companies.

(2) Not a director or supervisor of the Company or any of its affiliated companies (this restriction does not apply to independent director positions in the Company, its parent company or subsidiary, or any subsidiary

of the same parent company which have been appointed in accordance with Securities and Exchange Act or laws of the registered country).

(3) Does not hold more than 1% of the Company's outstanding shares in their own names or under the name of a spouse, underage children, or proxy shareholder; nor is a top-10 natural-person shareholder of the Company.

(4) Not a spouse, relative within 2nd degree of kinship, or lineal relative by blood within 3rd degree of kinship or closer to the managers described in Item (1) or persons described in the Item (2) and Item (3).

(5) Not a Director, Supervisor, or employee of any corporate shareholder that has 5% or higher of the total shares issued by the Company, or of top-5 corporate shareholders of the Company, or the corporate shareholders who appoint their representatives to serve as the Director or Supervisor in the Company in accordance with Paragraph 1 or Paragraph 2 of Article 27 of the Company Act (this restriction does not apply to independent director positions in the Company, its parent company or subsidiary, or any subsidiary of the same parent company which have been appointed in accordance with Securities and Exchange Act or laws of the registered country).

(6) Not a director, supervisor or employee of any company controlled by the same person that holds a majority of the directors or voting shares of the Company (this restriction does not apply to independent director positions in the Company, its parent company or subsidiary, which have been appointed in accordance with Securities and Exchange Act or laws of the registered country).

(7) Not a director, supervisor or employee of any company who is the same person as, or the spouse of, Chairman and President or equivalent of the Company (this restriction does not apply to independent director positions in the Company, its parent company or subsidiary, or any subsidiary of the same parent company which have been appointed in accordance with the Securities and Exchange Act or laws of the registered country).

(8) Not a director, supervisor, manager, or shareholder with more than 5% ownership interest in any companies or institutions that have financial or business relationship with the Company (this restriction does not apply to any specific company or organization which holds more than 20% but less than 50% of the total shares issued by the Company that is an independent director in the Company, its parent company or subsidiary, or any subsidiary of the same parent company who has been appointed in accordance with Securities and Exchange Act or laws of the registered country).

(9) Not a professional individual who, or an owner, partner, director, supervisor, or officer of a sole proprietorship, partnership, company, or institution that, provides auditing services to the Company or any affiliated company of the Company, or that provides commercial, legal, financial, accounting or related services to the Company or any affiliated company of the Company for which the provider in the past 2 years has received cumulative compensation not exceeding NT$500,000, or a spouse thereof, provided, this restriction does not apply to a member of the remuneration committee, public tender offer review committee, or special committee for merger/consolidation and acquisition, who exercises powers pursuant to the Securities and Exchange Act or to the Business Mergers and Acquisitions Act or related laws or regulations.

(10) The member does not meet any of the circumstances set forth in Article 30 of the Company Act.

(11) The elected member is not a government agency or a juristic person or its authorized representative as provided under Article 27 of the Company Act.

(4) Attendance of the third Remuneration and Nomination Committee

There were a total of six members in the 5th Remuneration and Nomination Committee. (Term of service: 2023.06.09~2026.06.08; of which 2025.01.01~2025.12.31 was relevant to this report)
A total of 7 meetings (A) were held in the last year (2025); members' attendance records are summarized below:

Title	Name	Attendance in Person (B)	Attendance by proxy	Actual attendance rate (%)(B/A) (Note)	Remarks
Independent Director (Convener)	Shin-Min Chen	7	0	100%	
Independent Director	Shu-Hsing Li	7	0	100%	
Independent Director	Li-Chuan Wang	7	0	100%	
Independent Director	Paulus Siu-Hung Mok	7	0	100%	
Independent Director	Barry Chen	7	0	100%	
Independent Director	Kuang-Shih Yeh	7	0	100%	

Other matters that shall be recorded:

a. If the Board of Directors does not adopt or decide to revise the recommendations of the Remuneration and Nomination Committee, the Board shall record the date and term, subject matter of motions, resolution, and measures taken concerning the recommendations of the Remuneration and Nomination Committee (for example, if the compensation passed by the Board of Directors is higher than that proposed by the Remuneration and Nomination Committee, the Board shall explain the differences and reasons thereof): None.
b. In the resolutions of the Remuneration and Nomination Committee, if any member objects or has reservations, the Remuneration and Nomination Committee shall record the date, term, subject matter of motions, opinions of its members and the measures taken: None.

(5) The Remuneration and Nomination Committee's implementation results

The Remuneration and Nomination Committee held a total of 7 meetings in 2025. The meeting discussed and executed the following motions:

a. January 16, 2025
   (a) Appointment of directors for subsidiary - Fubon Bank (Hong Kong) Ltd.
   (b) Allocation of 2024 year-end bonus for senior managers of the Company and subsidiaries.
b. March 6, 2025
   (c) Allocation of 2024 employee remuneration.
   (d) Approval of director remuneration standards and special contribution weight for the Company for 2024.
c. April 24, 2025
   (a) Reappointment of directors for subsidiary – Taipei Fubon Commercial Bank Co., Ltd.
   (b) Reappointment of directors for subsidiary - Fubon Financial Holding Venture Capital Co., Ltd.
   (c) Reappointment of directors for subsidiary - Fubon Insurance Agency Co., Ltd.
   (d) Fixed compensation for subsidiaries' senior managers.
   (e) Adjustment of 2025 fixed compensation for senior managers of the Company and subsidiaries.

d. May 29, 2025
   (a) Fixed compensation for subsidiaries' senior managers.
e. August 14, 2025
   (a) Reappointment of directors for subsidiary – Taipei Fubon Commercial Bank Co., Ltd.
   (b) Reappointment of directors for subsidiary - Fubon Asset Management Co., Ltd.
   (c) Fixed compensation for subsidiaries' senior managers.
   (d) Adjustment of fixed compensation for senior managers of the Company.
f. November 20, 2025
   (a) Appointment of directors and supervisors for subsidiary – Fubon AMC, Ltd.
g. December 22, 2025
   (a) Appointment of directors and supervisors for subsidiary - Fubon Asset Management Co., Ltd.
   (b) Appointment of directors for subsidiary - Fubon Bank (Hong Kong) Ltd.

2.3.7 Promotion of Sustainable Development – Implementation Status and Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons

Items	Status of Implementation			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Explanations
	Yes	No	Summary	
I. Has the Company established a governance framework for promoting sustainable development, and established an exclusively (or concurrently) dedicated unit to take charge of promoting sustainable development? Has the board of directors authorized senior management to handle related matters under the supervision of the board? (The financial holding company shall report the status of implementation. This is not a comply-or-explain provision.)	✓		(1) The "Corporate Governance and Sustainability Committee" has been assembled under the board of directors to oversee sustainability-related issues. The committee comprises at least three directors, with more than half of whom being independent directors, and one of the independent directors was elected to serve as convener and chairman. The main purpose of the committee is to assist with the Board of Directors' development, and make recommendations that improve the Board's functions, management, and empowerment, and enforce corporate social responsibility and sustainability actions in ways that enable the Board of Directors to fulfill its duties to the Company, the employees, the shareholders, and stakeholders. (2) An ESG Task Force has been assembled under the committee, in which the Group President serves as CEO and the Sustainability Development Division serves as secretariat of the task force. The task force also has enforcement teams created to cater to six various aspects ---- Corporate Governance and Ethical Management, Employee Care, Responsible Finance, Innovative Services, Social Commitment, and environmental sustainability. Mid-level and senior managers from relevant departments are appointed as leaders of the enforcement teams. Each enforcement team may convene work meetings as deemed necessary to discuss work progress and the latest corporate sustainability issues. Each enforcement team is required to present an execution plan for the coming year at the beginning of the year and present progress reports every six months. Annual plans and progress reports are reviewed by the committee before presenting them to the board of directors. "2024 Progress and 2025 Plan Report of the ESG Task Force" was presented on January 16, 2025; "2025 First-half Progress and Second-half Plan Report of the ESG Task Force" was presented on August 21, 2025; and "2025 Progress and 2026 Plan Report of the ESG Task Force" was presented on January 26, 2026.	None

Items	Status of Implementation			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Explanations
	Yes	No	Summary	
			(3) The board of directors' exercises supervision over "IFRS Sustainability Disclosure Standards Adoption Plan", "Half-yearly Plan and Progress Report on Four Major ESG Strategies," "Sustainability Information Disclosure," the approval of "Sustainability-related Policies," "Materiality Analysis of Sustainability Topics," and "The Structure and Whole Sustainability Report," etc. The reporting of plans and execution progress covers target attainment and stakeholder communication. (4) Furthermore, five main subsidiaries of the financial group, namely Fubon Life, Taipei Fubon Bank, Fubon Securities, Fubon Insurance, and Fubon Asset Management, have assembled their own ESG task forces in line with the financial group to carry out tasks that are relevant to their respective areas of expertise.	
II. Does the company conduct risk assessments of environmental, social, and corporate governance (ESG) issues related to the company's operations in accordance with the materiality principle, and formulate relevant risk management policies or strategies? (The financial holding company shall report the status of implementation. This is not a comply-or-explain provision.)	✓		(1) Risk assessment standards, processes, outcomes, and risk management policies or strategies on environmental, and governantal material issues：The Company conducts an annual materiality analysis of sustainability topics based on the GRI Standards and the AA 1000 Stakeholder Engagement Standard (AA 1000 SES). A three-phase "identify, analyze, confirm" process is used to identify material topics related to sustainability. The GRI Universal Standards 2021 and GRI Material Topics 2021 then help assess the impacts of the sustainability topics from economic, environmental and social perspectives, which serves as a reference for Fubon Financial Holdings in planning its sustainability strategy and compiling its Sustainability Report. During the materiality analysis, Fubon not only observes the level of concern of stakeholders over each issue, but also employs a double materiality approach to assess how topics' "impact on operations" affect enterprise value and the extent of those issues' "sustainability impact" on the economy, environment or society to determine which topics are truly material. The outcomes of the survey, analysis and the reporting framework were presented to the Corporate Governance and Sustainability Committee and the board of directors. Risks and opportunities identified through materiality analysis have been met with appropriate management practices.	None

Items	Status of Implementation			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Explanations
	Yes	No	Summary	
			a. Environmental (a) The Company has established the "Sustainable Finance Policy" in accordance with the Principles for Responsible Investment (PRI), Principles for Sustainable Insurance (PSI), and Equator Principles (EPs) to guide the Company and the subsidiaries in incorporating ESG issues into their business development decisions. Through this policy, the Company contributes to a sustainable environment and promote co-prosperity in economic growth. (b) The Company has established "Climate Change Management Guideline" to identify and measure the potential opportunities and risks associated with climate change, and to incorporate climate change factors into strategic planning and decision-making process. Management procedures and mechanisms on climate change risk have also been incorporated into "Risk Management Policy." To align with international climate change frameworks, the Company discloses climate-related information in accordance with the four core elements of the TCFD recommendations—governance, strategy, risk management, and metrics and targets—and continues to strengthen its climate-related strategies and management practices. (c) To establish a low-carbon operating model, the Company has defined its environmental sustainability vision and objectives, and continues to advance a range of initiatives, including operational carbon reduction, reductions in electricity consumption from conventional (non-renewable) power sources, water conservation, and reductions in waste generation and photocopy paper usage. In addition, the Company continues to increase its use of renewable electricity, reinforces the implementation of green procurement practices, and requires suppliers to comply with the Company's Supplier Sustainability Code of Conduct, thereby jointly promoting sustainable transformation across the value chain. b. Corporate governance (a) The Company has formulated comprehensive risk management systems and policies approved by the Board of Directors, including market risk, credit risk, country risk, operational risk, asset and liability risk, liquidity risk, insurance risk, climate change risk, emerging risk, and reputational risk management mechanism. Subsidiaries	

Items	Status of Implementation			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Explanations
	Yes	No	Summary	
			consistently adhere to these standards to ensure the effective identification, measurement, monitoring, and management of various types of risks. (b) To builds a sound environment of corporate governance, the Company has stipulated "Corporate Governance Best Practice Principles" and "Ethical Corporate Management Best Practice Principles", besides, the Company revise the internal rules periodically to align with the domestic/foreign companies' corporate governance framework, laws and practical operation for amendments to the internal rules. Meanwhile, the Company also adopted the "Codes of Insider Ethical Conduct" to define the ethical standards to be followed by directors and managers, adopted the "Business Integrity Procedures and Behavioral Guidelines" to respond to the development of domestic/foreign ethical management regulations, taken preventive measures against business activities with higher risk of unethical conduct, and adopted the "Donation Management Policy," "Financial Consumer Protection Policy," and "Anti-Money Laundering and Countering the Financing of Terrorism Policy." c. Social (a) The Company has implemented a set of "Sustainable Development Best Practice Principles" to manage the risks and impacts of its business activities on the economy, the environment, and society. By promoting corporate governance, sustainable environment, human rights and public welfare, and enhanced disclosure of sustainability information, the Company takes pragmatic steps toward fulfilling its mission as a sustainable business. (b) The Company complies with domestic labor laws, and adopts the spirit upheld by various international human rights conventions including "Universal Declaration of Human Rights," "The UN Global Compact," and "International Labor Organization Conventions," and has implemented "Human Rights Policy", "Human Rights Management Framework", as well as complaint and communication mechanisms to protect employees' rights.	
III. Environmental issues	✓		In alignment with international sustainability trends as well as government policies on carbon reduction and environmental protection, the Company has established an environmental management framework	None

Items	Status of Implementation			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Explanations
	Yes	No	Summary	
(I). Has the Company set an environmental management system suited for its industry?			and continues to implement and enhance related initiatives as follows: (1) In 2011, the Company formulated its Sustainable Development Code, and in 2016, issued an Environmental Policy Statement, which serve as the core guiding principles for advancing environmental sustainability management. (2) In 2022, the Company obtained approval for its Science Based Targets (SBT) and joined the RE100 (100% Renewable Energy) initiative, thereby formally aligning with international carbon reduction and energy transition initiatives. (3) In accordance with the above policies and commitments, the Company has defined its environmental sustainability vision and objectives, and continued to promote the following initiatives in 2025: a. Continuation of ISO 14064-1 greenhouse gas inventories and assurance, while maintaining certification under the ISO 14001 Environmental Management System and ISO 50001 Energy Management System, to further institutionalize environmental and energy management practices. b. Continued expansion of renewable electricity procurement, increased installation of solar photovoltaic systems, replacement of lighting and energy-consuming equipment, and reinforcement of energy efficiency management and internal awareness programs. c. Ongoing promotion of paperless administrative processes and operations, as well as the implementation of waste classification and resource recycling, in order to reduce the generation of non-recyclable waste.	
(II). Does the Company endeavor to use energy more efficiently and to use renewable materials with low environmental impact?	✓		(1) Measures to Enhance Energy Efficiency a. Establishment of management targets: In response to the energy transition, the Company has formulated an Energy Policy Statement, with the objectives of reducing overall energy consumption and enhancing energy efficiency. In line with its commitments under the Science Based Targets (SBT) and RE100 initiatives, the Company has set targets for reducing electricity consumption from conventional (non-renewable) power sources. Using 2020 grey electricity consumption as the base year, the Company targets a 45.4% reduction by 2030 and a 100% reduction by 2040, to be achieved through a diversified approach encompassing energy efficiency improvements, on-site power generation, and procurement of renewable electricity.	None

Items	Status of Implementation			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Explanations
	Yes	No	Summary	
			b. Replacement of lighting and energy-consuming equipment: Based on the useful life and operating conditions of lighting systems and various energy-consuming equipment, the Company plans replacement schedules and prioritization, and progressively expands the deployment of energy management systems to enhance electricity monitoring and management effectiveness. c. Implementation of management measures and internal awareness initiatives: (a) Electricity monitoring: Continuous monitoring and management of abnormal electricity consumption for office buildings and sites that have been incorporated into the energy management system. (b) Air-conditioning management: Maintaining office indoor temperatures at 26–28°C during summer, implementing rotational operation of air-conditioning units in winter, and increasing the use of outside air. (c) Elevator management: Adjusting the number of operating elevators based on weekdays, holidays, and peak/off-peak hours, and implementing zoned stopping strategies to improve operational efficiency. (d) Other measures: Setting office equipment and computers to automatic sleep mode, and disabling chilled water functions of drinking water dispensers during winter. d. Performance: In 2025, electricity consumption from conventional power sources totaled 78,281 thousand kWh, representing a 31.2% reduction compared to the 2020 base year of 113,797 thousand kWh. (2) Use of Products and Services with Lower Environmental Impact a. The Company continues to procure environmentally friendly and energy-efficient products and services, as well as green building materials. In 2025, total green procurement amounted to NTD 833,127 thousand. b. The Company discontinued the purchase of bottled water in plastic cups and promotes a ban on disposable tableware and food containers in office premises, thereby reducing the generation of single-use waste.	
(III). Has the Company evaluated the potential risks and opportunities posed by climate change for its business and adopted	✓		The Company continues to enhance climate change management and strengthen the resilience, conducts significant climate risk identification and impact assessments annually, and responds to stakeholder expectations regarding transparent climate-related disclosures. Fubon annually evaluates the extent to which physical risks—such as extreme weather events—may affect the office buildings/business locations of the Company and subsidiaries. The Company has formulated emergency response measures	None

<table>
<tr><th rowspan="2">Items</th><th colspan="3">Status of Implementation</th><th rowspan="2">Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Explanations</th></tr>
<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td>relevant measures to address them?</td><td></td><td></td><td>to avoid financial losses.

In addition, to enhance the climate resilience of investment, lending, and underwriting activities, the Company has established “Sustainable Finance Policy” and “Climate Change Management Guideline” and developed standards for loan, investment, underwriting of high-carbon industries. The Company incorporates the results of climate scenario analysis into future strategy planning and the assessment of investment and loan asset allocation, which has proven helpful in lessening potential climate change risks and environmental impacts. While reallocating capital to mitigate risks, we keep focusing on customers' appetite for sustainable products and services, engaging with investees, loan and underwriting clients, guiding and supporting clients in the transition to a low-carbon economy, striving to innovate and capturing opportunities in the low-carbon economy.</td><td></td></tr>
<tr><td>(IV). Did the company calculate the greenhouse gas emissions, water consumption, and the total weight of waste in the past 2 years, and establish policies for greenhouse gas reduction, reduction of water consumption, or management of other wastes?</td><td>✓</td><td></td><td>(1) Emissions from operations:
a. Emissions in the last two years: Unit: tons CO_2e
<table><tr><td>Year</td><td>2024</td><td>2025</td></tr><tr><td>Scope 1</td><td>4,104</td><td>2,830</td></tr><tr><td>Scope 2</td><td>41,807</td><td>37,482</td></tr><tr><td>Total</td><td>45,911</td><td>40,312</td></tr></table>Note: For details of the coverage boundaries and calculations, please refer to the Note in section (9)-1-1-1 of Appendix 2.3.8 - Climate-related Disclosures of the Financial Holding Company.
b. Operational emissions reduction target: Using 2020 total Scope 1 and Scope 2 emissions as baseline, the Company aims to reduce Scope 1 and Scope 2 emissions by 21% by 2025 (2.5% reduction in Scope 1 emissions and 22.7% reduction in Scope 2 emissions), and by 42% (5% reduction in Scope 1 emissions and 45.5% reduction in Scope 2 emissions) by 2030 compared to the baseline year of 2020 to achieve the SBT target, and then continue to reduce emissions in a scientific way until cutting them by 92.3% by 2040 (5% reduction in Scope 1 emissions and 100% reduction in Scope 2 emissions), the remaining 7.7% emissions are expected to be eliminated before 2050 using the tools or approaches recognized by related international standards to achieve net-zero emissions from own operations.
c. Results: The Company continues to increase its procurement of renewable electricity, install solar photovoltaic systems, replace energy-efficient lighting and energy-consuming equipment, and implement electricity conservation management measures and awareness initiatives. In 2025, the Company’s operational greenhouse gas emissions amounted to 40,312</td><td>None</td></tr>
</table>

<table>
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<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td></td><td></td><td></td><td>metric tons of CO_2e, representing a 38.2% reduction compared to the base-year emissions of 65,261 metric tons of CO_2e.

(2) Water consumption:
a. General Water consumption in the past 2 year:
Unit: Cubic meters, cubic meters/person
<table><tr><td>Year</td><td>2024</td><td>2025</td></tr><tr><td>Water consumption</td><td>557,212</td><td>553,012</td></tr><tr><td>Water usage per employee</td><td>13.22</td><td>13.12</td></tr></table>Note: The coverage boundaries were identical to emissions from operations.
b. Water conservation target: Using 2020 water consumption as baseline, the Company aims to reduce by 7.5% by 2025, and reduce 10% by 2030.
c. Results: The Company continues to upgrade water-saving facilities and reuse a portion of air-conditioning condensate water for garden irrigation. In 2025, total water consumption amounted to 553,012 cubic meters, representing a 16.6% reduction compared to the base-year consumption of 662,978 cubic meters.

(3) Weight of waste:
a. Weight of general industrial waste in the past 2 year:
Unit: Metric tons, metric tons/person
<table><tr><td>Year</td><td>2024</td><td>2025</td></tr><tr><td>Weight of Non-Recyclable Waste</td><td>729</td><td>747</td></tr><tr><td>Per-Capita Weight of on-Recyclable Waste</td><td>0.019</td><td>0.019</td></tr></table>Note: The coverage boundaries were identical to the companies located in Taiwan covered in the emissions from operations.
b. Waste reduction target: Using the per person weight of general industrial waste in 2021 as the baseline, the Company aims to reduce by 5% by 2025, and reduce 7.5% by 2030.
c. Results:
The Company continues to promote and encourage the use of reusable, environmentally friendly containers as alternatives to disposable tableware. In line with the principles of waste minimization and maximized resource recycling, the Company implements waste segregation and food waste recycling measures. In 2025, the per-capita weight of non-recyclable waste amounted to 0.019 metric tons per person, representing a 26.9% reduction compared to the base-year level of 0.026 metric tons per person.</td><td></td></tr>
</table>

<table>
<tr><th rowspan="2">Items</th><th colspan="3">Status of Implementation</th><th rowspan="2">Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Explanations</th></tr>
<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td>IV. Social issues
(I). Has the company formulated relevant management policies and procedures in accordance with relevant laws and regulations and international human rights conventions?</td><td>✓</td><td></td><td>For the protection of basic human rights, Fubon Financial Holdings established “Human Rights Policy” in accordance with United Nations Guiding Principles on Business and Human Rights, UN’s “Universal Declaration of Human Rights,” “The Global Compact,” “International Labor Organization Conventions,” “PRI,” “EP,” and local regulations. The “Human Rights Policy” represents the Company’s commitment to protect human rights of employees, suppliers, customers, and business partners on all levels, to prevent any violation of human rights, and to ensure that every person is treated fairly and with dignity.

Fubon Financial Holdings enforces its “Human Rights Management Framework” with due diligence investigation, management practices, and remedial measures. The Company identifies risk for different parties, evaluates the severity of risks identified, and implements control and mitigation measures based on the outcome of evaluation n to ensure that human rights are protected on all aspects in the utmost discretion. For example: internal policies such as “Employee Complaint and Handling Guidelines,” “Plan to Prevent Unlawful Harassment in the Workplace,” and “Guidelines for Investigating Sexual Harassment Complaints and Disciplining offenders” have all outlined grievance and resolution procedures as well as management measures for human rights risks and issues that employees are likely to encounter.

Human rights management issues and mitigation measures relating to employees:
<table><tr><th>Issue</th><th>Mitigation measures</th></tr><tr><td>Forced labor (excessive work hours)</td><td>(1) Fubon’s "Work Rules" limit regular working hours to no more than 8 hours a day and no more than 40 hours a week in principle.
(2) Overtime work of each department is examined monthly, and department managers assist to make appropriate workload adjustments for employees who work extended periods of time.
(3) Employees must give their consent to work overtime, and any overtime request must meet legal requirements.</td></tr><tr><td>Harassment (including sexual and non-sexual harassment), discrimination,</td><td>(1) Grievance sections have been created on Intranet and Internet websites, thereby allowing employees and other parties to speak out using a variety of channels such as the grievance hotline, fax, and e-mail.
(2) A “Plan to Prevent Unlawful Harassment in the Workplace” has been established that requires risk control measures to be planned and</td></tr></table></td><td>None</td></tr>
</table>

Items	Status of Implementation				Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Explanations
	Yes	No	Summary		
			and illegal violation at the workplace.	implemented on a priority basis for high-risk groups of employees; the measures should also be checked and reviewed. (3) The "Anti-Discrimination and Anti-Harassment Statement" has been issued, whereas preventive, corrective, and disciplinary actions are being taken to address sexual and non-sexual harassments in the workplace. (4) The annual number of participants and participation rate of sexual harassment prevention training, please refer to Official Website of Fubon Financial Holding/Sustainability/Reports/Documents/the "Empowerment" chapter of the 2025 Sustainability Report.	
			Workplace health	(1) All Fubon employees get a free physical check-up every 2 years, helping employees get a clear picture of their health. (2) Ergonomic hazard self-assessment surveys conducted regularly to see if employees feel musculoskeletal symptoms or pain. (3) The Company continued hosting inclusivity seminars with themes designed to address employee needs, thereby creating a workplace that is friendly in every aspect, from health and childcare to the environment and elderly care. (4) Nurses hired by the financial holding company and key subsidiaries would rate employees' health checkup results with reference to the public standards; employees who have been rated high-risk are prioritized for regular consultation, education, and follow-up.	
			Workplace safety	(1) General worker safety and health training is organized on a yearly basis. (2) Annual evacuation drills held. (3) Environmental tests conducted by a third party every six months. (4) Four major safety plans carried out: Maternal Health Plan, Plan to Prevent Unlawful Harassment in the Workplace, Ergonomic Hazards Prevention Plan, and Plan to Prevent Illnesses Caused by Excessive Workloads.	

Items	Status of Implementation			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Explanations
	Yes	No	Summary	
(II). Has the Company established and implemented reasonable employee welfare measures (include salary/compensation, leave, and other benefits), and are business performance or results appropriately reflected in employee salary/compensation?	✓		**Employees' salaries/compensation** Fubon Financial Holdings participates in annual market salary surveys and makes competitive salary adjustments. Compensation of employees is determined after taking into consideration the peer level, individual performance, and organizational performance. The Company also has a "The Remuneration and Nomination Committee" reviews the Company's compensation policy and whether it is reasonable given the skills and experience required of each position regularly. **Employee welfare** Fubon Financial Holdings offers a wide range of welfare measures including: birth subsidies that are more favorable than what the laws require (NT$100,000 of subsidy per birth, and NT$24,000 of childcare subsidy each year per child below the age of 6); festive bonus; employee stock ownership trust (employer's contribution of up to NT$8,000 monthly is made based on employees' grades), awards for long-tenured employees, and various subsidies (such as getting married, traveling, the education of an employee's children, language and professional certification, birthday celebrations, social welfare events, labor, health and group insurance, pension, emergency aid, compassionate pay, and preferential group insurance for unlimited number of children). As for leave of absence, the Company offers 10 weeks of full paid maternity leave, 8 days of full paid prenatal screening accompaniment or paternity leave, 8 days of full paid prenatal screening leave, 12 days of full paid funeral leave, 3 days of family care leave with full pay, wedding leave, and unpaid parental leave that are more favorable than what the laws require. **Workplace diversity and equality** Fubon Financial Holdings employs the legally required number of people with disabilities and grants indigenous employees "Indigenous festival leave" out of respect for the minority. Foreign employees are assisted to adapt to the work environment according to the "Regulations on the Permission and Administration of the Employment of Foreign Workers." Gender distribution within Fubon Financial Holdings is considered balanced across various segments. Fubon Financial Holdings will continue building a diverse and inclusive work environment. For details on the percentage of females in individual segments, please refer to Official Website of Fubon Financial Holding/Sustainability/Reports/Documents/the "Empowerment" chapter of the 2025 Sustainability	None

<table>
<tr><th rowspan="2">Items</th><th colspan="3">Status of Implementation</th><th rowspan="2">Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Explanations</th></tr>
<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td></td><td></td><td></td><td>Report.

<u>Business performance reflected in employees' salaries</u>

It has been specified in the Articles of Incorporation of Fubon Financial Holding that profits shall have a certain percentage allocated for employee remuneration. All of Fubon Financial Holdings' employees set their personal goals and careers based on the "Performance Evaluation Policy" each year. Subject to the indicators related to operations set by the unit sales, if any, the Company helps employees, and their supervisors reach agreement on job goals via the mid-year interview and year-end performance appraisal and continues to review and improve the same. The results will be structured with personal year-end bonus, raise, promotion and training effectively. The year-end bonus is allocated in a fair, reasonable, and performance-oriented manner, subject to the annual operating performance, to encourage workers to continue growing with the Company's policies concretely and positively.</td><td></td></tr>
<tr><td>(III). Does the Company provide employees with a safe and healthy working environment, and implement regular safety and health education for employees?</td><td>✓</td><td></td><td><u>Occupational safety and health management practices and progress</u>

Fubon Financial Holdings takes the best efforts to build a safe and healthy working environment and implements the related training periodically, to reduce the factors causing hazard to the employees' safety and health. Subsidiaries have assembled their own "Occupational Safety & Health Committees" in accordance with laws; responsibilities of the committees are to implement occupational safety and health management measures and host "quarterly" committee meetings to discuss issues concerning health risks. Employees are encouraged to support the following various health and safety programs:
<table>
<tr><th>Type</th><th>Item</th><th>Practices</th></tr>
<tr><td rowspan="3">Health and fitness</td><td>Sports center</td><td>Fubon Financial Holdings has set up a 330+ square meter Employee Sport Centers at the main office building with professional trainers stationed on site to provide fitness consultation and classes on aerobics, yoga, and spin bike.</td></tr>
<tr><td>Family Day event</td><td>Fubon Financial Holdings builds consensus and unity among employees through a variety of events including Family Day and Sports Day, and group activities such as hiking and cycling.</td></tr>
<tr><td>Brisk walking</td><td>Fubon Financial Holdings continues to advocate brisk walking and organizes competitions as a way of encouraging employees to walk for their health.</td></tr>
</table></td><td>None</td></tr>
</table>

Items	Status of Implementation					Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Explanations
	Yes	No	Summary			
				Competitive ball games	Fubon Financial Holding organizes competitive ball games on a yearly basis, while Fubon Securities hosts regular table tennis tournaments to help employees develop exercise habits while boosting morale and promoting unity within the Group.	
			Stress management measures	Stress management related tests (Health check and psychological consultation)	Fubon Financial Holdings organizes health checkups for all employees every two years and works with "Taiwan Institute of Psychotherapy" to provide complimentary mental consultation for employees. In doing so, the Company helps employees examine state of health both on a physical and a mental level.	
				Legal consultation	Fubon Financial Holdings provides complimentary legal consultation for employees and works with reputable law offices from outside the organization to give employees the professional legal consultation they need to deal with difficulties in life.	
				Massage station	Fubon Financial Holdings has been cooperating with "Suang Lien Foundation for the Visually Impaired" and other charity organizations for the establishment of "Massage station" that operated by licensed massage professionals with visual disability. First introduced in 2008, this service has since expanded to 10 office locations nationwide to benefit a broader number of employees.	
				Club activities	Fubon Financial Holdings offers subsidies as a form of encouragement for employees to form clubs and engage in leisure activities such as dancing, photography, badminton, basketball etc. outside of work for stress relief.	
			Others	Medical and maternity care	(1) Health station and maternity protection program: Fubon Financial Holdings hires full-time professional nurses to provide medical and health information, including virtual	

Items	Status of Implementation			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Explanations
	Yes	No	Summary	
			care for female employees during pregnancy and one year after giving birth. (2) Clinical services: Provided on office premises based on the outcome of health checkups, it now includes gynecologists, general practitioners, physiotherapists, and physicians from various fields of expertise to provide medical consultations for employees. The clinic also organizes seminars that address employees' health needs, during which it invites experts from various fields to share the latest medical knowledge and provide consultation services. Environmental safety measures currently implemented by Fubon Financial Holdings and subsidiaries include: (1) Four major safety programs: "Maternal Health Plan," "Plan to Prevent Unlawful Harassment in the Workplace," "Ergonomic Hazard Prevention Plan," and "Plan to Prevent Illnesses Caused by Excessive Workloads." (2) Regular maintenance of workplace safety and health: On a semi-annual basis, the Company contracts an operating environment monitoring organization recognized by the Ministry of Labor to periodically test carbon dioxide concentration and lighting intensity at the office premises; a professional inspection company is also retained to test formaldehyde concentration and PM2.5 to ensure air quality. (3) Engagement in training and various resources: Upgrade workers' awareness toward workplace safety and health and hazard prevention via occupational safety and health training and policy, including general labor safety and health training, labor safety and health managers' training, first-aid personnel's training, and nursing personnel's training. **Occupational hazard and fire accident count** For disclosures on the percentage of employees suffering from occupational injuries, fire accident, please refer to Official Website of Fubon Financial Holding/Sustainability/Reports/Documents/the "Empowerment" chapter of the 2025 Sustainability Report.	

Items	Status of Implementation			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Explanations
	Yes	No	Summary	
			<u>Certifications obtained</u> Subsidiary - Fubon Life has continuously obtained ISO 45001 certification and continues to work with Taipei Fubon Bank on maintaining "Healthy Workplace" certification from the Health Promotion Administration.	
(IV). Has the Company established effective career development training programs for employees?	✓		Fubon Financial Holdings places great emphasis on talent development and commits resources on all aspects to improve the professional capacity and competitiveness of its employees. These include a manager training program, a leadership enhancement program, and a management reserve program. For 17 years to support growth of the organization and its businesses. The Company has been organizing training programs on big data application and data analysis for the last 5 years to develop data skills among employees. Meanwhile, by offering rewards and subsidies for project management and data-related certifications, the Company encourages employees to obtain external certification for their skills. A broad variety of talent training programs has been introduced to support employees in their duties, business activities, and career development, whereas specialist courses have been made available to guide entry-level staff through various career paths. Furthermore, employees are given incentives to pursue continuing education, improve language skills, and obtain finance certification etc. At Fubon, employees have access to the resources they need to grow, improve, adapt, and become capable of providing more professional and high-quality financial services.	None
(V). Does the company comply with the relevant laws and international standards with regards to customer health and safety, customer privacy, and marketing and labeling of products and services, and implement consumer protection and grievance policies?	✓		The Company has established "Financial Consumers Protection Policy" in accordance with the "Financial Consumers Protection Act" and related regulations applicable to the financial service industry and demanded compliance from all subsidiaries as a means of protecting consumers' interests. The Company's subsidiaries also have fair customer treatment principles, policies, and strategies to serve as the ultimate guidelines for provision of financial products and services. The Company tends to customers' needs, risk preference, and investment experience, practices KYC control, and provides customers with the optimal and safest products and services. Each subsidiary has its own customer service personnel available to address consumer queries and needs for the various products and services offered. Should disputes arise, consumers are able to raise their complaints through channels provided by the financial holding company and subsidiaries, and have them resolved in a reasonable, fair, and timely manner. With regard to product/service marketing and labeling, the Company has established the "Management	None

Items	Status of Implementation			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Explanations
	Yes	No	Summary	
			Guidelines for Advertising Planning and Media Procurement Operations" in accordance with the "Regulations Governing Advertisement, Business Solicitation and Promotion by Financial Service Industry" and "Taiwan Securities Association Members' Policy on Advertising, Business Solicitation and Promotion" to govern the quality of the Company's promotional information disseminated to the public, as well as the operating procedures by which they are distributed. A dedicated unit has been empowered to ensure the authenticity of information conveyed while avoiding messages that may mislead financial consumers. Regarding the protection of customers' privacy, the Company not only implements management policies but has also established the "Personal Information Protection Supervision Committee" under the Risk Management Executive Committee to supervise personal information protection management in various subsidiaries. Meanwhile, the Company adopts appropriate control measures, such as making personal data protection management plans at the beginning of each year and carrying out tasks according to plan, to protect and manage the personal data held in possession. Employees are trained regularly and reminded during their work routines to exercise proper personal data protection as part of their duties as managers.	
(VI). Has the company formulated supplier management policies requiring suppliers to comply with relevant regulations on issues such as environmental protection, occupational safety and health, or labor rights, and what is the status of their implementation?	✓		The Company continues to implement supplier management in accordance with the following policies and management mechanisms: (1) **Supplier qualification and classification management:** a. The Company has established the Electronic Procurement and Supplier Management Guidelines, which stipulate that suppliers must not be entities subject to sanctions designated under Taiwan's Counter-Terrorism Financing Act, nor individuals or organizations identified or pursued as terrorists by foreign governments or international organizations as communicated by the competent authorities. Only suppliers that have been verified as legally established, operating normally, compliant with tax regulations, possessing sound credit standing, and free from material default risk are eligible to become qualified suppliers within the Company's electronic procurement system (hereinafter referred to as "suppliers"). As of 2025, the Company had 1,944 qualified suppliers. b. Suppliers are categorized into six categories based on the products and services provided. Among these, suppliers that meet specified transaction value thresholds, have lower substitutability, and are of relatively higher importance to the Company's operations are designated as key suppliers. As of 2025, the Company had 40 key suppliers.	None

Items	Status of Implementation			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Explanations
	Yes	No	Summary	
			(2) **Integrity Principle Clause:** All contracts executed between the Company and its suppliers include an Integrity Principle clause, which requires suppliers to comply with all applicable laws and regulations governing financial institutions. Suppliers are prohibited, for any reason, from directly or indirectly offering, requesting, or agreeing to provide commissions, rebates, or any form of improper benefit. In the event of any violation, the Company reserves the right to terminate or rescind the contract. (3) **Supplier Sustainability Management:** a. The Company has formulated the Supplier Sustainability Code of Conduct, which covers labor rights and human rights, occupational health and safety, environmental protection, prohibition of unethical conduct, and sustainable procurement. Suppliers are required to sign a Supplier Code of Conduct Commitment Letter to confirm compliance with the Code, with a 100% signing rate in 2025. Suppliers found to be in material breach may be subject to rating downgrades or suspension, while high-performing suppliers may be eligible for enhanced collaboration. In addition, new suppliers are required to submit a New Supplier Sustainability Risk Self-Assessment Checklist for ESG compliance review. Related documents are publicly available on the Company's electronic procurement website. b. Since 2018, the Company has implemented the Fubon Supplier ESG Sustainability Management Program and continues to conduct supplier ESG assessments, ESG engagement activities, ESG training programs, and supplier ESG exchange forums on an annual basis, with the aim of guiding suppliers toward sustainable transformation and providing support through education and capacity building. Key outcomes in 2025 are summarized below: (a) Supplier ESG Assessment: ◎ Assessment questionnaires are designed with reference to PAS 7000, GRI Standards, CERES, and ISO 20400, covering governance, social, and environmental dimensions. Suppliers are invited annually to complete the questionnaires to assess their sustainability practices. ◎ In July 2025, suppliers whose transaction volumes met the assessment threshold were invited to complete the online assessment questionnaire via the Company's electronic procurement system. The response rate reached 99%, and the submissions were reviewed accordingly. (b) Supplier ESG Engagement	

Items	Status of Implementation			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Explanations
	Yes	No	Summary	
			◎ During each annual ESG assessment cycle, ESG engagement with key suppliers is conducted through on-site audits on a phased and rotating basis, allowing the Company to verify suppliers' actual ESG practices and validate the results of document-based reviews. ◎ Beginning in 2024, the scope of ESG engagement was expanded to include non-key suppliers. The Company set medium- to long-term engagement targets, aiming to include four additional non-key suppliers each year from 2024 onward, with a cumulative increase of 28 non-key suppliers by 2030 compared to the base year. In 2025, ESG engagement with four non-key suppliers was completed as planned. (c) Supplier ESG Training ◎ Training topic: Quality management practices. ◎ Implementation method: In June 2025, the Company launched a digital training course through its electronic procurement system. Suppliers are required to complete the course before accessing functions such as tendering and bidding. ◎ Key content: The course covers quality management concepts, historical development, and management system establishment methods, and provides guidance on responding to the "Quality Management" section of the ESG assessment questionnaire. (d) Supplier ESG Exchange Forum In December 2025, suppliers participating in the ESG assessment were invited to attend the Supplier ESG Exchange Forum. Key activities included: ◎ Recognition of six high-performing suppliers and one outstanding improvement supplier. ◎ Feedback on assessment results and provision of improvement recommendations. ◎ Sharing by award-winning suppliers of practical experiences in leveraging AI technologies to advance corporate sustainability, alongside presentations by the Company on embedding sustainability through its four core ESG strategies of low carbon, digitalization, incentives, and impact. ◎ Launch of the Fubon Supplier Sustainability Partnership Action Declaration Initiative for the first time, inviting suppliers to voluntarily propose 2026 ESG action commitments, thereby fostering dialogue and co-creating sustainable value.	

<table>
<tr><th rowspan="2">Items</th><th colspan="3">Status of Implementation</th><th rowspan="2">Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Explanations</th></tr>
<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td>V. Does the company refer to international reporting standards or guidelines when preparing its sustainability report and other reports disclosing non-financial information? Does the company obtain third party assurance or certification for the reports above?</td><td>✓</td><td></td><td>The Company composed “Fubon Financial Holdings 2025 Sustainability Report” based on the latest version of the Global Reporting Initiatives (GRI) Standards, published by the Sustainability Accounting Standards Board (SASB) for the insurance and commercial banking sectors, and the Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies.
To ensure the reliability of information disclosed in this report, the Company had prepared data reference, and engaged the certifying institutions, as listed below:
<table>
<tr><th>Data</th><th>Standard</th><th>Certifying institution</th></tr>
<tr><td>Sustainability</td><td>Taiwan Standard on Assurance Engagements 3000 (derived from International Standard on Assurance Engagements – ISAE 3000)</td><td>KPMG Taiwan</td></tr>
<tr><td>Finance</td><td>Regulations Governing Auditing and Attestation of Financial Statements by Certified Public Accountants and Generally Accepted Auditing Standards</td><td>KPMG Taiwan</td></tr>
<tr><td>Environment</td><td>ISO 14001 Environmental management system
ISO 14064-1 Organizational greenhouse gas inventory
ISO 45001 Occupational safety and health management system
ISO 50001 Energy management system</td><td>British Standards Institution (BSI), etc.</td></tr>
</table>
The assurance found that the contents of the report conformed with GRI Standards, and the insurance sector standards published by the Sustainability Accounting Standards Board (SASB), and KPMG Taiwan issued an independent limited assurance statement, which has been disclosed as part of this report.</td><td>None</td></tr>
</table>

Items	Status of Implementation			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Explanations
	Yes	No	Summary	
VI. If the Company has adopted its own sustainable development best practice principles based on the "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies", please describe any deviation from the principles in the Company's operations: The Company established its "Corporate Social Responsibility Best-Practice Principles" in 2011 and completed amendment in accordance with "Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies" in May 2022 while at the same time renaming the policy to "Sustainable Development Code of Conduct." There was no deviation in the implementation of the code of conduct, and the progress of which is being disclosed in the sustainability report.				
VII. Other important information to facilitate better understanding of the company's promotion of sustainable development: (1) Fubon Financial Holdings' ESG Visioning Project, strategies, and goals: The "Fubon Financial Holdings ESG Visioning Project" was first introduced by Fubon Financial Holding back in 2015 as a plan to enforce sustainability by tapping into the organization's core business activities. In 2021, the Company revised its sustainability roadmap to introduce four main strategies including "Decarbonization, Digitalization, Empowerment and Connection," and set goals for 2030. Performance indicators are being examined on a yearly basis with adjustments made to optimize performance. Also, Fubon continued to observe international trends. Aside from being a member of the WEF, Partnership for Carbon Accounting Financials (PCAF), Asia Investor Group on Climate Change (AIGCC), Climate Action 100+ (CA100+), 100% Renewable Energy Initiative (RE100), and the Taskforce on Nature-related Financial Forum and adopted the TNFD framework, the Company also signed a commitment to Business Agenda on Climate Change Adaptation, and passed SBT for carbon reduction. In addition, the company became a member of the Partnership for Biodiversity Accounting Financials (PBAF), broadening its sustainability perspective to encompass natural capital and biodiversity. In 2025, the Company visited Belém, Brazil to attend COP30 for advancing real-time communication with the global community. The Company also offered to offset voluntary carbon credits against carbon emissions from external collaborative projects, making it the first Taiwanese financial institution to propose such an innovative use of carbon credit. This participation is a testament to how committed Fubon is to connecting with global sustainability trends. (2) "Fubon Sustainable Future Forum": Fubon Financial Holdings co-hosts "Fubon Sustainable Future Forum" with the Risk Society and Policy Research Center of National Taiwan University on a yearly basis. Creation of a common platform that facilitates dialog among industrial, government, and academic counterparts in response to sustainability transformation challenges given the global political and economic changes. In 2025, Fubon Financial Holding held a series of discussion on the "Risks and Opportunities in Taiwan's Sustainability Transformation Under the New Economic and Political Reality," with specific emphasis on net-zero transformation and sustainable finance. By gathering opinions from the government, academia, financial sector, and industries, participants were led to rethink how businesses and the society should adopt transformation over the long term given the prevailing international trends, policy directions, and financial practices. Fubon Financial Holding looks forward to contributing its financial expertise and influence by directing capital toward supporting sustainable development, helping businesses develop environmental, social, and economic resilience, and setting an example of the critical role that financial institutions can play in fostering sustainability transformation. (3) "FUBON Talks": Fubon Financial Holdings encourages employees to be creative and embrace sustainability as part of their DNA. The Company hosts annual Fubon Talks, creation of internal communication channels for sharing of expertise and initiatives among Group employees. In 2025, the Company organized several campaigns centered around Fubon's core brand values of "Integrity, Sincerity, Professionalism, and Innovation" to address a number of key issues from				

Items	Status of Implementation			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Explanations
	Yes	No	Summary	
scam prevention, fair customer treatment, sustainable business practice to AI. These campaigns encouraged employees to share real actions they took to enforce sustainability and brand values, starting from their work routines. Daniel M. Tsai, Chairman of Fubon Group and Richard M. Tsai, Chairman of Fubon Financial Holdings attend this event in person, and they take this opportunity to lead employees in developing an enterprise ESG culture that fully reflects innovation and sustainability of Fubon Group. (4) "Fubon ESG Club": In 2024, Fubon moved ahead of financial peers with the establishment of "Fubon ESG Club", these efforts were escalated further in 2025 to cover critical sustainability issues, including environment, climate, biodiversity, and social risks. 18 internal training and opinion-sharing sessions were organized across a total of 9 campaigns during the year to address Fubon's four main sustainability strategies, namely "decarbonization, digitalization, encouragement, and connection." These events were intended to help employees develop a common language and mindset on sustainability, empower them with the ability to communicate across departments, and incorporate sustainable thinking into daily business operations and decision-making, which, in turn, strengthens the organization's sustainability character and amplifies the positive influences a financial institution may have on industries and society. (5) Outcomes and awards relating to Fubon Financial Holdings' four main sustainability strategies in 2025 have been disclosed in the "Sustainability – ESG Visioning Project" and "About us – Glorious Achievements" sections of the official portal.				

Fubon Financial Holdings ESG Framework and Responsibilities

2.3.8 Climate-Related Information of Financial Holding Company

Implementation of Climate-Related Information

Item	Implementation status (Note 1)
(1) Describe the board of directors' and management's oversight and governance of climate-related risks and opportunities.	The Company has incorporated climate change considerations into its overall risk management framework and reports related assessments on a quarterly basis to the Risk Management Executive Committee, the Audit and Risk Management Committee, and the Board of Directors. In addition, climate-related action plans and performance results are reviewed semi-annually by the ESG Task Force and subsequently submitted to the Corporate Governance and Sustainability Committee subordinated to the Board of Directors before being presented to the Board of Directors.
(2) Describe how the identified climate risks and opportunities affect the business, strategy, and finances of the business (short, medium, and long term).	The Company has identified two material physical risks: “increased severity of extreme weather events” and “accelerated spread of infectious diseases driven by global warming..” Flood-related disasters may affect the Company’s and its subsidiaries’ real estate collateral, investment properties, non-life insurance underwriting targets, and operational sites. Moreover, the accelerated spread and increased frequency of climate-related infectious diseases may lead to higher insurance claim ratios, while investment returns may also be impacted by broader economic conditions. In addition, the Company’s material transition risks primarily fall under the “policy and legal risks”. In particular, “increased operating costs arising from greenhouse gas emissions” may affect the costs or revenues of investees or financing clients, creating potential risks for the Company. Furthermore, “expanded requirements for sustainability and climate-related financial disclosures” may result in higher operating expenses and increased resource input for the Company. The Company incorporates identified material climate risk factors—such as flooding, carbon emissions, and carbon pricing—into its scenario analyses. The results of these analyses are used as reference for future strategic planning and asset allocation for investment and financing activities. At the same time, the Company continues to explore climate-related opportunities by expanding low-carbon and green financing and investment, while also developing a diversified range of green energy insurance products.
(3) Describe the financial impact of extreme weathers and transitional actions.	The Company conducts climate change scenario analysis for our operations and investment/lending and insurance businesses: a. Own operations: For the domestic office buildings and business locations of the Company and its subsidiaries, we conduct flood and slope-land disaster risk assessments by considering three major factors—hazard, vulnerability, and exposure, which evaluate the estimated costs of repairing damage. b. Investment/lending and insurance businesses: For corporate lending, mortgage, equity and bond investments, investment properties, as well as personal and property insurance, the Company conducts climate change scenario analyses applicable to each business. The results are used as a reference for future strategic planning and investment/lending portfolio allocation. In

Item	Implementation status (Note 1)
	addition, the Company proactively supports clients in their low-carbon transition efforts to mitigate potential climate-related risks to the company.
(4) Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system.	To strengthen the Company's focus on and management of climate-related risks, and to address the significant impacts that climate change may bring, the Company has established the "Climate Change Management Guideline" and adopted the three lines of defense risk management framework. The Company integrates climate-related considerations into its daily operations, strategic planning, and decision-making processes. It identifies and assesses material climate-related risks and opportunities, analyzes potential impacts on the Company and its subsidiaries, and formulates corresponding risk response and management measures.
(5) If scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors and major financial impacts used should be described.	a. Physical risks: The Company conducts physical risk analyses for its office buildings and business locations, investment properties, and insurance underwriting targets based on the Shared Socioeconomic Pathways (SSPs) adopted in the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6). b. Transition risks: Using the climate change scenarios published by the Network of Central Banks and Supervisors for Greening the Financial System (NGFS)—including Net Zero 2050, Delayed Transition, and Fragmented World—and the associated parameters (such as carbon prices), the Company conducts impact assessments on suppliers and equity investment positions. c. Physical/transition risks: After taking into consideration the possible physical risks and transition risks, the Company came up with three scenarios, namely: "Net Zero 2050" (AR6: SSP 1-1.9, NGFS: Net Zero 2050), "Delayed Transition" (AR6: SSP 1-2.6, NGFS: Delayed Transition), and "Fragmented World" (AR6: SSP2-4.5, NGFS: Fragmented World). Scenario analyses are conducted for corporate lending, mortgages, equity and bond investments, and personal insurance. The results indicate that the impacts on mortgage and life insurance are relatively limited, while corporate lending and equity/bond investments exhibit the largest increase in expected credit losses under the Delayed Transition scenario in 2050.
(6) If there is a transition plan for managing climate-related risks, describe the content of the plan, and the indicators and targets used to identify and manage physical risks and transition risks.	The Company's climate strategy centers on "decarbonization," with a focus on two key dimensions: "low-carbon operations" and "green finance." Corresponding action plans and targets have been established to guide implementation. In terms of low-carbon operations, the Company has set medium- and long-term carbon reduction targets aligned with its SBT and RE100 commitments, and a low-carbon business model has gradually taken shape by "saving energy," "creating energy," and "purchasing energy." In the area of green finance, the Company has developed standards on putting funds into or pulling funds out of industries that are prone to high carbon emission. In 2025, it also introduced a more ambitious timeframe of decarbonization in investment and underwriting. The Company has also set SBT targets and 2030 green finance goals, with progress monitored on a regular basis. These efforts enable the Company to actively channel capital toward green applications while increasing engagement with clients to support their low-carbon transition.

Item	Implementation status (Note 1)
(7) If internal carbon pricing is used as a planning tool, the basis for setting the price should be stated.	a. **Carbon Reduction Benefit Assessment for Equipment Procurement** In response to international rating agencies' expectations regarding the adoption of Internal Carbon Pricing (ICP), the Company has implemented an "Equipment Procurement Carbon Reduction Benefit Assessment Program" since 2021. The program is based on an implicit pricing approach for Scope 2 emissions and aims to integrate carbon reduction benefit assessments into equipment procurement decisions. Through this mechanism, the Company enhances the investment effectiveness of low-carbon equipment, improves energy efficiency, and guides internal organizational behavior toward low-carbon transformation. (a) Assessment Methodology The Company annually reviews and discloses: ◎ the average carbon reduction cost (average carbon price) for each category of equipment; and the overall average carbon reduction cost (overall average carbon price) across all equipment categories, which serve as key benchmarks for evaluating the carbon reduction benefits of equipment procurement. The calculation methodologies are as follows: • Average Carbon Price= Total net investment cost of the same category of equipment over prior years ÷ Aggregate estimated carbon reduction over the useful life of the same category of equipment over prior years • Overall Average Carbon Price= Total net investment cost of all equipment over prior years ÷ Aggregate estimated carbon reduction over the useful life of all equipment over prior years ◎ When procuring relevant types of equipment, the Company and its major subsidiaries are required to calculate the carbon reduction cost (carbon price) of each procurement project and compare it with the average carbon price of the same equipment category, in order to assess its carbon reduction effectiveness and investment reasonableness. The calculation formula is as follows: • Carbon Price of a Procured Equipment Item= Net investment cost of the procured equipment ÷Estimated carbon reduction over the useful life of the equipment Through this assessment framework, the Company is able to quantitatively measure carbon reduction benefits and incorporate them into procurement decision-making, thereby strengthening the management effectiveness of low-carbon equipment investments. (b) Implementation Results in 2025 In 2025, the average carbon price across different categories of equipment ranged from NTD –5,500 to NTD 51,000 per metric ton of carbon dioxide equivalent (tCO_2e) (2024: NTD –3,800 to NTD 50,200 per tCO_2e). The overall average

Item	Implementation status (Note 1)
	carbon price was NTD –2,400 per tCO_2e (2024: NTD –600 per tCO_2e). After excluding equipment items with negative carbon prices, the overall average carbon price in 2025 was NTD 9,000 per tCO_2e (2024: NTD 9,300 per tCO_2e). These results indicate that the Company continues to achieve improved carbon reduction effectiveness through its low-carbon equipment procurement practices. **b. Simulated Carbon Fee** In response to international rating agencies' increasing emphasis on the linkage between internal carbon pricing mechanisms and actual decarbonization actions, and to further strengthen internal management awareness that "carbon emissions carry a cost," the Company has adopted a shadow pricing approach since 2023 and implemented a simulated carbon fee mechanism. This mechanism is designed to proactively assess the potential impact of carbon costs on operations and financial performance, and to serve as a reference for decarbonization strategies and resource allocation. In August 2025, based on the Ministry of Environment's carbon fee framework and assuming that the Company is subject to carbon fee regulation, the Company conducted a simulation of carbon fees for the most recent full year (2024) for the Company and its Taiwan subsidiaries, as summarized below: (a) Simulation Methodology The simulation was conducted using the carbon fee calculation formula applicable to entities without approved voluntary reduction plans and not classified as having high carbon leakage risk, as defined by the Ministry of Environment. The formula is as follows: • Simulated Carbon Fee= (Total emissions – 25,000 metric tons of CO_2e) × Standard carbon fee rate ($NTD 300 per metric ton of CO_2e) (b) Simulated Carbon Fee The simulated carbon fee was calculated based on the combined Scope 1 and Scope 2 emissions of the Company and its Taiwan subsidiaries, using the following formula: • Simulated Carbon Fee= (Total Scope 1 and Scope 2 emissions of the Company and its Taiwan subsidiaries in the most recent full year (2024) – 25,000 tCO_2e) × NTD 300 per tCO_2e The resulting simulated carbon fee was allocated among the Company and its Taiwan subsidiaries in proportion to their respective emission levels. The simulation indicates that, if the Company and its Taiwan subsidiaries were subject to carbon fee regulation, the aggregate simulated carbon fee would amount to approximately NTD 4.209 million.

Item	Implementation status (Note 1)
	Through the simulated carbon fee mechanism, the Company is able to quantify potential carbon-related costs and incorporate them into operational and managerial decision-making. This approach supports the identification of decarbonization priorities, informs resource allocation, strengthens climate transition risk management, and enhances the forward-looking nature and resilience of the Company's overall climate strategy.
(8) If climate-related targets have been set, the activities covered, the scope of greenhouse gas emissions, the planning horizon, and the progress achieved each year should be specified. If carbon credits or renewable energy certificates (RECs) are used to achieve relevant targets, the source and quantity of carbon credits or RECs to be offset should be specified.	a. Science-Based Targets and Net-Zero Commitment In September 2022, the Company obtained approval for its Science Based Targets (SBT) and formally joined RE100. In July of the same year, the Company signed the SBT Net-Zero Commitment Letter, committing to achieve net-zero emissions for operational activities (Scope 1 and Scope 2) no later than 2050. In accordance with the above commitments, the Company has set medium- and long-term operational carbon reduction targets based on its combined Scope 1 and Scope 2 emissions in 2020 as the base year, as follows: (a) 2030 Carbon Reduction Target (SBT interim target): A 42% reduction in combined Scope 1 and Scope 2 emissions compared to the base year, comprising a 5% reduction in Scope 1 emissions and a 45.5% reduction in Scope 2 emissions, in line with SBT requirements. (b) 2040 Carbon Reduction Target (key milestone toward operational net zero): Continued emission reductions in accordance with the SBT pathway, achieving a 92.3% reduction in combined Scope 1 and Scope 2 emissions compared to the base year, with Scope 1 emissions remaining at a 5% reduction and Scope 2 emissions reduced by 100%. For residual emissions that cannot be fully eliminated due to technical or operational constraints (approximately 7.7%), the Company plans to adopt internationally recognized carbon removal approaches or tools by 2050 at the latest, in order to achieve net-zero emissions across its operational boundaries (Scope 1 and Scope 2). b. Renewable Electricity Procurement and Usage The Company continues to increase its procurement and use of renewable electricity. In 2025, total renewable electricity consumption amounted to 19.648 million kWh, comprising the following sources: (a) Purchased renewable electricity: As of 2025, the Company had cumulatively contracted 22.601 million kWh per year of renewable electricity, with 19.409 million kWh actually consumed. (b) On-site solar power generation for self-consumption: In 2025, on-site solar photovoltaic systems generated and consumed 0.239 million kWh of electricity.
(9) GHG inventories and assurance, reduction goals, strategies, and actions (explained in Charts 1-1 and 1-2).	

1-1 GHG inventories and assurance in the last two years

1-1-1 GHG inventories information

Explain GHG emission (metric tons CO2e) and intensity (metric tons CO2e/NT$1 million) in the last 2 years and data coverage.

Company profile	The Company has made the required disclosures in accordance with the Sustainability Development Roadmap for Listed and OTC-Listed Companies.
■ Company with share capital ≥ NT$10 billion; or participant of steel or cement industry □ Company with share capital ≥ NT$5 billion but < NT$10 billion □ Company with share capital < NT$5 billion	■ Parent-only inventories ■ Inventories of consolidated subsidiaries ■ Parent-only assurance ■ Assurance of consolidated subsidiaries

Year		2024		2025	
Scope		Total emissions (metric tons)	Intensity (metric tons/million-dollar revenue)	Total emissions (metric tons)	Intensity (metric tons/million-dollar revenue)
Scope 1		4,104	0.0041	2,830	0.0032
Scope 2		41,807	0.0422	37,482	0.0418
Scope 3	Purchased Goods and Services	68	-	70	-
	Capital Goods	49		15	
	Fuel-and-energy-related activities	8,000		8,385	
	Upstream Transportation and Distribution	4		4	
	Waste generated in operations	264		289	
	Business travel	649		652	
	Employee commuting	24,250		23,393	
	Use of sold products	4		5	
	Total	33,288		32,813	

Note 1: Consolidation Boundary: The reporting boundary covers all entities included in the Company's consolidated financial statements for the fourth quarter of 2025.

Note 2: Description of Emissions Calculation

(a) 2025: For 2025, the Company established its GHG inventory system in accordance with ISO 14064-1:2018, and referenced the inventory principles and calculation methodologies set out in the GHG Protocol: Corporate Accounting and Reporting Standard. The inventory was conducted in compliance with the GHG emissions inventory guidelines issued by the competent authority. Global Warming Potential (GWP) values were adopted from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6, 2021). The emissions data were subject to third-party assurance conducted by the British Standards Institution (BSI) and other assurance bodies (for details, please refer to "1-1-2 Greenhouse Gas Assurance Information").

(b) 2024: For 2024, the Company and the following subsidiaries—Fubon Life Insurance, Taipei Fubon Bank, Fubon Securities, Fubon Insurance, Fubon Bank (Hong Kong), Fubon Asset Management, Fubon Bank (China), Fubon Futures, Fubon Sports & Entertainment, Fubon Stadium, TFB Capital, Fubon Securities Investment Services, Fubon Private Equity, Fubon Financial Holding Venture Capital, Fubon AMC, Fubon Insurance Agency, Fubon Property & Casualty Insurance (Xiamen), Fubon Hyundai Life Insurance and Fubon Fund Management (Hong Kong)—adopted the same emissions calculation methodologies as described in paragraph (a).

For other subsidiaries with smaller operating scales that have not yet obtained complete GHG activity data, emissions were estimated by reference to the subsidiaries that had completed inventory and assurance. Emissions were estimated using a regression-based per-employee method, derived from the relationship between total emissions and employee headcount.

1-1-2 Greenhouse gas assurance

Explain any assurance obtained in last the two years, including the scope of assurance, the assurer, assurance standards, and assurance opinions.
(1) 2025: A. Assurance Scope: The assurance scope covers all entities within the boundary of the Company's consolidated financial statements for the fourth quarter of 2025. B. Assurance Providers: Assurance was conducted by the following third-party assurance bodies: British Standards Institution (BSI), Hong Kong Quality Assurance Agency (HKQAA),SGS Standard Technical Services Co., Ltd. (SGS), Korea Management Registrar (KMR), Global Inspection and Certification Network Joint Stock Company (CGLOBAL) and E&M Testing & Certification Limited. C. Assurance Standard: Assurance was performed in accordance with ISO 14064-3. D. Assurance Opinion and Level of Assurance: a. Scopes 1 and 2: The quality of inventory data conforms to the principles of ISO 14064-1:2018. Except for Fubon Insurance Broker (Thailand), which obtained limited assurance, all other entities obtained reasonable assurance. b. Scope 3: The quality of inventory data conforms to the principles of ISO 14064-1:2018. The following entities obtained reasonable assurance: Fubon Bank (Hong Kong), Fubon Bank (China), Fubon Property and Casualty Insurance (Xiamen), Fubon Life Insurance (Hong Kong) and Fubon Securities (Hong Kong).All other entities obtained limited assurance. (2) 2024: A. Assurance Scope: The assurance scope covered: Fubon Financial Holding, Fubon Life Insurance, Taipei Fubon Bank, Fubon Securities, Fubon Insurance, Fubon Bank (Hong Kong), Fubon Asset Management, Fubon Bank (China), Fubon Futures, Fubon Sports & Entertainment, Fubon Stadium, TFB Capital, Fubon Securities Investment Services, Fubon Private Equity, Fubon Financial Holding Venture Capital, Fubon AMC, Fubon Insurance Agency, Fubon Property & Casualty Insurance (Xiamen), Fubon Hyundai Life Insurance and Fubon Fund Management (Hong Kong). B. Assurance Providers: Assurance was conducted by the following third-party assurance bodies: British Standards Institution (BSI), Hong Kong Quality Assurance Agency (HKQAA),SGS Standard Technical Services Co., Ltd. (SGS), Korea Management Registrar (KMR) and Riskory Consultancy Limited. C. Assurance Standard: Assurance was performed in accordance with ISO 14064-3. D. Assurance Opinion and Level of Assurance: a. Scopes 1 and 2: The quality of inventory data conforms to the principles of ISO 14064-1:2018. Except for Fubon Fund Management (Hong Kong), which obtained limited assurance, all other entities obtained reasonable assurance. b. Scope 3: The quality of inventory data conforms to the principles of ISO 14064-1:2018. Reasonable assurance was obtained by Fubon Bank (Hong Kong), Fubon Bank (China), and Fubon Property and Casualty Insurance. Limited assurance was obtained by Fubon Hyundai Life Insurance. For the remaining entities, the conclusion was derived from Agreed-Upon Procedures (AUP).

1-2 GHG reduction targets, strategies, and action plans

Explain the base year for GHG reduction, the relevant data, reduction targets, strategies, action plans, and the attainment progress.
(1) Base Year Emissions: In accordance with the “Updated Sustainability Development Roadmap for Listed and OTC-Listed Companies” issued by the Financial Supervisory Commission (FSC) on April 15, 2025, which removed the 5% materiality threshold for greenhouse gas emissions disclosure, the Company included all entities within the boundary of its consolidated financial statements for the fourth quarter of 2025 in the scope of its 2025 greenhouse gas inventorye inventory and third-party assurance. Based on the emissions calculation methodology disclosed in Note 2(b) of Section 1-1-1 “GHG Inventory Information,” the Company retrospectively estimated its total operational emissions for the year 2020. The estimated base year emissions totaled 65,261 metric tons of CO_2e, which serve as the baseline for setting carbon reduction targets and evaluating performance. (2) Emission Reduction Targets: The Company has established clear medium- and long-term operational carbon reduction targets, using 2020 Scope 1 and Scope 2 emissions as the base year. The reduction targets are as follows:21% reduction by 2025, 42% reduction by 2030, 92.3% reduction by 2040. (3) Strategies and Specific Action Plans: The Company continues to reduce operational emissions through a diversified set of carbon reduction strategies, including: A. Increasing the procurement and use of renewable electricity. B. Installing solar photovoltaic systems. C. Upgrading lighting and energy-consuming equipment. D. Promoting electricity conservation management and awareness initiatives. (4) Progress Toward Target Achievement: In 2025, the Company’s operational greenhouse gas emissions amounted to 40,312 metric tons of CO_2e, representing a 38.2% reduction compared to the base year.

2.3.9 Performance of business integrity and differences from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies and the reasons

Items of Evaluation	Implementation Status			Deviations from "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons Thereof
	Yes	No	Summaries	
I. Establish Ethical Operation Policies and Programs				
(I) Whether the Company adopts the ethical management policy approved by the Board of Directors, and expressly states the ethical corporate management policy and rules, and its fulfillment by the Board of Directors and senior management in its Articles of Incorporation and public documents?	✓		(I) The Company has adopted the "Ethical Corporate Management Best-Practice Principles," "Codes of Insider Ethical Conduct," and "Business Integrity Procedures and Behavioral Guidelines." All of the above policies have been established and amended by the Corporate Governance and Sustainability Committee with the approval of the Board of Directors, and submitted for acknowledgment in a shareholders' meeting before being published on the Market Observation Post System and disclosed on the Company's website. These policies outline the integrity principles that directors, senior managers, managers, employees, agents and all parties possessing material control are bound to comply with, and prohibit them from being involved in dishonest conduct. These policies are fulfilled not only by the Board of Directors and the management, but are adopted in all aspects of internal management and external commercial activities as well.	None
(II) Whether the Company establishes an assessment mechanism for unethical conduct to analyze and assess operating activities with a higher risk of unethical conduct in the scope of business, and adopts an unethical conduct prevention program based on the mechanism, which shall at least cover the prevention measures referred to in the subparagraphs of Paragraph 2, Article 7 of the "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx-Listed Companies"?	✓		(II) All departments of the Company have identified risks (including risks of dishonest conduct) based on their respective business activities, risk characteristics, data loss, and operating procedures, and developed key risk indicators and systematic practices for assessing implementation of operational risk controls. Implementation of controls is being self-assessed regularly whereas key risk indicators are constantly monitored. By assessing and monitoring business activities of high integrity risks, the Company is able to identify existing or potential dishonest conducts through quantitative measurements, and take improvement measures in a timely manner. According to the assessments conducted in 2025, Risks are considered manageable.	None

Items of Evaluation	Implementation Status			Deviations from "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons Thereof
	Yes	No	Summaries	
			In addition to conducting self-assessments on existing controls and monitoring key risk indicators, the Company has established a systematic methodology for assessing integrity risks according to the Article 7 of the "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies". This new methodology works by quantifying the probability of integrity risks and making an inventory of the effectiveness of risk mitigation measures, and using a risk matrix to determine the levels of inherent risk and residual risk and the overall risk assessment outcome. Any internal department that finds the assessment outcome having exceeded the "medium-low" residual risk tolerance will have to devise improvement measures. Based on the outcomes of the 2025 assessment, residual risks did not exceed the "medium-low" threshold, hence no improvement measure was required. The Company follows the principles and adopts internal control measures, as described below, for business activities that involve a higher risk of dishonesty: 1. The Company has stated in its "Business Integrity Procedures and Behavioral Guidelines" a number of preventive solutions and measures against misconduct, such as offering (acceptance) of bribes, inappropriate gains, illegal political donations, inappropriate donations or sponsorships, infringement of business secrets and intellectual property, unfair competition, and offering of products/services that go against customer or stakeholder interests. 2. The "Work Rules" outline employees' duty of integrity, prohibiting them from competing for business using means such as bribery and kickbacks. Employees are also prohibited from exploiting their authority and asking vendors for special treatment or gifts, or accepting commissions, rewards or any other inappropriate gains.	

Items of Evaluation	Implementation Status			Deviations from "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons Thereof
	Yes	No	Summaries	
			3. The Company has implemented the "Fubon Financial Holding Co., Ltd. and Subsidiaries Donation Management Policy" that requires all donations to related parties or substantial donations to non-related parties to be approved by the Board of Directors and disclosed in the form of a major announcement. Before the end of the first quarter each year, the Company also reports the amount of donations made in the previous year to the Board of Directors and discloses such information in the annual report. Additionally, to ensure that each sum of fund donated by the Company and its subsidiaries are properly managed. The "Fubon Financial Holding Co., Ltd. and Subsidiaries Donation Management Policy" was adopted and enforced in January 2019, which introduced a well-defined system for checking donation procedures and tracking the purpose of donation. Relevant rules will be amended from time to time according to actual requirements. 4. The Company has specifically requested all of its contractors to refrain from carrying out service activities in the Company's name, subject to the nature of the individual contract. Instead, contractors are required to present themselves as independent contractors commissioned by the Company for a specific purpose. Contractors are prohibited from displaying the Company's name at their place of business so as to avoid causing any third party to mistake them for a Company subsidiary. For transactions that involve business secrets, trademarks, patents, copyrights or any other intellectual property rights, the Company would require guarantee from the transaction counterparty that there will be no infringement against the trademarks, patents, copyrights, business secrets or any other intellectual property rights when fulfilling contractual obligations.	

Items of Evaluation	Implementation Status			Deviations from "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons Thereof
	Yes	No	Summaries	
			5. Subsidiaries have adopted the following preventive measures in regard to products, services, and consumers' rights: (1) To protect consumer interests, Fubon Life provides a variety of communication channels for customers to change their personal information and express their opinions. As for complaints, customers can use a customer service hotline, portal, online services, email, grievance hotline and other convenient ways which Fubon Life has made available to have their product/service/consumption-related disputes resolved. Fubon Life also has "Fair Customer Treatment Principles" in place, which requires employees to comply with relevant laws and treat customers fairly and reasonably when offering products and services. (2) Taipei Fubon Bank has clear customer complaint handling procedures and complaint channels in place to protect consumers' interests and ensure that every complaint case is handled with the utmost discretion. The Bank values customers' voices as a means to improve satisfaction. Through continuous opinion surveys, the Bank constantly strives to improve its policies and procedures to provide customers with better quality financial services that meet their needs. (3) Fubon Securities has implemented an 0800 toll-free customer service hotline and a robust opinion feedback system to protect consumer interests and address customer needs. Dedicated customer service personnel have been assigned to handle customer calls, queries, and complaints, addressing them in a	

Items of Evaluation	Implementation Status			Deviations from "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons Thereof
	Yes	No	Summaries	
			manner that complies with the law and maximizes customers' interests. In addition to establishing "Consumer Dispute Resolution Guidelines" and "Consumer Complaint Management Guidelines" in accordance with the Financial Consumer Protection Act and relevant rules of the financial services industry, the subsidiary also observes ISO 10002 and has developed a set of "ISO 10002 Customer Grievance Organization and Management Guidelines" to continuously improve the satisfaction, process, effectiveness, and efficiency with which customers' complaints are handled, as well as the consultation process that provides consumers with the products or services they need. If any grievance arises, consumers may state their claims using any of the available channels and have their disputes resolved in a reasonable, fair, fast, and proactive manner by a specialized department. Furthermore, the subsidiary has established its own "Fair Customer Treatment Principles Policy," "Fair Customer Treatment Strategy," "Notes on Fair Customer Treatment," and codes of conduct in line with the fair customer treatment principles enforced by the competent authority, so that elders, persons with disabilities, and young customers alike may enjoy complete protection of their fundamental rights and have equal and reasonable access to financial products and services. Financial accessibility measures have been implemented to provide persons with disabilities with appropriate assistance	

Items of Evaluation	Implementation Status			Deviations from "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons Thereof
	Yes	No	Summaries	
			according to their individual needs, thereby ensuring that the subsidiary's environment, communication, products, services, and information are accessible and contribute to the creation of a friendly banking environment. (4) Fubon Insurance has assembled a Product Review Panel and a Product Management Panel in accordance with its Regulations Governing sales Procedures for Insurance Products. Apart from assessing the appropriateness and legitimacy of products offered, the two panels are responsible for identifying product descriptions that could be construed as misstatement, fraudulent, or misleading to consumers. Existing insurance products are continually reviewed to ensure their compliance with laws, protection of consumer rights, and price rationality. Personal information protection measures have been implemented to ensure the security of consumers' personal information. Communication channels & a timely feedback mechanism and customer complaint handling procedures have been established. Various units are assigned to resolve problems in a legal, reasonable, timely and pro-active manner. Furthermore, in order to ensure that persons with disabilities are given access to fair and convenient insurance service, the Company has adopted disabled- friendly service measures, and provided measures per the individual needs of the mentally and physically disabled. Efforts have been made to ensure that the Company's environment,	

Items of Evaluation	Implementation Status			Deviations from "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons Thereof
	Yes	No	Summaries	
			communication, products, services and information are free of discrimination, and thereby create a friendly financial environment.	
(III) Whether the Company expressly states the SOP, guidelines and reward and disciplinary & complaint systems in the unethical conduct prevention program, implements the same precisely, and reviews amendments to said program periodically?	✓		(III) The Company has adopted the "Busiess Integrity Procedures and Behavioral Guidelines" and employees' "Work Rules." Meanwhile, the Company will amend the same per the request from the competent authority and internal policy/work needs periodically, which expressly provides the requirements about reward and discipline and grievances. Those who violate business integrity will be subject to disciplinary action depending on the severity of the violation; details of their conduct and disciplinary actions are posted on the intranet.	None

Items of Evaluation	Implementation Status			Deviations from "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons Thereof
	Yes	No	Summaries	
II. Enforcing ethical management (I) Does the Company evaluate the integrity of its business relationships? Are there any integrity clauses in the agreements that are mandatory?	✓		(I) The Company only deals with suppliers that are neither sanctioned under the "Counter-Terrorism Financing Act" of the R.O.C. nor reported by foreign government institutions or international organizations as terrorist or terrorist organization. Suppliers have to undergo rigorous checks and must be legally registered and exhibit sound business performance, proper tax servicing records, good credit history, and no concern for default. Only after signing a "Supplier Standard of Conduct Pledge" and a "Sustainability Risk Self-assessment Checklist for New Suppliers" will the Company accept them as qualified suppliers. All contracts signed between the Company and suppliers contain an "integrity clause," which requires that suppliers abide by the laws and regulations that the financial institution abides by, and shall not directly or indirectly, actively or upon request, agree to pay commissions, rebates or any other benefits for any reason. If there is a violation, the Company may terminate or cancel the contract with the supplier.	None

Items of Evaluation	Implementation Status			Deviations from "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons Thereof
	Yes	No	Summaries	
(II) Whether the Company establishes a unit dedicated to promoting ethical corporate management under supervision by the Board of Directors, which shall be responsible for establishing and supervising the implementation of the ethical corporate management policies and prevention programs, reporting the status thereof to the Board of Directors periodically (at least once per year)?	✓		(II) The Company has established a "Corporate Governance and Sustainability Committee" directly under the Board of Directors to supervise business integrity. Integrity-related tasks are executed by the corporate governance and ethical management team of the Committee's ESG Task Force. Execution progress is reported to the Board of Directors every six months.	None
(III) Does the Company have any policy that prevents conflicts of interest, and channels that facilitate the reporting of such?	✓		(III) Avoidance of conflicts of interest has been explicitly regulated in the Company's "Ethical Corporate Management Best-Practice Principles" and "Business Integrity Procedures and Behavioral Guidelines." These policies outline the procedures that directors, managers and any stakeholders present at board meetings must follow with respect to an agenda discussed in board meetings that presents conflicts with themselves or entities they represent. In addition, there are procedures to guide employees in situations where they may accrue inappropriate gains for themselves, their spouse, parent, child or any related party that go against the Company's interests. The "Codes of Insider Ethical Conduct" specifically prohibits directors and managers from exploiting their authority for personal gain (or for relatives). In addition, directors and managers must explain conflicts of interest if the Company or its subsidiaries are involved in transactions such as lending, guarantee, asset transfer, purchase or sale with any enterprises affiliated with the same directors or managers.	None
(IV) Whether the Company fulfills the ethical management by establishing an effective accounting system and internal control system, and has an internal audit unit research and adopt related audit plans based on the unethical conduct	✓		(IV) The Company has implemented an accounting system in compliance with laws and regulations to fairly present its performance and financial position, and thereby facilitate analyses and comparisons for decision/policy making. All	None

Items of Evaluation	Implementation Status			Deviations from "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons Thereof
	Yes	No	Summaries	
risk assessment result and conduct audits on the compliance by the unethical conduct prevention program, or appoints a CPA to conduct audits?			accounting-related affairs are bound to comply with the system. The system is constantly reviewed to ensure that it remains effective. The Company has implemented effective internal control and makes timely reviews and adjustments to conform with the latest laws and requirements. The Audit Division will conduct audits in conformity with the above mentioned and the audit plan. The audit findings will be reported to the Board of directors regularly.	
(V) Does the Company organize internal or external training on a regular basis to maintain business integrity?	✓		(V) All new recruits are required to undergo corporate discipline and compliance training upon reporting for duty; all employees must complete courses on cybersecurity, personal data protection, and anti-money laundering each year, whereas managers are required to undergo regular training on internal control and management for enhanced internal control and compliance awareness. Furthermore, Fubon constantly reminds employees of its integrity and values, and organizes yearly events to develop employees' understanding and commitment towards "Integrity Behavior Guidelines". The training outlines the types of dishonest behaviors that are strictly prohibited within the Company and shares local and international case studies as ways to convey the importance of business integrity for individuals as well as the Company. Furthermore, the training explains to participants the various channels that can be used to report illegal conduct, the principles for handling misconduct reports, and the protections for whistleblowers, so that employees have an adequate understanding of the relevant rules to ensure compliance in the work environment and business operations, so that they can incorporate integrity values into their daily work activities.	None

Items of Evaluation	Implementation Status			Deviations from "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons Thereof
	Yes	No	Summaries	
III. Reporting of misconducts (I) Does the Company provide incentives and means for employees to report misconduct? Does the Company assign dedicated personnel to investigate the reported misconduct?	✓		(I) According to the Company's "Whistleblowing Policy," anyone who discovers a crime, fraud or regulatory violation involving any person-in-charge or employee of the Company, subsidiary or local/foreign branch may report their suspicions to the designated handling unit through reporting channels provided on the Company's website. The Compliance Department of the Company's Compliance and Legal Affairs Division has been designated as the handling unit for reported misconduct. If the reports are proven to be true and material, the Company may reward the whistleblower. All of the Company's existing whistleblowing channels are functioning properly. The Company has implemented "Fubon Financial Holding Co., Ltd. and Subsidiaries Guidelines for Handling Employee Grievance" and created a grievance mailbox along with an employee grievance section on the intranet, thereby allowing employees to speak out using a variety of channels such as the grievance hotline, fax, and email. The human resources unit would then assign dedicated personnel to rate the issue in question by severity and handle according to proper procedures.	None
(II) Whether the Company defines the standard operating procedure, follow-up measures to be taken upon completion of investigation, and nondisclosure mechanism toward the investigation of complaints as accepted?	✓		(II) According to the Company's "Whistleblowing Policy," a misconduct report of severe consequences has to be escalated to the Company's Chairman and investigated by the Auditor Division, whereas misconduct reports of general severity are assigned by the Company's President to the appropriate department or to an investigation panel comprising at least three independently authorized personnel for investigation, unless the report is rejected or transferred. During the investigation, the alleged violator and related personnel will be given the opportunity to state their case.	None

Items of Evaluation	Implementation Status			Deviations from "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons Thereof
	Yes	No	Summaries	
			Investigators are required to submit investigation reports within the designated due date; once approved by the authorized unit/personnel, the investigator will notify the whistleblower of the outcome, provided that the contact method is specified. Meanwhile, if, upon investigation, the Company finds that the case is a material contingency or legal violation, it will issue a report to the competent authority or judicial authority. From the moment a report of misconduct is received, any personnel involved or in possession of the details or identity of the person being reported or the whistleblower must maintain confidentiality over the information possessed, and refrain from revealing any data that could be used to identify the whistleblower, unless otherwise regulated by law or in situations where confidentiality is no longer required. Violators will be disciplined accordingly. The Company has established "Sexual Harassment Grievance, Investigation and Disciplinary Policy" and assembled a Sexual Harassment Grievance Committee to oversee sexual harassment complaints. Within 7 working days after receiving complaint, the lead committee member would assign committee members and relevant personnel to assemble a special panel team of at least 3 people (including a gender awareness professional from outside the organization) to conduct investigations. An investigation report is then prepared and submitted to the committee for review, and cases are closed within 2 months. All cases are handled by dedicated personnel in a confidential manner that conforms with rules to ensure credibility of the grievance channel.	
(III) Has the Company provided proper whistleblower protection?	✓		(III) According to the Company's "Whistleblowing Policy," the Company, subsidiaries and local/foreign offices shall protect whistleblowers from dismissal, relief of duty, demotion, salary reduction, loss of benefits, contracts or customary practices, or	None

Items of Evaluation	Implementation Status			Deviations from "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons Thereof
	Yes	No	Summaries	
			other adverse treatment because of their reports. Relevant personnel assisting in the investigation will be protect in accordance with the "Whistleblowing Policy".	
IV. Strengthening Information Disclosure Has the Company disclosed its integrity principles and progress on its website and MOPS?	✓		Progress of the Company's business integrity efforts have been disclosed in annual reports and on its website. Details of the "Codes of Insider Ethical Conduct," "Ethical Corporate Management Best-Practice Principles" and "Business Integrity Procedures and Behavioral Guidelines" have also been made available on the Market Observation Post System and in the "Major Corporate Regulations" section of the Company's website.	None
V. If the Company has established "Ethical Corporate Management Best-Practice Principles" in accordance with "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies," please described the current practices and any deviation from the principles: No major difference.				
VI. Additional important information that may assist in the understanding of ethical corporate management operations: (e.g. the Company has reviewed and amended its own "Ethical Corporate Management Best-Practice Principles" (I) Led by the founder of Fubon Group, Mr. Wan-Tsai Tsai, Fubon has been growing in Taiwan for more than half a century, from an insurance company with 10 employees to the second largest financial group in Taiwan with one of the most comprehensive product lineups. Fubon's growth relies on the three priorities of the founder, namely "Integrity, Diligence, Modesty." The first priority, "Integrity," has been part of the basic foundation of Fubon for more than six decades. (II) The core values upheld by Fubon Financial Holding Co., Ltd. and its subsidiaries are "Integrity, Sincerity, Professionalism, and Innovation" (see https://www.fubon.com/financialholdings/about/business_philosophy.html). They are specifically defined as the following: "Integrity – Fubon upholds the law through the preservation of integrity and promotes business while fulfilling its corporate social responsibility." "Sincerity – Fubon serves customers with sincerity and passion, and uses its best efforts to satisfy their needs." "Professionalism – Fubon seeks excellence with professionalism, and provides high-quality services backed by corporate synergy." "Innovation – Fubon always thinks out of the box, embraces challenges, researches and develops improvements, and creates greats value for its customers." (III) The Company considers "integrity" to be the primary value of the business and has therefore included it as part of the evaluation of the Board of Directors and members thereof, including the corporate core values and all employee performance evaluations, where personal goals include "internal audit/internal control indicators" to evaluate employee performance for "violations of internal audit/internal control, compliance and operational risk," "annual compliance performance evaluation" and "annual audit." The Company aims for sound ethical management in order to facilitate sustainable corporate development. (IV) In order to create an ethical management environment and fulfill CSR, the Company adopted the "Code of Ethical Conduct" in 2006 to regulate the ethical standards to be followed by directors and managers. In 2011, the Company adopted the "Ethical Corporate Management Best-Practice Principles" to govern the Company's employees and				

Items of Evaluation	Implementation Status			Deviations from "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies" and Reasons Thereof
	Yes	No	Summaries	
subsidiaries and groups, as well as affiliated enterprises or organizations, which expressly state that before trading with others, the Company should consider suppliers' or other trading counterparties' record, and avoid trading with any person involved in unethical conduct; when executing contracts, the Company should also comply with the principles; where the trading counterparty is involved in unethical conduct, the Company may terminate or rescind the contract. Said Principles shall also be reported at shareholders' meetings to signify the Company's commitment to ethical management. (V) In response to domestic/foreign ethical management regulations, the Company not only has "Ethical Corporate Management Best-Practice Principles" in place, but has also established "Business Integrity Procedures and Behavioral Guidelines" that are constantly updated in line with prevailing laws, such as "Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies," to address anti-corruption, anti-bribery, anti-monopoly, anti-trust, and prohibitions against political donations, inappropriate charitable donations or sponsorships, and insider trading. The Company also adopted disciplinary principles to deal with issues concerning conflict of interest, IPR and fair competition, which serve as guidelines to be followed by all employees.				

2.3.10 Other information material to the understanding of corporate governance

(1) Please visit the Company's website (https://www.fubon.com/financialholdings/home/index.html) or MOPS (http://mops.twse.com.tw/mops/web/index; Company code: 2881).

(2) Material insider information procedures: The Company has published “Fubon Financial Holding Co., Ltd. Procedures for Handling Material Insider Information” on the intranet to outline the duty of confidentiality and procedures that directors, managers, employees and parties in possession of material inside information (whether through identity, job role, or controlling interests) must comply with. These procedures exist to prevent leakage and to ensure the consistency and correctness of the information disclosed.

(3) The Company has published the “Fubon Financial Holding Co., Ltd. Insider and Employee Equity Management Policy” on its Intranet that outlines the reporting requirements, trading prohibitions, and allocation of short-term trade profits that insiders of the Company and subsidiaries must comply with.

(4) The Company has adopted an “Intellectual Property Management Plan” (visit https://www.fubon.com/financialholdings/governance/intellectualProperty.html for details) to support sound corporate governance and to facilitate effective management and use of intellectual properties. By introducing systematic practices on intellectual property management and persistent improvements, the Company aims to support business and brand growth while at the same time minimize intellectual property risks, thereby protect the interests of the Company and stakeholders. The Company adopted Taiwan Intellectual Property Management System (TIPS) at the end of 2021 as a way to enhance verifiability and gain external assurance for its management system, and continues to pass certification reviews since then. The Company currently holds TIPS A-level certificate that expires on December 31, 2026.

2.3.11 Internal Control

(1) Internal Control System Statement

Fubon Financial Holding Co., Ltd.
Internal Control System Statement

On behalf of Fubon Financial Holding Co., Ltd., we hereby declare that, between the period of January 1 and December 31, 2025, the Company duly implemented an internal control system and exercised risk management in accordance with the "Implementation Rules of Internal Audit and Internal Control System of Financial Holding Companies and Banking Industries". These were inspected by an independent auditor that reported regularly to the Board of Directors and the Audit Committee.Following our assessment, we found all units within the Company were able to execute internal controls and compliance-related tasks during the year, except for those matters in the attachment. This statement forms an integral part of the Company's annual report and prospectus, and shall be made available to the public.Any misrepresentation or non-disclosure in the statement above is subject to the legal consequences described in Articles 20, 32, 171, and 174 of the Securities and Exchange Act.

To

Financial Supervisory Commission

Declarers

Chairman:

President:

Chief Auditor:

Group Legal and Compliance Officer:

March 12, 2026

Fubon Financial Holding Co., Ltd.

Areas of Improvement and Rectification of the Internal Control System

(Record Date: December 31, 2025)

Areas of improvement required	Corrective Measures	Expected time of rectification
[**Taipei Fubon Bank**] 1. Misappropriation of customer's funds involving former staff of the Shidong Branch while handling the deposit request. **FSC issued order of rectification for the above.**	1. The subsidiary has reiterated the proper procedures for handling customers' cash, and instructed branch managers to adopt Management by Walking Around and pay constant attention to clerks' practices and customers' responses. 2. The subsidiary has enhanced training and increased the frequency and coverage of random checks conducted during regular audits.	Improvements have been completed.
2. Late submission of the yearly capital adequacy assessment report by the Hanoi Branch. **The branch was fined VND 12.5 million by the State Bank of Vietnam (SBV).**	1. The branch has tightened management over the submission of replies and documents to the authority for closer monitoring and tracking of important correspondences. 2. The branch has created a list of regulatory reports to be submitted by Vietnam branches and a list of e-mail addresses of key recipients to ensure that notifications are delivered properly. 3. Internal management procedures have been streamlined and supported with enhanced cross-department communication.	Improvements have been completed.
[**Fubon Bank (China)**] 1. The Xian Branch was negligent in its loan management practices and failed to properly verify the background of loan transactions, disburse loan proceeds per instructions, and conduct post-lending checks on the actual use of loan proceeds. **The branch was fined RMB 210,000 by the China Banking Regulatory Commission Shaanxi Branch for the above issue.**	1. The branch reminded employees of the following: (1) To check the reasonableness of credit terms prior to lending. (2) To review the reasonableness and authenticity of trade agreements and payment arrangements during loan disbursement. (3) To monitor that credit facilities and loan proceeds are used as agreed upon after lending. 2. The branch has commenced checks on existing customers and arranged training for the relevant personnel to prevent similar occurrences.	Improvements have been completed.

Areas of improvement required	Corrective Measures	Expected time of rectification
[**Fubon Securities**] 1. The FSC found the following defects while conducting a "cybersecurity special inspection" on the subsidiary: (1) With regard to the management firewalls and networking equipment, there were instances where some firewalls were not checked and key security parameters were not duly reviewed. (2) Mobile APP with order placement feature was updated and published without performing source code scan; mobile APP was published without testing the major updates for OWASP MOBILE TOP 10.	The subsidiary will amend the procedures for changing firewall settings and reexamine firewall security parameters. The subsidiary will amend the standard operating procedures for updating mobile APPs, and require vendors to provide test reports before launching an update. Security tools will also be introduced to scan source codes.	Improvements to be completed on March 30, 2026. Improvements to be completed on June 30, 2026.
(3) With regard to the outsourcing of software development, there were instances where the completed software was delivered via e-mail or by downloading from a vendor's website, then published without validating integrity and source. With regard to the outsourcing of system development, there were instances where a vendor did not furnish proof of source code testing, weakness scan, or relevant security testing. **The FSC issued an order of rectification and imposed a fine of NT$300,000 for the above.**	The subsidiary will develop integrity validation procedures for software developed externally, and it will check all systems developed by vendors with the amended contract terms for enhanced security control.	Improvements to be completed on June 30, 2026.
2. The subsidiary did not provide an update on business operations for the month of June 2025 through announcement or official filing before July 10, 2025. **The FSC imposed a fine of NT$300,000 for the above.**	In addition to reiterating the importance of completing regulatory reports within the stipulated timeframe, the subsidiary also took disciplinary action against the personnel at fault and enforced internal checks.	Improvements have been completed.

(2) Those who entrusted CPA to conduct a special audit of the company's internal control systems shall disclose CPA's audit report

None.

2.3.12 Major Resolutions of Shareholders' Meetings and the Board of Directors for the most recent year up to the publication date of the annual report

(1) Significant shareholders' meeting resolutions: 2025

a. Passed the Company's 2024 business report and financial statements.
Progress: Public notice has been made pursuant to laws and reported to the competent authority in writing..

b. Passed the 2024 earnings appropriation proposal.
Progress: During the Company's 2025 annual general meeting, a resolution was passed to pay cash dividends of NT$4.25 per common share, totaling NT$58,079,318,096, and to allocate stock dividends for the capitalization of capital reserves at NT$0.25 per common share, totaling NT$3,416,430,470. Aggregate common share dividends were calculated at NT$4.5 per share, amounting to NT$61,495,748,566 in total. Dividends for Class A preferred shares have been resolved at NT$1,649,250,000; for Class B preferred shares at NT$1,439,985,600; and for Class C preferred shares at NT$599,994,000. The cash dividend payment date has been set on July 31, 2025.

c. Passed the proposal to issue new shares against capitalization of capital reserves.
Progress: Received approval from FSC, completed change of capital registration with the Ministry of Economic Affairs, and completed issuance of new shares.

d. Passed the Company's long-term funding plan.
Progress: no long-term funding has been planned at the moment.

e. Passed amendments to the Company's "Articles of Incorporation."
Progress: changes were later approved by and registered with the Ministry of Economic Affairs. The amended Articles of Incorporation has since been posted on the Company's website.

f. Passed amendments to the Company's "Procedures Governing the Acquisition or Disposal of Assets".
Progress: Information has been uploaded to the MOPS and posted on the Company's website.

g. Passed to remove non-compete restrictions on the Company's 9th Board of Directors.
Progress: a major announcement was made on Friday, June 13, 2025.

(2) Significant board resolutions: 2025 and up until the publication date of annual report.

a. 12th regular meeting of the 9th Board of Directors dated January 16, 2025
(a) Passed the date, venue, form, and details concerning acceptance of motions proposed for the 2025 annual general meeting.
(b) Passed amendments to the Company's "Corporate Governance Corporate Governance Best-Practice Principles."
(c) Passed personnel arrangement within the Company.
(d) Passed appointment of directors for subsidiary – Fubon Bank (Hong Kong) Limited.
(e) Passed allocation of 2024 year-end bonus for senior managers of the Company and subsidiaries.

b. 13 th regular meeting of the 9th Board of Directors dated March 14, 2025
(a) Presentation of the Company's 2024 "Statement of Declaration for Internal Control System".
(b) Passed the Company's 2024 business report.
(c) Passed the Company's 2024 financial statements.
(d) Passed assessment of independence for the Company's financial statement auditors, and appointment and compensation of financial statement auditors in 2025.
(e) Passed amendments to the company's "Procedures Governing the Acquisition or Disposal of Assets."
(f) Passed amendments to the Company's "Level of Authority" and the appendix on revision

history.
(g) Passed the Company's 2024 Board of Directors performance evaluation.
(h) Passed allocation of 2024 employee remuneration.
(i) Passed director remuneration standards and special contribution weight for the Company for 2024.
(j) Passed the proposal to continue lease of right-of-use assets, namely 5F and 6F of Fubon Neihu Building, from Fubon No. 2 Real Estate Investment Trust.

c. 14th regular meeting of the 9th Board of Directors dated May 2, 2025
(a) Passed the Company's 2024 earnings appropriation.
(b) Passed the proposal to issue new shares against capitalization of capital reserves.
(c) Passed the Company's long-term funding plan.
(d) Passed shareholders' meeting report on the issuance of NT$23.3 billion unsecured ordinary corporate bonds.
(e) Passed the proposal to amend "Fubon Insurance Co., Ltd. Supervisory Policy for Insurance-related Businesses in Mainland China and Foreign Countries" for subsidiary – Fubon Insurance Co., Ltd.
(f) Passed amendments to the company's "Procedures Governing the Acquisition or Disposal of Assets."
(g) Passed amendments to the Company's "Articles of Incorporation."
(h) Passed agenda for the Company's 2025 annual general meeting and details concerning use of video conference for shareholders' meeting.
(i) Passed reappointment of directors for subsidiary – Taipei Fubon Commercial Bank Co., Ltd.
(j) Passed reappointment of directors for subsidiary – Fubon Financial Holding Venture Capital Co., Ltd.
(k) Passed reappointment of directors for subsidiary - Fubon Insurance Agency Co., Ltd.
(l) Passed fixed compensation for subsidiaries' senior managers.
(m) Passed to remove non-compete restrictions on the Company's 9th Board of Directors.
(n) Establishment of special-purpose vehicle for capital-raising under subsidiary - Fubon Life Insurance Co, Ltd. and appointment of directors.
(o) Passed adjustment of 2025 fixed compensation for senior managers of the Company and subsidiaries.

d. 15th regular meeting of the 9th Board of Directors dated May 29, 2025
(a) Passed the Company's 2025 Q1 financial statements.
(b) Passed the Company's "2024 sustainability report."
(c) Passed fixed compensation for subsidiaries' senior managers.

e. 16th regular meeting of the 9th Board of Directors dated August 21, 2025
(a) Passed the Company's 2025 first-half financial statements.
(b) Passed the proposal to authorize the Chairman for determining the baseline date of new shares issued against capitalized reserves.
(c) Passed issuance of Unsecured Corporate Bonds.
(d) Passed reappointment of directors for subsidiary – Taipei Fubon Commercial Bank Co., Ltd.
(e) Passed reappointment of directors for subsidiary – Fubon Asset Management Co., Ltd.
(f) Passed amendment to the Company's "Policy for Reporting Subsidiary's Significant Asset Transaction to Group Board of Directors."
(g) Passed amendment to the Company's Level of Authority.
(h) Passed reappointment of Corporate Governance Officer.
(i) Passed fixed compensation for subsidiaries' senior managers.
(j) Passed management systems for the foreign SPV (for capital-raising) held by subsidiary – Fubon Life Insurance Co, Ltd.
(k) Pass the proposal to have subsidiary – Fubon Life Insurance Co, Ltd. subscribe to the cash issue of Fubon Hyundai Life Insurance Co., Ltd.

(l) Passed adjustments to the fixed compensation for senior managers of the Company.

f. 17th regular meeting of the 9th Board of Directors dated November 20, 2025
   (a) Passed establishment of the Company's 2026 audit work plan.
   (b) Passed the Company's 2025 Q3 financial statements.
   (c) Passed amendment to the Company's "Accounting Policy."
   (d) Passed amendment to the "Artificial Intelligence Governance Policy" for the Company and subsidiaries.
   (e) Passed reappointment of directors in subsidiary – Fubon AMC, Ltd.
   (f) Passed establishment of the Company's 2026 Board of Directors meeting schedules.
   (g) Passed amendments to "Principles on Chairman's Duties and Policy on Leave of Absence and Acting Duty" for the Company and subsidiaries.

g. 18th regular meeting of the 9th Board of Directors dated December 26, 2025
   (a) Passed the Company's 2026 budgets and operating plans.
   (b) Passed the proposal to apply for short-term financing and guarantee-waiver commercial paper limits for the coming year.
   (c) Passed 2025 corporate value enhancement plan of the Company.
   (d) Passed personnel arrangement within the Company.
   (e) Passed appointment of directors for subsidiary – Fubon Bank (Hong Kong) Limited.
   (f) Passed appointment of directors and supervisors for subsidiary - Fubon Asset Management Co., Ltd.
   (g) Passed the scope of subsidiaries that are subject to the Company's agent-purchasing practice.

h. 19th regular meeting of the 9th Board of Directors dated January 26, 2026
   (a) Passed amendments to "Supplier Sustainable Development Code of Conduct" of the Company and subsidiaries.
   (b) Passed amendments to "Market Risk Management Policy" of the Company and subsidiaries.
   (c) Passed amendment to the Company's "Policy for Reporting Subsidiary's Significant Asset Transaction to Group Board of Directors."
   (d) Passed the date, venue, form, and details concerning acceptance of motions/nominations proposed for the 2026 annual general meeting.
   (e) Passed allocation of 2025 year-end bonus for senior managers of the Company and subsidiaries.

2.3.13 Documented opinions or declarations made by directors (including independent directors) against the board's resolutions for the most recent year up to the publication date of the annual report

None.

2.4 Information on audit fees

Name of accounting firm	Name of CPA	Audit period	Audit fees	Non-audit fees	Total	Remarks
KPMG	Lee Feng-Hui Shih Wei-Ming	2025.01.01 ~ 2025.12.31	10,909	3,782	14,691	Non-audit fees included: Tax service、tax return compliance audit、IFRS 17 consulting service fee and review opinion, etc.

Note : If there is any change of CPA or accounting firm during the year, please specify the duration of their services separately and state the reason for making the change in the remarks column and disclose sequentially the audit and non-audit fees paid.

(1) Replacement of accounting firm and the auditing fee for the replacement year decreases from the previous year which requires mandatory disclosure of the auditing fees of the two years and provision of reasons: None.

(2) Any reduction in audit fees by more than 10% compared to the previous year; state the amount, the percentage and reason of such variation: None.

2.5 Change of certified public accountant

(1) Information relating to the former auditor

Replacement date	March 14, 2025; the Board of Directors resolution date			
Reason for reappointment	Job rotation within the accounting firm			
Whether the termination of audit service was initiated by the client or by the auditor	Parties / Situation		Auditor	Client
	Termination initiated by principal		Not applicable	Not applicable
	Service no longer provided by the CPA		Not applicable	Not applicable
Opinions other than unqualified opinions issued in the last two years, and the reason	None.			
Any disagreement with the Company	Yes		Accounting principles or practices	
			Disclosure of financial statements	
			Audit scope or steps	
			Others	
	None	V		
	Description			
Supplementary disclosure (Disclosures deemed necessary under Item 1-4, Subparagraph 6, Article 10 of The Guidelines)	None			

(2) Information relating to the succeeding auditor

Name of accounting firm	KPMG
Name of auditor	Shih Wei-Ming
Date of appointment	March 14, 2025; the Board of Directors resolution date
Inquiries and replies regarding accounting practices or principles on certain transactions, or any audit opinions the auditors were likely to issue on the financial reports prior to reappointment	None
Written disagreements from the succeeding auditor against opinions of the former auditor	None

(3) Former auditor's reply to Item 1 and Item 2-3, Subparagraph 6, Article 10 of the Guidelines: Not applicable.

2.6 The Company's Chairman, President, or managers in charge of finance or accounting affairs being employed by the accounting firm of its certified public accountant or affiliated enterprise of such accounting firm within the last year

None.

2.7 Transfer or pledge of shares owned by directors, managers, and all parties subject to reporting under Article 11 of the Regulations Governing the Ownership of Financial Holding Company By Single Individuals or Stakeholders for the most recent year up to the publication date of the annual report.

(1) Transfer and pledge of shares owned by directors: February 28, 2026

Unit: share

Title	Name	2026		Year-to-date as at February 28	
		Increase (decrease) in shares held	Increase (decrease) in shares pledged	Increase (decrease) in shares held	Increase (decrease) in shares pledged
Director (Chairman)	Richard M. Tsai	10,774,925	-	-	-
Director (Vice Chairman)	Ming-Chung Tseng	-	-	-	-
Director	Daniel M. Tsai	8,084,594	-	-	-
Director	Ming Dong Co., Ltd.	28,483,897	-	-	-
Representative of corporate director	Jerry Harn	86,858	-	-	-
Representative of corporate director	Howard Lin	9,262	-	-	-
Representative of corporate director	Chris Tsai	499,009	-	-	-
Director	Taipei City Government	44,648,616	-	-	-
Representative of corporate director	Hsiao-Lan Hu	-	-	-	-
Representative of corporate director	Tang-Kai Lien	-	-	-	-
Representative of corporate director	Wen-Shu Su (Note2)	-	-	-	-
Independent Director	Shin-Min Chen	-	-	-	-
Independent Director	Shu-Hsing Li	-	-	-	-
Independent Director	Li-Chuan Wang	-	-	-	-
Independent Director	Paulus Siu-Hung Mok	-	-	-	-
Independent Director	Barry Chen	-	-	-	-
Independent Director	Kuang Shih Yeh	329	-	-	-

Note 1: use "-" to denote no change.

Note 2: Corporate shareholder - Taipei City Government reappointed Director Wen-Shu Su as its representative on January 16, 2025.

(2) Transfer and pledge of shares owned by managers:

February 28, 2026

Unit: share

Title	Name	2025		Year-to-date as at February 28	
		Increase (decrease) in shares held	Increase (decrease) in shares pledged	Increase (decrease) in shares held	Increase (decrease) in shares pledged
President	Jerry Harn	86,858	-	-	-
Senior Executive VP	Wey-Chyng Yang	2,000	-	-	-
Senior Executive VP	Chin-Wen Lo	1,643	-	-	-
Senior Executive VP	Chung-Ping Liu	-724	-	-	-
Senior Executive VP	Jerry Hsu	2,309	-	-	-
Senior Executive VP	Chin-Yi, Liu	3,457	-	-	-
Senior Executive VP	Wei Lo	2,006	-	-	-
Executive VP	Vincent Dern	63,870	-	-	-
Executive VP	Douglas Tsai	3,389,400	-	-	-
Executive VP	Cindy Lin	1,528	-	-	-
Executive VP	Ching-Chin Wang	-5,264	-	-	-
Executive VP	Ching-Wei, Su	1,280	-	-	-
Managing Director	Wen-Yen Chen	921	-	-	-
Executive VP	Tony Chen	-9,916	-	-	-
Executive VP	Emily Wang	1,407	-	-	-
Executive VP	Ming Ju Tsai	939	-	-	-
Senior VP	Ching Hui Lin	48,492	-	-	-

Note 1: use “-” to denote no change.

Note 2:The transfer and pledge of shares owned by directors beginning the election (job reporting) date were filled out.

(3) Transfer or pledge of shares owned by all parties subject to reporting under Article 11 of the Regulations Governing the Ownership of Financial Holding Company By Single Individuals or Stakeholders:

February 28, 2026

Unit: share

Title	Name	2025		Year-to-date as at February 28	
		Increase (Decrease) in current holding	Increase (Decrease) in shares collateralized	Increase (Decrease) in current holding	Increase (Decrease) in shares collateralized
Shareholder with 10% or higher ownership interest	Taipei City Government	44,648,616	-	-	-
Individual party or aggregate related parties	Richard M. Tsai	10,774,925	-	-	-
Individual party or aggregate related parties	Mei-Hui Tsai Ueng	970,798	-	-	-
Individual party or aggregate related parties	Daniel M. Tsai	8,084,594	-	-	-
Individual party or aggregate related parties	Ai-Lin Tsai Chen	937,349	-	-	-
Individual party or aggregate related parties	Shiang-Shun Tsai Yang	3,832,204	-	-	-
Individual party or aggregate related parties	Ming-Wen Tsai	1,871,140	-	-	-
Individual party or aggregate related parties	Ming-Tswn Tsai	1,826,188	-	-	-
Individual party or aggregate related parties	Douglas Tsai	3,389,400	-	-	-
Individual party or aggregate related parties	Fubon Shing Chi Investment Co., Ltd.	331,051	-	-	-
Individual party or aggregate related parties	Dao Chi Co., Ltd.	777,523	-	-	-
Individual party or aggregate related parties	Fu Chi Investment Co., Ltd.	957,562	-	-	-
Individual party or aggregate related parties	Ru Chi Investment Co., Ltd.	520,568	-	-	-
Individual party or aggregate related parties	Dao Chi Investment Co., Ltd.	446,051	-	-	-
Individual party or aggregate related parties	Ming Dong Co., Ltd.	28,483,897	-	-	-
Individual party or aggregate related parties	Dao Ying Co., Ltd.	26,043,244	-	-	-

Title	Name	2025		Year-to-date as at February 28	
		Increase (Decrease) in current holding	Increase (Decrease) in shares collateralized	Increase (Decrease) in current holding	Increase (Decrease) in shares collateralized
Individual party or aggregate related parties	Chung Shing Development Co., Ltd.	4,798,171	-	-	-
Individual party or aggregate related parties	Hung Fu Investment Co., Ltd.	8,865,481	-	-	-
Individual party or aggregate related parties	Immanuel Investment Ltd.	499,009	-	-	-

Note 1: use “-” to denote no change.

Note 2: Refer to the number of common shares.

(4) Disclosure of share transfer or collateralization where the counterpart is a related party: None.

2.8 Relationships among the top ten shareholders, including spouses and second degree relatives or closer

April 14, 2026

Unit: share; %

Name (Note)	Current shareholdings		Shares held by spouse and underage children		Shares held in the names of others		Spouse, relatives of second degree or closer, and relationships among top 10 shareholders		Remarks
	Shares held	Ratio of shareholding Percentage	Shares held	Ratio of shareholding	Shares held	Ratio of shareholding	Name	Relation	
Taipei City Government Representative: Wan-An Chiang	1,830,593,268	13.07%	0	0	0	0	None	None	
Ming Dong Co., Ltd. Representative: Daniel M. Tsai	1,167,839,785	8.34%	0	0	0	0	Richard M. Tsai Ming-Tswn Tsai	Brother Brother and Sister	
Dao Ying Co., Ltd. Representative: Daniel M. Tsai	1,067,773,008	7.62%	0	0	0	0	Richard M. Tsai Ming-Tswn Tsai	Brother Brother and Sister	
Capital Tip Customized Taiwan Select High Dividend ETF	490,060,000	3.50%	0	0	0	0	None	None	
Richard M. Tsai	441,771,929	3.15%	39,802,723	0.28%	0	0	Daniel M. Tsai Ming-Tswn Tsai	Brother Brother and Sister	
Cathay MSCI Taiwan ESG Sustainability High Dividend Yield ETF	412,115,945	2.94%	0	0	0	0	None	None	
Daniel M. Tsai	404,408,354	2.89%	38,431,320	0.27%	0	0	Richard M. Tsai Ming-Tswn Tsai	Brother Brother and Sister	
Hung Fu Investment Co., Ltd. Representative: Ming-Tswn Tsai	363,484,726	2.59%	0	0	0	0	Daniel M. Tsai Richard M. Tsai	Brother and Sister Brother and Sister	
New Labor Pension Fund	329,546,083	2.35%	0	0	0	0	None	None	
Hope Fine investments Ltd. Representative: Chen Hai Lin	320,428,765	2.29%	0	0	0	0	None	None	

Note 1: 100,000,000 shares of the total number of shares held by Daniel M. Tsai have been entrusted for purposes yet to be determined.

Note 2: Calculated based on common shares held as of the latest book closure date (2026.04.14).

2.9 Shares jointly held by the Company, subsidiaries, the Company's directors, managers, and directly/indirectly controlled entities on any single investee. Calculate shareholding percentage in aggregate of the above parties

December 31, 2025

Unit: thousand shares; %

Invested businesses	Held by the Company		Held by Directors, Supervisors, managers, and directly or indirectly controlled enterprises		Aggregate investment	
	Shares held	Shareholding percentage	Shares held	Shareholding percentage	Shares held	Shareholding percentage
Fubon Life Insurance Co., Ltd.	11,842,045	100	0	0	11,842,045	100
Taipei Fubon Commercial Bank Co., Ltd.	15,759,806	100	0	0	15,759,806	100
Fubon Securities Co., Ltd.	1,625,855	100	0	0	1,625,855	100
Fubon Insurance Co., Ltd.	300,000	100	0	0	300,000	100
Fubon Bank (Hong Kong) Limited (Note)	1,641,273	100	0	0	1,641,273	100
Fubon Asset Management Co., Ltd.	271,009	100	0	0	271,009	100
Fubon Financial Holding Venture Capital Co., Ltd.	679,019	53.8	583,201	46.2	1,262,220	100
Fubon AMC, Ltd.	220,000	100	0	0	220,000	100
Fubon Insurance Agency Co., Ltd.	11,105	100	0	0	11,105	100
Fubon Life Insurance (Vietnam) Co., Ltd.	0	0	NA	100	NA	100
Carter Lane (Guernsey) Limited	0	0	84,845	100	84,845	100
Bow Bells House (Jersey) Ltd.	0	0	208,081	100	208,081	100
Fubon Life Insurance (Hong Kong) Company Limited	0	0	3,275,000	100	3,275,000	100
Fubon MTL Property (Jersey) Limited	0	0	92,581	100	92,581	100
Fubon Ellipse (Belgium) S.A.	0	0	14,571	100	14,571	100
Fubon Eurotower (Luxembourg) S.à r.l.	0	0	220	100	220	100
Fubon Hyundai Life Insurance Co., Ltd.	0	0	393,834	88.5	393,834	88.5
Fubon Life Singapore Pte. Ltd.	0	0	40,000	100	40,000	100
Fubon Green Power Co., Ltd.	0	0	300,100	75.01	300,100	75.01
Li Tong Management Consultant Co., Ltd.	0	0	129,200	100	129,200	100
Huixu Power Co., Ltd.	0	0	75,000	100	75,000	100
Fubon Bank (China) Co., Ltd.	NA	42.08	NA	57.92	NA	100
TFB Capital Co., Ltd.	0	0	206,856	100	206,856	100
Fubon Insurance Vietnam Co., Ltd.	0	0	NA	100	NA	100
Fubon Insurance Broker (Thailand) Co., Ltd.	0	0	49	48.97	49	48.97
Fubon Insurance Broker (Philippines) Co., Ltd.	0	0	200	99.99	200	99.99
Fubon Reinsurance Labuan Co., Ltd.	0	0	3,000	100	3,000	100
Fubon Property & Casualty Insurance Co., Ltd.	0	0	NA	80	NA	80
Fubon Futures Co., Ltd.	0	0	260,000	100	260,000	100
Fubon Securities Investment Services Co., Ltd.	0	0	9,000	100	9,000	100
Fubon Securities (Hong Kong) Limited	0	0	220,248	100	220,248	100
Fubon Securities Venture Capital Co., Ltd.	0	0	30,000	100	30,000	100
Fubon Mintou Venture Capital Co., Ltd.	0	0	13,400	67	13,400	67
JS CRESVALE Securities International Limited	0	0	96,000	100	96,000	100
JS CRESVALE Capital Limited	0	0	2,000	100	2,000	100

Invested businesses	Held by the Company		Held by Directors, Supervisors, managers, and directly or indirectly controlled enterprises		Aggregate investment	
	Shares held	Shareholding percentage	Shares held	Shareholding percentage	Shares held	Shareholding percentage
Fubon Credit (Hong Kong) Limited	0	0	145,000	100	145,000	100
Fubon Securities (Hong Kong) Limited	0	0	8,000	100	8,000	100
Fubon Nominees (Hong Kong) Ltd.	0	0	NA	100	NA	100
Fubon Insurance Brokers Limited	0	0	500	100	500	100
Fubon Fund Management (Hong Kong) Limited	0	0	1,360	100	1,360	100
Fubon Private Equity Co., Ltd.	0	0	8,000	100	8,000	100
Fubon Digital Music Asset Management Co., Ltd.	0	0	255	51	255	51
Fubon Digital Music GP Limited	0	0	210	100	210	100
Fubon Sports & Entertainment Co., Ltd.	0	0	10,227	100	10,227	100
Fubon Stadium Co., Ltd.	0	0	5,841	100	5,841	100

Note: Fubon Bank (HK) includes those of its major subsidiaries.

3. Funding

3.1 Capital and shares

3.1.1 Source of capital

Unit: thousand share; NT$ thousand

Year/Month	Issuance price	Authorized capital		Paid in Capital		Remarks	
		Shares held	Amount	Shares held	Amount	Source of share capital	Others
December 2001	$10	12,000,000	120,000,000	5,464,985	54,649,852	Incorporated via share conversion	
August 2002	$10	-	-	5,612,147	56,121,475	Note 1	
December 2002	$10	-	-	8,291,437	82,914,373	Note 2	
January 2003	$10	-	-	8,254,119	82,541,193	Note 3	
May 2005	$10	-	-	8,065,297	80,652,974	Note 4	
March 2006	$10	-	-	7,719,093	77,190,934	Note 5	
February 2009	$10	-	-	8,125,362	81,253,616	Note 6	
November 2009	$10	-	-	8,126,187	81,261,866	Note 7	
March 2010	$10	-	-	8,132,940	81,329,401	Note 8	
June 2010	$10	-	-	8,138,552	81,385,520	Note 9	
August 2010	$10	-	-	8,545,482	85,454,819	Note 10	
September 2010	$10	-	-	8,546,725	85,467,249	Note 11	
November 2010	$10	-	-	8,558,366	85,583,664	Note 12	
March 2011	$10	-	-	8,564,039	85,640,394	Note 13	
May 2011	$10	-	-	8,575,441	85,754,416	Note 14	
September 2011	$10	-	-	9,004,025	90,040,257	Note 15	
September 2011	$10	-	-	9,006,269	90,062,692	Note 16	
December 2011	$10	-	-	9,013,737	90,137,379	Note 17	
March 2012	$10	-	-	9,024,246	90,242,469	Note 18	
June 2012	$10	-	-	9,044,706	90,447,067	Note 19	
June 2012	$10	15,000,000	150,000,000	9,044,706	90,447,067	Articles of Incorporation amended	
August 2012	$10	-	-	9,497,598	94,975,989	Note 20	
September 2012	$10	-	-	9,517,154	95,171,547	Note 21	
November 2012	$10	-	-	9,526,915	95,269,157	Note 22	
March 2013	$10	-	-	9,535,165	95,351,652	Note 23	
August 2013	USD$ 1.217	-	-	10,233,604	102,336,040	Note 24	

Year/Month	Issuance price	Authorized capital		Paid in Capital		Remarks	
		Shares held	Amount	Shares held	Amount	Source of share capital	Others
May 2016	$60	-	-	10,833,604	108,336,040	Note 25	
April 2018	$60	-	-	11,500,264	115,002,640	Note 26	
October 2021	$10	-	-	12,523,624	125,236,244	Note 27	
November 2021	common shares $58.9; preferred shares $60	-	-	13,404,954	134,049,544	Note 28	
October 2022	$10	-	-	13,995,203	139,952,026	Note 29	
July 2023	$10	20,000,000	200,000,000	13,995,203	139,952,026	Articles of Incorporation amended	
October 2023	$10	-	-	14,614,963	146,149,632	Note 30	
October 2024	$10	-	-	15,265,712	152,657,119	Note 31	
October 2025	$10	-	-	15,607,355	156,073,550	Note 32	

Note 1: Approval sought from Letter No. (91)-Tai-Tsai-Cheng-(1)-0910146203 dated August 21, 2002 to issue 147,162 thousand new shares to be exchanged for the acquisition of Fubon Securities Investment.

Note 2: Approval sought from Letter No. (91)-Tai-Tsai-Cheng-(1)-0910164858 dated December 6, 2002 to issue 2,679,290 thousand new shares to be exchanged for the acquisition of Taipei Bank.

Note 3: Approval sought from Letter No. Jing-Shou-Shang-09201031230 dated January 30, 2003 to retire 37,318 thousand outstanding shares.

Note 4: Approval sought from Letter No. Jing-Shou-Shang-09401090710 dated May 23, 2005 to retire 188,822 thousand outstanding shares.

Note 5: Approval sought from Letter No. Jing-Shou-Shang-09501056890 dated March 31, 2006 to retire 346,204 thousand outstanding shares.

Note 6: Approval sought from Letter No. Jin-Guan-Zheng-1-0980001832 dated February 5, 2009 to issue 406,268 new shares to be exchanged for the acquisition of ING Life Insurance Co., Ltd.

Note 7: Approval sought from Letter No. Jing-Shou-Shang-09801266250 dated November 18, 2009 to convert 825 thousand common shares from the exercise of employee warrant.

Note 8: Approval sought from Letter No. Jing-Shou-Shang-09901041060 dated March 5, 2010 to convert 6,753.5 thousand common shares from the exercise of employee warrant.

Note 9: Approval sought from Letter No. Jing-Shou-Shang-09901113780 dated June 3, 2010 to convert 5,612 thousand common shares from the exercise of employee warrant.

Note 10: Approval sought from Letter No. Jin-Guan-Zheng-1-09901198240 dated August 30, 2010 to issue 406,930 thousand new shares against capitalized retained earnings. Approval sought from Letter No. Jing-Shou-Shang-09901198240 dated September 2, 2010 to update registered capital.

Note 11: Approval sought from Letter No. Jing-Shou-Shang-09901208520 dated September 16, 2010 to convert 1,243 thousand common shares from the exercise of employee warrant.

Note 12: Approval sought from Letter No. Jing-Shou-Shang-09901266900 dated November 30, 2010 to convert 11,641.5 thousand common shares from the exercise of employee warrant.

Note 13: Approval sought from Letter No. Jing-Shou-Shang-10001043040 dated March 4, 2011 to convert 5,673 thousand common shares from the exercise of employee warrant.

Note 14: Approval sought from Letter No. Jing-Shou-Shang-10001108190 dated May 26, 2011 to convert 11,402.25

thousand common shares from the exercise of employee warrant.

Note 15: Approval sought from Letter No. Jin-Guan-Zheng-Fa-1000032789 dated July 22, 2011 to issue 428,584 thousand new shares against capitalized retained earnings. Approval sought from Letter No. Jing-Shou-Shang-10001204930 dated September 9, 2011 to update registered capital.

Note 16: Approval sought from Letter No. Jing-Shou-Shang-10001214970 dated September 15, 2011 to convert 2,243.5 thousand common shares from the exercise of employee warrant.

Note 17: Approval sought from Letter No. Jing-Shou-Shang-10001274600 dated December 5, 2011 to convert 7,468.75 thousand common shares from the exercise of employee warrant.

Note 18: Approval sought from Letter No. Jing-Shou-Shang-10101035120 dated March 2, 2012 to convert 10,509 thousand common shares from the exercise of employee warrant.

Note 19: Approval sought from Letter No. Jing-Shou-Shang-10101099620 dated June 4, 2012 to convert 20,459.75 thousand common shares from the exercise of employee warrant.

Note 20: Approval sought from Letter No. Jin-Guan-Zheng-Fa-1010030742 dated July 18, 2012 to issue 452,892 thousand new shares against capitalized retained earnings. Approval sought from Letter No. Jing-Shou-Shang-10101177550 dated August 29, 2012 to update registered capital.

Note 21: Approval sought from Letter No. Jing-Shou-Shang-10101189160 dated September 11, 2012 to convert 19,557.5 thousand common shares from the exercise of employee warrant.

Note 22: Approval sought from Letter No. Jing-Shou-Shang-10101247370 dated November 30, 2012 to convert 9,761 thousand common shares from the exercise of employee warrant.

Note 23: Approval sought from Letter No. Jing-Shou-Shang-10201044480 dated March 12, 2013 to convert 8,249.5 thousand common shares from the exercise of employee warrant.

Note 24: Approval sought from Letter No. Jin-Guan-Zheng-Fa-1020016981 dated May 17, 2013 to issue 698,438.8 thousand new shares against capitalized retained earnings. Approval sought from Letter No. Jing-Shou-Shang-10201148630 dated August 12, 2013 to update registered capital

Note 25: Approval sought from Letter No. Jin-Guan-Zheng-Fa-1050006682 dated March 8, 2016 to issue 600,000 thousand preferred shares against capitalized retained earnings. Approval sought from Letter No. Jing-Shou-Shang-10501087100 dated May 2, 2016 to update registered capital.

Note 26: Approval sought from Letter No. Jin-Guan-Zheng-Fa-1060051435 dated January 17, 2018 to issue 666,660 thousand preferred shares against capitalized retained earnings. Approval sought from Letter No. Jing-Shou-Shang-10701033520 dated April 9, 2018 to update registered capital.

Note 27: Obtained the effective registration from the FSC dated August 19, 2021 to issue 1,023,360 thousand new shares against capitalized capital reserves. Approval sought from Letter No. Jing-Shou-Shang-11001180710 dated October 13, 2021 to update registered capital.

Note 28: Approval sought from Letter No. Jin-Guan-Zheng-Fa-1100350141 dated August 2, 2021 to issue 548,000 thousand common shares and 333,330 thousand preferred shares against capitalized retained earnings. Approval sought from Letter No. Jing-Shou-Shang-11001208850 dated November 29, 2021 to update registered capital.

Note 29: Obtained the effective registration from the FSC dated Setember 6, 2022 to issue 590,248 thousand new shares against capitalized capital reserves. Approval sought from Letter No. Jing-Shou-Shang-11101194350 dated October 19, 2022 to update registered capital.

Note 30: Obtained the effective registration from the FSC dated August 18, 2023 to issue 619,761 thousand new shares against capitalized capital reserves. Approval sought from Letter No. Jing-Shou-Shang-11230186820 dated October 3, 2023 to update registered capital.

Note 31: Obtained the effective registration from the FSC dated August 22, 2024 to issue 650,749 thousand new shares against capitalized capital reserves. Approval sought from Letter No. Jing-Shou-Shang-11330176690 dated October 7, 2024 to update registered capital.

Note 32: Obtained the effective registration from the FSC dated September 9, 2025 to issue 341,643 thousand new shares against capitalized capital reserves. Approval sought from Letter No. Jing-Shou-Shang-11430168260 dated October 31, 2025 to update registered capital.

Unit:share

Share category	Authorized capital			Remarks
	Outstanding shares	Unissued Shares	Total	
Common Shares	14,007,364,952	4,392,645,048	20,000,000,000	Public-listed shares
Preferred shares	1,599,990,000			

3.1.2 List of major shareholders

April 14, 2026
Unit: share; %

Name of shareholder	Shareholding position	
	Shareholding (Shares)	Percentage (%)
Taipei City Government	1,830,593,268	13.07%
Ming Dong Co., Ltd.	1,167,839,785	8.34%
Dao Ying Co., Ltd.	1,067,773,008	7.62%
Capital Tip Customized Taiwan Select High Dividend ETF	490,060,000	3.50%
Richard M. Tsai	441,771,929	3.15%
Cathay MSCI Taiwan ESG Sustainability High Dividend Yield ETF	412,115,945	2.94%
Daniel M. Tsai	404,408,354	2.89%
Hung Fu Investment Co., Ltd.	363,484,726	2.59%
New Labor Pension Fund	329,546,083	2.35%
Hope Fine Investments Ltd.	320,428,765	2.29%

Note 1: 100,000,000 shares of the total number of shares held by Daniel M. Tsai have been entrusted for purposes yet to be determined.

Note2: The Table discloses shareholders ranking top 10 in percentage of common shares held.

3.1.3 Dividend policy and implementation

(1) Dividend policy

If after the annual closing of books there is a profit, the Company shall, after having provided for taxes and offset the accumulated losses of previous years, appropriate the legal reserve in accordance with laws and regulations and appropriate the special reserve in accordance with laws and regulations or in light of practical need, and may distribute Preferred Share dividends. If the balance (distributable profits for the current year), together with the undistributed earnings in the previous year and the reversals of special reserves prescribed by laws, are available for distribution, the Board shall present a proposal on the allocation of profits as Preferred Share dividends and Common Share dividends, or retention at a Shareholders' meeting for resolution.

The Company will distribute dividends according to the principle of stability and balance taking into account shareholders' profits, accumulation of the Company's capital and impact on the company's operations. The distribution of dividends for Common Shares shall not be less than 20% of the distributable profits for the current year (the distributable profits for the current year, after the accumulated losses have been covered, shall exclude the legalreserves, special reserves, Preferred Share dividends, the undistributed profits in the previous years and the reversals of special reserves prescribed by laws). And, pursuant to the Company's operation planning, stock dividends may be declared to reserve for necessary funds, and the remainder may be distributed in cash, provided that cash dividend shall not be less than 10% of the total dividend.

The stock dividend policy set forth above is a general principle guideline. The Company may decide upon the most appropriate dividend policy taking into account the actual operating condition of the current year and capital budgeting for the following year.

Subject to practical need, the principles of distribution of dividends may be adjusted by resolution at a Shareholders' meeting.

(2) Execution: Dividends proposed for the upcoming shareholder meeting

The Company's 2025 earnings distribution plan is proposed as follows:

a. Cash dividend for Common Shares: NT$59,531,301,046, distributed pro rata to the Common Shares shareholders on the shareholder register as of the record date at NT$4.25 per share.

b. Dividend for Preferred Shares A: NT$1,649,250,000, distributed pro rata to the shareholders on the shareholder register as of the record date.

c. Dividend for Preferred Shares B: NT$1,714,886,961, distributed pro rata to the shareholders on the shareholder register as of the record date.

d. Dividend for Preferred Shares C: NT$599,994,000, distributed pro rata to the shareholders on the shareholder register as of the record date.

e. Cash dividend on Common Shares and Preferred Shares allocated to individual shareholders will be rounded down to the nearest whole number. The fractional balance of all dividends less than NT$1 will be summed up and recognized as other income of the Company. If the number of issued and outstanding Common Shares of the Company subsequently changes due to share repurchase, share transfer, share conversion, share cancellation, capital increase, or other reasons, the dividend payout ratio may be adjusted pursuant to actual number of the outstanding shares on the record date, based on the total dividends distributed to each share as resolved in the Annual General Meeting.

f. Once resolved in the Annual General Meeting, the Chairman is authorized to determine matters related to the cash dividend such as setting the record date.

3.1.4 Impact of proposed stock dividend on the Company's business performance and earnings per share

In accordance with the "Regulations Governing the Publication of Financial Forecasts of Public Companies" and "Taiwan Stock Exchange Corporation Standards for Determining Whether a TWSE Listed Company Shall Publish Complete Financial Forecasts", as the Company has not published the financial forecast for 2026, it is not applicable to disclose the impact of predictive financial information.

3.1.5 Employees' compensation and directors' remuneration

(1) Percentage or range of employees' compensation and directors' remuneration stated in the Articles of Incorporation:

According to the Articles of Incorporation, profits concluded by the Company during the year are subject to employee compensation of 0.01%–0.05%, and director remuneration of no more than 0.3%. However, profits, if any, shall first be taken to offset against cumulative losses.

Employees' compensation can be paid in cash or in shares. Payments may also be made to employees of affiliated companies that satisfy the eligibility criteria set forth by the Board of Directors. However, directors' remuneration can only be paid in cash. The amount, method, beneficiary and percentage of employees' compensation and directors' remuneration shall be resolved by the Board of Directors and reported to shareholders during a shareholders' meeting.

(2) Basis of calculation for employee compensation and director/supervisor remuneration and sharebased compensations; and accounting treatments for any discrepancies between the amounts estimated and the amounts paid:

The Company's 2025 employee compensation and director remuneration have been estimated based on pre-tax income in accordance with the Articles of Incorporation and in reference to peer levels and previous distributions. If the amount changes after the consolidated financial statements are approved and announced to the public, the difference will be treated as a change in accounting estimate and recognized as a gain or loss in the following year.

(3) Compensation and Remuneration approved by the Board of Directors:

a. Amount of employees' compensation and directors'/supervisors' remuneration, in cash or in shares.

Employee compensation: NT$14,000,000.

Director remuneration: NT$140,000,000.

b. Percentage of employees' compensation paid in shares, relative to net income and total employees' compensation shown in separate financial statements:

Not applicable.

(4) Employees' compensation and directors'/supervisors' remuneration paid in the previous year: Employee compensation and director remuneration for the previous year (i.e. 2024; the final amounts were resolved in 2025) were approved by special resolution during the 13th regular meeting of the 9th Board of Directors (March 14, 2025) and later acknowledged during the 2025 Annual General Meeting. The final employee compensation payment amounted to NT$17,000,000 and the final director remuneration payment amounted to NT$150,000,000. Both figures were identical to the amounts proposed by the Board of Directors.

3.1.6 Share repurchased by the Company

None.

3.2 Corporate bonds

Corporate bond category		2019 1st unsecured corporate bond Tranche B	2020 1st unsecured corporate bond Tranche B
Issuance date		December 5, 2019	July 29, 2020
Face value		NT$ 1 million	NT$ 1 million
Place of issuance and trade		R.O.C.	R.O.C.
Issuance price		At 100% of face value	At 100% of face value
Total		NT$ 3.8 billion	NT$ 0.5 billion
Coupon rate		Fixed at 0.82% per annum	Fixed at 0.61% per annum
Tenor		7 years Maturity date: December 5, 2026	6 years Maturity date: July 29, 2026
Seniority		Senior	Senior
Guarantor		None	None
Trustee		Mega International Commercial Bank - Trust Department	Mega International Commercial Bank - Trust Department
Underwriter		Lead underwriter: Fubon Securities Co., Ltd.	Lead underwriter: Fubon Securities Co., Ltd.
Certifying lawyer		None	None
Certifying accountant		KPMG	KPMG
Method of repayment		Bullet repayment at maturity	Bullet repayment at maturity
Outstanding balance		NT$ 3.8 billion	NT$ 0.5 billion
Terms and conditions for early redemption or repayment		None	None
Restrictive clauses		None	None
Whether regarded as eligible capital		NO	NO
Ratings agency, date of rating, and rating awarded		Taiwan Ratings Corp.; November 22, 2019; twAA (Note)	Taiwan Ratings Corp.; April 29, 2020; twAA (Note)
Other rights	Amount of ordinary shares, global depository receipts, or other securities converted (exchanged or subscribed) up to the publication date of this annual report	None	None
	Issuance and conversion (exchange or subscription) terms	None	None
Possible dilution of equity and impact on equity of existing shareholders due to subscription or issuance terms of issuance, conversion and exchange of corporate bonds		None	None
Custodian of exchanged assets		None	None

Note: This rating is the issuer's (the Company's) credit rating. According to existing "Regulations Governing the Offering and Issuance of Securities by Securities Issuers", issuers are not required to obtain credit ratings for issuing straight bonds.

Corporate bond category		2020 1st unsecured corporate bond Tranche C	2020 1st unsecured corporate bond Tranche D
Issuance date		July 29, 2020	July 29, 2020
Face value		NT$ 1 million	NT$ 1 million
Place of issuance and trade		R.O.C.	R.O.C.
Issuance price		At 100% of face value	At 100% of face value
Total		NT$ 1.4 billion	NT$ 1.0 billion
Coupon rate		Fixed at 0.66% per annum	Fixed at 0.70% per annum
Tenor		8 years Maturity date: July 29, 2028	12 years Maturity date: July 29, 2032
Seniority		Senior	Senior
Guarantor		None	None
Trustee		Mega International Commercial Bank - Trust Department	Mega International Commercial Bank - Trust Department
Underwriter		Lead underwriter: Fubon Securities Co., Ltd.	Lead underwriter: Fubon Securities Co., Ltd.
Certifying lawyer		None	None
Certifying accountant		KPMG	KPMG
Method of repayment		Bullet repayment at maturity	Bullet repayment at maturity
Outstanding balance		NT$ 1.4 billion	NT$ 1.0 billion
Terms and conditions for early redemption or repayment		None	None
Restrictive clauses		None	None
Whether regarded as eligible capital		NO	NO
Ratings agency, date of rating, and rating awarded		Taiwan Ratings Corp.; April 29, 2020; twAA (Note)	Taiwan Ratings Corp.; April 29, 2020; twAA (Note)
Other rights	Amount of ordinary shares, global depository receipts, or other securities converted (exchanged or subscribed) up to the publication date of this annual report	None	None
	Issuance and conversion (exchange or subscription) terms	None	None
Possible dilution of equity and impact on equity of existing shareholders due to subscription or issuance terms of issuance, conversion and exchange of corporate bonds		None	None
Custodian of exchanged assets		None	None

Note: This rating is the issuer's (the Company's) credit rating. According to existing "Regulations Governing the Offering and Issuance of Securities by Securities Issuers", issuers are not required to obtain credit ratings for issuing straight bonds.

Corporate bond category		2020 2nd unsecured corporate bond Tranche B	2020 2nd unsecured corporate bond Tranche C
Issuance date		September 15, 2020	September 15, 2020
Face value		NT$ 1 million	NT$ 1 million
Place of issuance and trade		R.O.C.	R.O.C.
Issuance price		At 100% of face value	At 100% of face value
Total		NT$ 5.6 billion	NT$ 7.9 billion
Coupon rate		Fixed at 0.66% per annum	Fixed at 0.70% per annum
Tenor		7 years Maturity date: September 15, 2027	10 years Maturity date: September 15, 2030
Seniority		Senior	Senior
Guarantor		None	None
Trustee		Mega International Commercial Bank - Trust Department	Mega International Commercial Bank - Trust Department
Underwriter		Lead underwriter: Fubon Securities Co., Ltd.	Lead underwriter: Fubon Securities Co., Ltd.
Certifying lawyer		None	None
Certifying accountant		KPMG	KPMG
Method of repayment		Bullet repayment at maturity	Bullet repayment at maturity
Outstanding balance		NT$ 5.6 billion	NT$ 7.9 billion
Terms and conditions for early redemption or repayment		None	None
Restrictive clauses		None	None
Whether regarded as eligible capital		NO	NO
Ratings agency, date of rating, and rating awarded		Taiwan Ratings Corp.; April 29, 2020; twAA (Note)	Taiwan Ratings Corp.; April 29, 2020; twAA (Note)
Other rights	Amount of ordinary shares, global depository receipts, or other securities converted (exchanged or subscribed) up to the publication date of this annual report	None	None
	Issuance and conversion (exchange or subscription) terms	None	None
Possible dilution of equity and impact on equity of existing shareholders due to subscription or issuance terms of issuance, conversion and exchange of corporate bonds		None	None
Custodian of exchanged assets		None	None

Note: This rating is the issuer's (the Company's) credit rating. According to existing "Regulations Governing the Offering and Issuance of Securities by Securities Issuers", issuers are not required to obtain credit ratings for issuing straight bonds.

Corporate bond category		2020 3rd unsecured corporate bond Tranche B	2020 3rd unsecured corporate bond Tranche C
Issuance date		November 6, 2020	November 6, 2020
Face value		NT$ 1 million	NT$ 1 million
Place of issuance and trade		R.O.C.	R.O.C.
Issuance price		At 100% of face value	At 100% of face value
Total		NT$ 4.2 billion	NT$ 7.3 billion
Coupon rate		Fixed at 0.66% per annum	Fixed at 0.70% per annum
Tenor		7 years Maturity date: November 6, 2027	10 years Maturity date: November 6, 2030
Seniority		Senior	Senior
Guarantor		None	None
Trustee		Mega International Commercial Bank - Trust Department	Mega International Commercial Bank - Trust Department
Underwriter		Lead underwriter: Fubon Securities Co., Ltd.	Lead underwriter: Fubon Securities Co., Ltd.
Certifying lawyer		None	None
Certifying accountant		KPMG	KPMG
Method of repayment		Bullet repayment at maturity	Bullet repayment at maturity
Outstanding balance		NT$ 4.2 billion	NT$ 7.3 billion
Terms and conditions for early redemption or repayment		None	None
Restrictive clauses		None	None
Whether regarded as eligible capital		NO	NO
Ratings agency, date of rating, and rating awarded		Taiwan Ratings Corp.; April 29, 2020; twAA (Note)	Taiwan Ratings Corp.; April 29, 2020; twAA (Note)
Other rights	Amount of ordinary shares, global depository receipts, or other securities converted (exchanged or subscribed) up to the publication date of this annual report	None	None
	Issuance and conversion (exchange or subscription) terms	None	None
Possible dilution of equity and impact on equity of existing shareholders due to subscription or issuance terms of issuance, conversion and exchange of corporate bonds		None	None
Custodian of exchanged assets		None	None

Note: This rating is the issuer's (the Company's) credit rating. According to existing "Regulations Governing the Offering and Issuance of Securities by Securities Issuers", issuers are not required to obtain credit ratings for issuing straight bonds.

Corporate bond category		2021 1st unsecured corporate bond Tranche A	2021 1st unsecured corporate bond Tranche B
Issuance date		September 16, 2021	September 16, 2021
Face value		NT$ 1 million	NT$ 1 million
Place of issuance and trade		R.O.C.	R.O.C.
Issuance price		At 100% of face value	At 100% of face value
Total		NT$ 2.3 billion	NT$ 4.8 billion
Coupon rate		Fixed at 0.50% per annum	Fixed at 0.58% per annum
Tenor		5 years Maturity date: September 16, 2026	7 years Maturity date: September 16, 2028
Seniority		Senior	Senior
Guarantor		None	None
Trustee		Mega International Commercial Bank - Trust Department	Mega International Commercial Bank - Trust Department
Underwriter		Lead underwriter: Fubon Securities Co., Ltd.	Lead underwriter: Fubon Securities Co., Ltd.
Certifying lawyer		None	None
Certifying accountant		KPMG	KPMG
Method of repayment		Bullet repayment at maturity	Bullet repayment at maturity
Outstanding balance		NT$ 2.3 billion	NT$ 4.8 billion
Terms and conditions for early redemption or repayment		None	None
Restrictive clauses		None	None
Whether regarded as eligible capital		NO	NO
Ratings agency, date of rating, and rating awarded		Taiwan Ratings Corp.; March 24, 2021; twAA (Note)	Taiwan Ratings Corp.; March 24, 2021; twAA (Note)
Other rights	Amount of ordinary shares, global depository receipts, or other securities converted (exchanged or subscribed) up to the publication date of this annual report	None	None
	Issuance and conversion (exchange or subscription) terms	None	None
Possible dilution of equity and impact on equity of existing shareholders due to subscription or issuance terms of issuance, conversion and exchange of corporate bonds		None	None
Custodian of exchanged assets		None	None

Note: This rating is the issuer's (the Company's) credit rating. According to existing "Regulations Governing the Offering and Issuance of Securities by Securities Issuers", issuers are not required to obtain credit ratings for issuing straight bonds.

Corporate bond category		2021 1st unsecured corporate bond Tranche C	2021 1st unsecured corporate bond Tranche D
Issuance date		September 16, 2021	September 16, 2021
Face value		NT$ 1 million	NT$ 1 million
Place of issuance and trade		R.O.C.	R.O.C.
Issuance price		At 100% of face value	At 100% of face value
Total		NT$ 4.1 billion	NT$ 1.0 billion
Coupon rate		Fixed at 0.65% per annum	Fixed at 0.73% per annum
Tenor		10 years Maturity date: September 16, 2031	15 years Maturity date: September 16, 2036
Seniority		Senior	Senior
Guarantor		None	None
Trustee		Mega International Commercial Bank - Trust Department	Mega International Commercial Bank - Trust Department
Underwriter		Lead underwriter: Fubon Securities Co., Ltd.	Lead underwriter: Fubon Securities Co., Ltd.
Certifying lawyer		None	None
Certifying accountant		KPMG	KPMG
Method of repayment		Bullet repayment at maturity	Bullet repayment at maturity
Outstanding balance		NT$ 4.1 billion	NT$ 1.0 billion
Terms and conditions for early redemption or repayment		None	None
Restrictive clauses		None	None
Whether regarded as eligible capital		NO	NO
Ratings agency, date of rating, and rating awarded		Taiwan Ratings Corp.; March 24, 2021; twAA (Note)	Taiwan Ratings Corp.; March 24, 2021; twAA (Note)
Other rights	Amount of ordinary shares, global depository receipts, or other securities converted (exchanged or subscribed) up to the publication date of this annual report	None	None
	Issuance and conversion (exchange or subscription) terms	None	None
Possible dilution of equity and impact on equity of existing shareholders due to subscription or issuance terms of issuance, conversion and exchange of corporate bonds		None	None
Custodian of exchanged assets		None	None

Note: This rating is the issuer's (the Company's) credit rating. According to existing "Regulations Governing the Offering and Issuance of Securities by Securities Issuers", issuers are not required to obtain credit ratings for issuing straight bonds.

Corporate bond category		2022 1st unsecured corporate bond Tranche B	2022 1st unsecured corporate bond Tranche C
Issuance date		January 17, 2022	January 17, 2022
Face value		NT$ 1 million	NT$ 1 million
Place of issuance and trade		R.O.C.	R.O.C.
Issuance price		At 100% of face value	At 100% of face value
Total		NT$ 1.9 billion	NT$ 1.1 billion
Coupon rate		Fixed at 0.70% per annum	Fixed at 0.80% per annum
Tenor		7 years Maturity date: January 17, 2029	10 years Maturity date: January 17, 2032
Seniority		Senior	Senior
Guarantor		None	None
Trustee		Mega International Commercial Bank - Trust Department	Mega International Commercial Bank - Trust Department
Underwriter		Lead underwriter: Fubon Securities Co., Ltd.	Lead underwriter: Fubon Securities Co., Ltd.
Certifying lawyer		None	None
Certifying accountant		KPMG	KPMG
Method of repayment		Bullet repayment at maturity	Bullet repayment at maturity
Outstanding balance		NT$ 1.9 billion	NT$ 1.1 billion
Terms and conditions for early redemption or repayment		None	None
Restrictive clauses		None	None
Whether regarded as eligible capital		NO	NO
Ratings agency, date of rating, and rating awarded		Taiwan Ratings Corp.; March 24, 2021; twAA (Note)	Taiwan Ratings Corp.; March 24, 2021; twAA (Note)
Other rights	Amount of ordinary shares, global depository receipts, or other securities converted (exchanged or subscribed) up to the publication date of this annual report	None	None
	Issuance and conversion (exchange or subscription) terms	None	None
Possible dilution of equity and impact on equity of existing shareholders due to subscription or issuance terms of issuance, conversion and exchange of corporate bonds		None	None
Custodian of exchanged assets		None	None

Note: This rating is the issuer's (the Company's) credit rating. According to existing "Regulations Governing the Offering and Issuance of Securities by Securities Issuers", issuers are not required to obtain credit ratings for issuing straight bonds.

Corporate bond category		2022 2nd unsecured corporate bond Tranche A	2022 2nd unsecured corporate bond Tranche B
Issuance date		August 30, 2022	August 30, 2022
Face value		NT$ 1 million	NT$ 1 million
Place of issuance and trade		R.O.C.	R.O.C.
Issuance price		At 100% of face value	At 100% of face value
Total		NT$ 2.8 billion	NT$ 3.4 billion
Coupon rate		Fixed at 1.65% per annum	Fixed at 1.70% per annum
Tenor		4 years Maturity date: August 30, 2026	5 years Maturity date: August 30, 2027
Seniority		Senior	Senior
Guarantor		None	None
Trustee		Mega International Commercial Bank - Trust Department	Mega International Commercial Bank - Trust Department
Underwriter		Lead underwriter: Fubon Securities Co., Ltd.	Lead underwriter: Fubon Securities Co., Ltd.
Certifying lawyer		None	None
Certifying accountant		KPMG	KPMG
Method of repayment		Bullet repayment at maturity	Bullet repayment at maturity
Outstanding balance		NT$ 2.8 billion	NT$ 3.4 billion
Terms and conditions for early redemption or repayment		None	None
Restrictive clauses		None	None
Whether regarded as eligible capital		NO	NO
Ratings agency, date of rating, and rating awarded		Taiwan Ratings Corp.; November 23, 2021; twAA (Note)	Taiwan Ratings Corp.; November 23, 2021; twAA (Note)
Other rights	Amount of ordinary shares, global depository receipts, or other securities converted (exchanged or subscribed) up to the publication date of this annual report	None	None
	Issuance and conversion (exchange or subscription) terms	None	None
Possible dilution of equity and impact on equity of existing shareholders due to subscription or issuance terms of issuance, conversion and exchange of corporate bonds		None	None
Custodian of exchanged assets		None	None

Note: This rating is the issuer's (the Company's) credit rating. According to existing "Regulations Governing the Offering and Issuance of Securities by Securities Issuers", issuers are not required to obtain credit ratings for issuing straight bonds.

Corporate bond category		2023 1st unsecured corporate bond Tranche A	2023 1st unsecured corporate bond Tranche B
Issuance date		January 12, 2023	January 12, 2023
Face value		NT$ 1 million	NT$ 1 million
Place of issuance and trade		R.O.C.	R.O.C.
Issuance price		At 100% of face value	At 100% of face value
Total		NT$ 3.4 billion	NT$ 6.6 billion
Coupon rate		Fixed at 2.10% per annum	Fixed at 2.15% per annum
Tenor		4 years Maturity date: January 12, 2027	5 years Maturity date: January 12, 2028
Seniority		Senior	Senior
Guarantor		None	None
Trustee		Mega International Commercial Bank - Trust Department	Mega International Commercial Bank - Trust Department
Underwriter		Lead underwriter: Fubon Securities Co., Ltd.	Lead underwriter: Fubon Securities Co., Ltd.
Certifying lawyer		None	None
Certifying accountant		KPMG	KPMG
Method of repayment		Bullet repayment at maturity	Bullet repayment at maturity
Outstanding balance		NT$ 3.4 billion	NT$ 6.6 billion
Terms and conditions for early redemption or repayment		None	None
Restrictive clauses		None	None
Whether regarded as eligible capital		NO	NO
Ratings agency, date of rating, and rating awarded		Taiwan Ratings Corp.; November 15, 2022; twAA (Note)	Taiwan Ratings Corp.; November 15, 2022; twAA (Note)
Other rights	Amount of ordinary shares, global depository receipts, or other securities converted (exchanged or subscribed) up to the publication date of this annual report	None	None
	Issuance and conversion (exchange or subscription) terms	None	None
Possible dilution of equity and impact on equity of existing shareholders due to subscription or issuance terms of issuance, conversion and exchange of corporate bonds		None	None
Custodian of exchanged assets		None	None

Note: This rating is the issuer's (the Company's) credit rating. According to existing "Regulations Governing the Offering and Issuance of Securities by Securities Issuers", issuers are not required to obtain credit ratings for issuing straight bonds.

Corporate bond category		2023 2nd unsecured corporate bond Tranche A	2023 2nd unsecured corporate bond Tranche B
Issuance date		June 20, 2023	June 20, 2023
Face value		NT$ 1 million	NT$ 1 million
Place of issuance and trade		R.O.C.	R.O.C.
Issuance price		At 100% of face value	At 100% of face value
Total		NT$ 1 billion	NT$ 1.8 billion
Coupon rate		Fixed at 1.52% per annum	Fixed at 1.64% per annum
Tenor		3 years Maturity date: June 20, 2026	6 years Maturity date: June 20, 2029
Seniority		Senior	Senior
Guarantor		None	None
Trustee		Mega International Commercial Bank - Trust Department	Mega International Commercial Bank - Trust Department
Underwriter		Lead underwriter: Fubon Securities Co., Ltd.	Lead underwriter: Fubon Securities Co., Ltd.
Certifying lawyer		None	None
Certifying accountant		KPMG	KPMG
Method of repayment		Bullet repayment at maturity	Bullet repayment at maturity
Outstanding balance		NT$ 1 billion	NT$ 1.8 billion
Terms and conditions for early redemption or repayment		None	None
Restrictive clauses		None	None
Whether regarded as eligible capital		NO	NO
Ratings agency, date of rating, and rating awarded		Taiwan Ratings Corp.; November 15, 2022; twAA (Note)	Taiwan Ratings Corp.; November 15, 2022; twAA (Note)
Other rights	Amount of ordinary shares, global depository receipts, or other securities converted (exchanged or subscribed) up to the publication date of this annual report	None	None
	Issuance and conversion (exchange or subscription) terms	None	None
Possible dilution of equity and impact on equity of existing shareholders due to subscription or issuance terms of issuance, conversion and exchange of corporate bonds		None	None
Custodian of exchanged assets		None	None

Note: This rating is the issuer's (the Company's) credit rating. According to existing "Regulations Governing the Offering and Issuance of Securities by Securities Issuers", issuers are not required to obtain credit ratings for issuing straight bonds.

Corporate bond category		2023 2nd unsecured corporate bond Tranche C	2024 1st unsecured corporate bond Tranche A
Issuance date		June 20, 2023	March 6, 2024
Face value		NT$ 1 million	NT$ 1 million
Place of issuance and trade		R.O.C.	R.O.C.
Issuance price		At 100% of face value	At 100% of face value
Total		NT$ 6.9 billion	NT$ 5.0 billion
Coupon rate		Fixed at 1.82% per annum	Fixed at 1.65% per annum
Tenor		10 years Maturity date: June 20, 2033	5 years Maturity date: March 6, 2029
Seniority		Senior	Senior
Guarantor		None	None
Trustee		Mega International Commercial Bank - Trust Department	Mega International Commercial Bank - Trust Department
Underwriter		Lead underwriter: Fubon Securities Co., Ltd.	Lead underwriter: Fubon Securities Co., Ltd.
Certifying lawyer		None	None
Certifying accountant		KPMG	KPMG
Method of repayment		Bullet repayment at maturity	Bullet repayment at maturity
Outstanding balance		NT$ 6.9 billion	NT$ 5.0 billion
Terms and conditions for early redemption or repayment		None	None
Restrictive clauses		None	None
Whether regarded as eligible capital		NO	NO
Ratings agency, date of rating, and rating awarded		Taiwan Ratings Corp.; November 15, 2022; twAA (Note)	Taiwan Ratings Corp.; November 10, 2023; twAA (Note)
Other rights	Amount of ordinary shares, global depository receipts, or other securities converted (exchanged or subscribed) up to the publication date of this annual report	None	None
	Issuance and conversion (exchange or subscription) terms	None	None
Possible dilution of equity and impact on equity of existing shareholders due to subscription or issuance terms of issuance, conversion and exchange of corporate bonds		None	None
Custodian of exchanged assets		None	None

Note: This rating is the issuer's (the Company's) credit rating. According to existing "Regulations Governing the Offering and Issuance of Securities by Securities Issuers", issuers are not required to obtain credit ratings for issuing straight bonds.

Corporate bond category		2024 1st unsecured corporate bond Tranche B	2024 2nd unsecured corporate bond Tranche A
Issuance date		March 6, 2024	July 23, 2024
Face value		NT$ 1 million	NT$ 1 million
Place of issuance and trade		R.O.C.	R.O.C.
Issuance price		At 100% of face value	At 100% of face value
Total		NT$ 5.0 billion	NT$ 1.6 billion
Coupon rate		Fixed at 1.78% per annum	Fixed at 2.06% per annum
Tenor		10 years Maturity date: March 6, 2034	10 years Maturity date: July 23, 2034
Seniority		Senior	Senior
Guarantor		None	None
Trustee		Mega International Commercial Bank - Trust Department	Mega International Commercial Bank - Trust Department
Underwriter		Lead underwriter: Fubon Securities Co., Ltd.	Lead underwriter: Fubon Securities Co., Ltd.
Certifying lawyer		None	None
Certifying accountant		KPMG	KPMG
Method of repayment		Bullet repayment at maturity	Bullet repayment at maturity
Outstanding balance		NT$ 5.0 billion	NT$ 1.6 billion
Terms and conditions for early redemption or repayment		None	None
Restrictive clauses		None	None
Whether regarded as eligible capital		NO	NO
Ratings agency, date of rating, and rating awarded		Taiwan Ratings Corp.; November 10, 2023; twAA (Note)	Taiwan Ratings Corp.; November 10, 2023; twAA (Note)
Other rights	Amount of ordinary shares, global depository receipts, or other securities converted (exchanged or subscribed) up to the publication date of this annual report	None	None
	Issuance and conversion (exchange or subscription) terms	None	None
Possible dilution of equity and impact on equity of existing shareholders due to subscription or issuance terms of issuance, conversion and exchange of corporate bonds		None	None
Custodian of exchanged assets		None	None

Note: This rating is the issuer's (the Company's) credit rating. According to existing "Regulations Governing the Offering and Issuance of Securities by Securities Issuers", issuers are not required to obtain credit ratings for issuing straight bonds.

Corporate bond category		2024 2nd unsecured corporate bond Tranche B	2024 3rd unsecured corporate bond Tranche A
Issuance date		July 23, 2024	October 15, 2024
Face value		NT$ 1 million	NT$ 1 million
Place of issuance and trade		R.O.C.	R.O.C.
Issuance price		At 100% of face value	At 100% of face value
Total		NT$ 2.5 billion	NT$ 3.7 billion
Coupon rate		Fixed at 2.20% per annum	Fixed at 1.94% per annum
Tenor		15 years Maturity date: July 23, 2039	5 years Maturity date: October 15, 2029
Seniority		Senior	Senior
Guarantor		None	None
Trustee		Mega International Commercial Bank - Trust Department	Mega International Commercial Bank - Trust Department
Underwriter		Lead underwriter: Fubon Securities Co., Ltd.	Lead underwriter: Fubon Securities Co., Ltd.
Certifying lawyer		None	None
Certifying accountant		KPMG	KPMG
Method of repayment		Bullet repayment at maturity	Bullet repayment at maturity
Outstanding balance		NT$ 2.5 billion	NT$ 3.7 billion
Terms and conditions for early redemption or repayment		None	None
Restrictive clauses		None	None
Whether regarded as eligible capital		NO	NO
Ratings agency, date of rating, and rating awarded		Taiwan Ratings Corp.; November 10, 2023; twAA (Note)	Taiwan Ratings Corp.; November 10, 2023; twAA (Note)
Other rights	Amount of ordinary shares, global depository receipts, or other securities converted (exchanged or subscribed) up to the publication date of this annual report	None	None
	Issuance and conversion (exchange or subscription) terms	None	None
Possible dilution of equity and impact on equity of existing shareholders due to subscription or issuance terms of issuance, conversion and exchange of corporate bonds		None	None
Custodian of exchanged assets		None	None

Note: This rating is the issuer's (the Company's) credit rating. According to existing "Regulations Governing the Offering and Issuance of Securities by Securities Issuers", issuers are not required to obtain credit ratings for issuing straight bonds.

Corporate bond category		2024 3rd unsecured corporate bond Tranche B	2024 3rd unsecured corporate bond Tranche C
Issuance date		October 15, 2024	October 15, 2024
Face value		NT$ 1 million	NT$ 1 million
Place of issuance and trade		R.O.C.	R.O.C.
Issuance price		At 100% of face value	At 100% of face value
Total		NT$ 1.6 billion	NT$ 3.4 billion
Coupon rate		Fixed at 1.98% per annum	Fixed at 2.03% per annum
Tenor		7 years Maturity date: October 15, 2031	10 years Maturity date: October 15, 2034
Seniority		Senior	Senior
Guarantor		None	None
Trustee		Mega International Commercial Bank - Trust Department	Mega International Commercial Bank - Trust Department
Underwriter		Lead underwriter: Fubon Securities Co., Ltd.	Lead underwriter: Fubon Securities Co., Ltd.
Certifying lawyer		None	None
Certifying accountant		KPMG	KPMG
Method of repayment		Bullet repayment at maturity	Bullet repayment at maturity
Outstanding balance		NT$ 1.6 billion	NT$ 3.4 billion
Terms and conditions for early redemption or repayment		None	None
Restrictive clauses		None	None
Whether regarded as eligible capital		NO	NO
Ratings agency, date of rating, and rating awarded		Taiwan Ratings Corp.; November 10, 2023; twAA (Note)	Taiwan Ratings Corp.; November 10, 2023; twAA (Note)
Other rights	Amount of ordinary shares, global depository receipts, or other securities converted (exchanged or subscribed) up to the publication date of this annual report	None	None
	Issuance and conversion (exchange or subscription) terms	None	None
Possible dilution of equity and impact on equity of existing shareholders due to subscription or issuance terms of issuance, conversion and exchange of corporate bonds		None	None
Custodian of exchanged assets		None	None

Note: This rating is the issuer's (the Company's) credit rating. According to existing "Regulations Governing the Offering and Issuance of Securities by Securities Issuers", issuers are not required to obtain credit ratings for issuing straight bonds.

Corporate bond category		2024 3rd unsecured corporate bond Tranche D	2025 1st unsecured corporate bond Tranche A
Issuance date		October 15, 2024	February 18, 2025
Face value		NT$ 1 million	NT$ 1 million
Place of issuance and trade		R.O.C.	R.O.C.
Issuance price		At 100% of face value	At 100% of face value
Total		NT$ 3.3 billion	NT$ 1.8 billion
Coupon rate		Fixed at 2.13% per annum	Fixed at 2.00% per annum
Tenor		15 years Maturity date: October 15, 2039	7 years Maturity date: February 18, 2032
Seniority		Senior	Senior
Guarantor		None	None
Trustee		Mega International Commercial Bank - Trust Department	Mega International Commercial Bank - Trust Department
Underwriter		Lead underwriter: Fubon Securities Co., Ltd.	Lead underwriter: Fubon Securities Co., Ltd.
Certifying lawyer		None	None
Certifying accountant		KPMG	KPMG
Method of repayment		Bullet repayment at maturity	Bullet repayment at maturity
Outstanding balance		NT$ 3.3 billion	NT$ 1.8 billion
Terms and conditions for early redemption or repayment		None	None
Restrictive clauses		None	None
Whether regarded as eligible capital		NO	NO
Ratings agency, date of rating, and rating awarded		Taiwan Ratings Corp.; November 10, 2023; twAA (Note)	Taiwan Ratings Corp.; November 29, 2024; twAA (Note)
Other rights	Amount of ordinary shares, global depository receipts, or other securities converted (exchanged or subscribed) up to the publication date of this annual report	None	None
	Issuance and conversion (exchange or subscription) terms	None	None
Possible dilution of equity and impact on equity of existing shareholders due to subscription or issuance terms of issuance, conversion and exchange of corporate bonds		None	None
Custodian of exchanged assets		None	None

Note: This rating is the issuer's (the Company's) credit rating. According to existing "Regulations Governing the Offering and Issuance of Securities by Securities Issuers", issuers are not required to obtain credit ratings for issuing straight bonds.

Corporate bond category		2025 1st unsecured corporate bond Tranche B	2025 2nd unsecured corporate bond Tranche A
Issuance date		February 18, 2025	April 23, 2025
Face value		NT$ 1 million	NT$ 1 million
Place of issuance and trade		R.O.C.	R.O.C.
Issuance price		At 100% of face value	At 100% of face value
Total		NT$ 5.4 billion	NT$ 0.5 billion
Coupon rate		Fixed at 2.07% per annum	Fixed at 2.00% per annum
Tenor		10 years Maturity date: February 18, 2035	7 years Maturity date: April 23, 2032
Seniority		Senior	Senior
Guarantor		None	None
Trustee		Mega International Commercial Bank - Trust Department	Mega International Commercial Bank - Trust Department
Underwriter		Lead underwriter: Fubon Securities Co., Ltd.	Lead underwriter: Fubon Securities Co., Ltd.
Certifying lawyer		None	None
Certifying accountant		KPMG	KPMG
Method of repayment		Bullet repayment at maturity	Bullet repayment at maturity
Outstanding balance		NT$ 5.4 billion	NT$ 0.5 billion
Terms and conditions for early redemption or repayment		None	None
Restrictive clauses		None	None
Whether regarded as eligible capital		NO	NO
Ratings agency, date of rating, and rating awarded		Taiwan Ratings Corp.; November 29, 2024; twAA (Note)	Taiwan Ratings Corp.; November 29, 2024; twAA (Note)
Other rights	Amount of ordinary shares, global depository receipts, or other securities converted (exchanged or subscribed) up to the publication date of this annual report	None	None
	Issuance and conversion (exchange or subscription) terms	None	None
Possible dilution of equity and impact on equity of existing shareholders due to subscription or issuance terms of issuance, conversion and exchange of corporate bonds		None	None
Custodian of exchanged assets		None	None

Note: This rating is the issuer's (the Company's) credit rating. According to existing "Regulations Governing the Offering and Issuance of Securities by Securities Issuers", issuers are not required to obtain credit ratings for issuing straight bonds.

Corporate bond category		2025 2nd unsecured corporate bond Tranche B	2025 2nd unsecured corporate bond Tranche C
Issuance date		April 23, 2025	April 23, 2025
Face value		NT$ 1 million	NT$ 1 million
Place of issuance and trade		R.O.C.	R.O.C.
Issuance price		At 100% of face value	At 100% of face value
Total		NT$ 1.8 billion	NT$ 1.4 billion
Coupon rate		Fixed at 2.07% per annum	Fixed at 2.13% per annum
Tenor		10 years Maturity date: April 23, 2035	15 years Maturity date: April 23, 2040
Seniority		Senior	Senior
Guarantor		None	None
Trustee		Mega International Commercial Bank - Trust Department	Mega International Commercial Bank - Trust Department
Underwriter		Lead underwriter: Fubon Securities Co., Ltd.	Lead underwriter: Fubon Securities Co., Ltd.
Certifying lawyer		None	None
Certifying accountant		KPMG	KPMG
Method of repayment		Bullet repayment at maturity	Bullet repayment at maturity
Outstanding balance		NT$ 1.8 billion	NT$ 1.4 billion
Terms and conditions for early redemption or repayment		None	None
Restrictive clauses		None	None
Whether regarded as eligible capital		NO	NO
Ratings agency, date of rating, and rating awarded		Taiwan Ratings Corp.; November 29, 2024; twAA (Note)	Taiwan Ratings Corp.; November 29, 2024; twAA (Note)
Other rights	Amount of ordinary shares, global depository receipts, or other securities converted (exchanged or subscribed) up to the publication date of this annual report	None	None
	Issuance and conversion (exchange or subscription) terms	None	None
Possible dilution of equity and impact on equity of existing shareholders due to subscription or issuance terms of issuance, conversion and exchange of corporate bonds		None	None
Custodian of exchanged assets		None	None

Note: This rating is the issuer's (the Company's) credit rating. According to existing "Regulations Governing the Offering and Issuance of Securities by Securities Issuers", issuers are not required to obtain credit ratings for issuing straight bonds.

Corporate bond category		2025 3rd unsecured corporate bond Tranche A	2025 3rd unsecured corporate bond Tranche B
Issuance date		August 19, 2025	August 19, 2025
Face value		NT$ 1 million	NT$ 1 million
Place of issuance and trade		R.O.C.	R.O.C.
Issuance price		At 100% of face value	At 100% of face value
Total		NT$ 3.5 billion	NT$ 2.0 billion
Coupon rate		Fixed at 1.82% per annum	Fixed at 1.90% per annum
Tenor		4 years Maturity date: August 19, 2029	7 years Maturity date: August 19, 2032
Seniority		Senior	Senior
Guarantor		None	None
Trustee		Mega International Commercial Bank - Trust Department	Mega International Commercial Bank - Trust Department
Underwriter		Lead underwriter: Fubon Securities Co., Ltd.	Lead underwriter: Fubon Securities Co., Ltd.
Certifying lawyer		None	None
Certifying accountant		KPMG	KPMG
Method of repayment		Bullet repayment at maturity	Bullet repayment at maturity
Outstanding balance		NT$ 3.5 billion	NT$ 2.0 billion
Terms and conditions for early redemption or repayment		None	None
Restrictive clauses		None	None
Whether regarded as eligible capital		NO	NO
Ratings agency, date of rating, and rating awarded		Taiwan Ratings Corp.; November 29, 2024; twAA (Note)	Taiwan Ratings Corp.; November 29, 2024; twAA (Note)
Other rights	Amount of ordinary shares, global depository receipts, or other securities converted (exchanged or subscribed) up to the publication date of this annual report	None	None
	Issuance and conversion (exchange or subscription) terms	None	None
Possible dilution of equity and impact on equity of existing shareholders due to subscription or issuance terms of issuance, conversion and exchange of corporate bonds		None	None
Custodian of exchanged assets		None	None

Note: This rating is the issuer's (the Company's) credit rating. According to existing "Regulations Governing the Offering and Issuance of Securities by Securities Issuers", issuers are not required to obtain credit ratings for issuing straight bonds.

Corporate bond category		2025 3rd unsecured corporate bond Tranche C	2025 3rd unsecured corporate bond Tranche D
Issuance date		August 19, 2025	August 19, 2025
Face value		NT$ 1 million	NT$ 1 million
Place of issuance and trade		R.O.C.	R.O.C.
Issuance price		At 100% of face value	At 100% of face value
Total		NT$ 8.0 billion	NT$ 3.6 billion
Coupon rate		Fixed at 1.96% per annum	Fixed at 2.02% per annum
Tenor		10 years Maturity date: August 19, 2035	15 years Maturity date: August 19, 2040
Seniority		Senior	Senior
Guarantor		None	None
Trustee		Mega International Commercial Bank - Trust Department	Mega International Commercial Bank - Trust Department
Underwriter		Lead underwriter: Fubon Securities Co., Ltd.	Lead underwriter: Fubon Securities Co., Ltd.
Certifying lawyer		None	None
Certifying accountant		KPMG	KPMG
Method of repayment		Bullet repayment at maturity	Bullet repayment at maturity
Outstanding balance		NT$ 8.0 billion	NT$ 3.6 billion
Terms and conditions for early redemption or repayment		None	None
Restrictive clauses		None	None
Whether regarded as eligible capital		NO	NO
Ratings agency, date of rating, and rating awarded		Taiwan Ratings Corp.; November 29, 2024; twAA (Note)	Taiwan Ratings Corp.; November 29, 2024; twAA (Note)
Other rights	Amount of ordinary shares, global depository receipts, or other securities converted (exchanged or subscribed) up to the publication date of this annual report	None	None
	Issuance and conversion (exchange or subscription) terms	None	None
Possible dilution of equity and impact on equity of existing shareholders due to subscription or issuance terms of issuance, conversion and exchange of corporate bonds		None	None
Custodian of exchanged assets		None	None

Note: This rating is the issuer's (the Company's) credit rating. According to existing "Regulations Governing the Offering and Issuance of Securities by Securities Issuers", issuers are not required to obtain credit ratings for issuing straight bonds.

Corporate bond category		2026 1st unsecured corporate bond	
Issuance date		January 14, 2026	
Face value		NT$ 1 million	
Place of issuance and trade		R.O.C.	
Issuance price		At 100% of face value	
Total		NT$ 9.0 billion	
Coupon rate		Fixed at 1.70% per annum	
Tenor		10 years Maturity date: January 14, 2036	
Seniority		Senior	
Guarantor		None	
Trustee		Mega International Commercial Bank - Trust Department	
Underwriter		Lead underwriter: Fubon Securities Co., Ltd.	
Certifying lawyer		None	
Certifying accountant		KPMG	
Method of repayment		Bullet repayment at maturity	
Outstanding balance		NT$ 9.0 billion	
Terms and conditions for early redemption or repayment		None	
Restrictive clauses		None	
Whether regarded as eligible capital		NO	
Ratings agency, date of rating, and rating awarded		Taiwan Ratings Corp.; December 2, 2025; twAA (Note)	
Other rights	Amount of ordinary shares, global depository receipts, or other securities converted (exchanged or subscribed) up to the publication date of this annual report	None	
	Issuance and conversion (exchange or subscription) terms	None	
Possible dilution of equity and impact on equity of existing shareholders due to subscription or issuance terms of issuance, conversion and exchange of corporate bonds		None	
Custodian of exchanged assets		None	

Note: This rating is the issuer's (the Company's) credit rating. According to existing "Regulations Governing the Offering and Issuance of Securities by Securities Issuers", issuers are not required to obtain credit ratings for issuing straight bonds.

3.3 Issuance of preferred shares

1. Fubon Financial Holdings Class A Preferred Shares

Item \ Issuance (launch) date		April 22, 2016 (Fubon Financial Holding Co., Ltd. Class A Preferred Shares)
Face value		NT$10
Issuance price		NT$60 per share
Shares held		Total 600,000,000 shares
Total		NT$36,000,000,000
Rights and obligations	Distribution of dividends and bonus	1. Dividends: The dividend yield is set at 4.10% per annum (equal to the sum of 7-year IRS 0.885% and 3.215%) on the issue price. Interest rate per annum will be reset on the day following 7th anniversary of the issue date, and so on. The dividend yield of Class A Preferred Share has been reset at 4.58125% since April 22, 2023. 2. Dividend payment: The Company has sole discretion on dividend issuance of Class A Preferred Share, including but not limited to its discretion to not declare dividends when no profit is recorded, or insufficient profit is recorded for Preferred Share dividends, or preferred share dividend declaration would render the Company's capital adequacy ratio below level required by law or relevant authorities. The Company's cancellation of preferred share dividend declaration shall not be deemed an event of default. Undeclared or underdeclared dividends are not cumulative, and are not paid in subsequent years with profit. In the year with profit, before the Company can distribute dividends for Class A Preferred Share, the Company shall set aside out of the Company's profits:(i) a settlement for payment of tax for the relevant financial year; (ii) an offset of its losses in previous years that have not been previously offset; (iii) a statutory reserve ("Legal Reserve"); and (iv) reserve special reserve pursuant to legal requirement or actual need. Dividends for Class A Preferred Shares are declared once per year in cash. After shareholders' approval of the Company's financial statements at its annual shareholders meeting, the board may set record date for distribution of available dividends from the previous year. Dividend distribution for the years of issuance and redemption shall be calculated pursuant to actual issued days of the given year. Dividends distributed shall be included in the dividend certificate. 3. Excessive Dividend Distribution: Except for receipt of dividends at the aforementioned dividend rate, Class A Preferred Shares holders cannot participate in distribution of cash or stock dividends to holders of common shares from profit or additional paid-in capital.
	Priority of Claims in Liquidation	In the event of liquidation, holders of Class A Preferred Shares shall have the same priority of claim as holders of all subsequently issued preferred shares, which are prior to holders of common share, but subordinated to general creditors. Preferred Shares holders' claims are limited to an amount equal to the multiplication of (i) the prevailing number of outstanding Class A Preferred Shares and (ii) per-share issue price of preferred shares.
	Exercise of voting rights	Class A Preferred Shares holders have no voting right at the annual shareholders meeting, and cannot elect directors but are eligible as director candidates. Holders of Class A Preferred Shares have voting rights at shareholders meeting of Class A Preferred Shares, and at annual shareholders meeting on items relating to rights of Class A Preferred Shares holders.

Item \ Issuance (launch) date			April 22, 2016 (Fubon Financial Holding Co., Ltd. Class A Preferred Shares)
	Others		When the Company conduct rights issue for cash, holders of Class A Preferred Shares have the same subscription right as holders of common shares.
Outstanding preferred shares	Amount recalled or converted		NT$0
	Balance not yet recalled or converted		NT$36,000,000,000
	Terms of recall/ conversion		1. Class A Preferred Shares cannot be converted to common shares and holders do not have the right to request the Company to redeem preferred shares. 2. Class A Preferred Shares are perpetual but may be redeemed in whole or in part at issue price any time after seven years of issuance at the option of the Company. Unredeemed preferred shares shall continue to have the rights and obligations of issuance terms prescribed in this Article.
Market price per share	2023	High	62.40
		Low	60.10
		Average	61.35
	2024	High	63.80
		Low	60.80
		Average	62.12
	2025	High	64.80
		Low	62.20
		Average	63.41
	Year-to-date until February 28, 2026	High	63.80
		Low	63.10
		Average	63.34
Other rights	Amount converted or subscribed up till the publication of annual report		Class A preferred shares cannot be converted into common shares
	Issuance and conversion/ subscription rules		None
Possible dilution of equity and impact on equity of existing shareholders due to issuance of preferred shares			None

2. Fubon Financial Holdings Class B Preferred Shares

Item \ Issuance (launch) date			March 16, 2018 (Fubon Financial Holdings Class B Preferred Shares)
Face value			NT$10
Issuance price			NT$60 per share
Shares held			Total 666,660,000 shares
Total			NT$39,999,600,000
Rights and obligations	Distribution of dividends and bonus		1. Dividends: The dividend yield is set at 3.6% per annum (equal to the sum of 7-year IRS 1.17% and 2.43%) on the issue price. Interest rate per annum will be reset on the following business day after the 7th anniversary of the issue date and the day after each subsequent 7-year period hereafter. The dividend yield of Class B Preferred Share has been reset at 4.465 % since March 17, 2025. 2. Dividend payment: Cash dividends will be distributed annually in arrears. Once the Company's Audited Financial Reports have been acknowledged in the annual general meeting of the shareholders, the Board shall be authorized to set the payment date for the distribution of the payable preferred share dividends for the previous year. In the year of issuance and redemption, the distribution of the payable dividends shall be calculated based on the actual number of days the Preferred Shares remained outstanding in that year. The fiscal year-end earnings of the Company shall be applied in the following order: payments of taxes, making-up of deficit, legal reserve, special reserve by law, and the remaining shall be paid to holders of Class B preferred shares as the current year's dividends. The Company has discretion over the dividend distribution of Class B preferred shares. The Company may decide not to distribute dividends of Class B preferred shares in the following circumstances: (a) there are no earnings in a fiscal year, (b) the earnings are insufficient to distribute dividends of Class B preferred shares, and (c) the distribution of dividends of Class B preferred shares will cause the capital adequacy ratio to be lower than the regulatory requirements. The cancellation of dividend payment should not constitute an event of default. The Class B preferred shares are noncumulative, and the preferred shareholders do not have the right to claim any of the unpaid or omitted dividends in the future. 3. Excessive Dividend Distribution: Except for receipt of dividends at the aforementioned dividend rate, Class B Preferred Shares holders cannot participate in distribution of cash or stock dividends to holders of common shares from profit or additional paid-in capital.
	Priority of Claims in Liquidation		The order of claim for distribution of property is prior to ordinary shares, and the claims of all series of preferred shareholders are equal. The repayment shall be capped at the respective issue amount of preferred shares B upon liquidation.
	Exercise of voting rights		Class B Preferred Shares holders have no voting right at the annual shareholders meeting, and cannot elect directors but are eligible as director candidates. Holders of Class B Preferred Shares have voting rights at shareholders meeting of Class B Preferred Shares, and at annual shareholders meeting on items relating to rights of Class B Preferred Shares holders.
	Others		When the Company conduct rights issue for cash, holders of Class B Preferred Shares have the same subscription right as holders of common shares.
Outstanding preferred shares		Amount recalled or converted	NT$0
		Balance not yet recalled or converted	NT$39,999,600,000

Item \ Issuance (launch) date			March 16, 2018 (Fubon Financial Holdings Class B Preferred Shares)
	Terms of recall/ conversion		1. Class B Preferred Shares cannot be converted to common shares and holders do not have the right to request the Company to redeem preferred shares. 2. Class B Preferred Shares are perpetual but may be redeemed in whole or in part at issue price any time after seven years of issuance at the option of the Company. Unredeemed preferred shares shall continue to have the rights and obligations of issuance terms prescribed in this Article.
Market price per share	2023	High	61.00
		Low	57.50
		Average	59.68
	2024	High	60.50
		Low	57.50
		Average	59.39
	2025	High	62.80
		Low	60.10
		Average	61.68
	Year-to-date until February 28, 2026	High	62.00
		Low	61.40
		Average	61.61
Other rights	Amount converted or subscribed up till the publication of annual report		Class B preferred shares cannot be converted into common shares
	Issuance and conversion/ subscription rules		None
Possible dilution of equity and impact on equity of existing shareholders due to issuance of preferred shares			None

3. Fubon Financial Holdings Class C Preferred Shares

Item \ Issuance (launch) date		October 26, 2021 (Fubon Financial Holdings Class C Preferred Shares)
Face value		NT$10
Issuance price		NT$60 per share
Shares held		Total 333,330,000 shares
Total		NT$19,999,800,000
Rights and obligations	Distribution of dividends and bonus	1. Dividends: The dividend yield is set at 3.00% per annum (equal to the sum of 7-year IRS 0.6538% and 2.3462%) on the issue price. Interest rate per annum will be reset on the following business day after the 7th anniversary of the issue date and the day after each subsequent 7-year period hereafter. 2. Dividend payment: Cash dividends will be distributed annually in arrears. Once the Company's Audited Financial Reports have been acknowledged in the annual general meeting of the shareholders, the Board shall be authorized to set the payment date for the distribution of the payable preferred share dividends for the previous year. In the year of issuance and redemption, the distribution of the payable dividends shall be calculated based on the actual number of days the Preferred Shares remained outstanding in that year. The fiscal year-end earnings of the Company shall be applied in the following order: payments of taxes, making-up of deficit, legal reserve, special reserve by law, and the remaining shall be paid to holders of Class C preferred shares as the current year's dividends. The Company has discretion over the dividend distribution of Class C preferred shares. The Company may decide not to distribute dividends of Class C preferred shares in the following circumstances: (a) there are no earnings in a fiscal year, (b) the earnings are insufficient to distribute dividends of Class C preferred shares, and (c) the distribution of dividends of Class C preferred shares will cause the capital adequacy ratio to be lower than the regulatory requirements. The cancellation of dividend payment should not constitute an event of default. The Class C preferred shares are noncumulative, and the preferred shareholders do not have the right to claim any of the unpaid or omitted dividends in the future. 3. Excessive Dividend Distribution: Except for receipt of dividends at the aforementioned dividend rate, Class C Preferred Shares holders cannot participate in distribution of cash or stock dividends to holders of common shares from profit or additional paid-in capital.
	Priority of Claims in Liquidation	The order of claim for distribution of property is prior to ordinary shares, and the claims of all series of preferred shareholders are equal. The repayment shall be capped at the respective issue amount of preferred shares C upon liquidation.
	Exercise of voting rights	Class C Preferred Shares holders have no voting right at the annual shareholders meeting, and cannot elect directors but are eligible as director candidates. Holders of Class C Preferred Shares have voting rights at shareholders meeting of Class C Preferred Shares, and at annual shareholders meeting on items relating to rights of Class C Preferred Shares holders.
	Others	When the Company conduct rights issue for cash, holders of Class C Preferred Shares have the same subscription right as holders of common shares.
Outstanding preferred shares	Amount recalled or converted	NT$0
	Balance not yet recalled or converted	NT$19,999,800,000
	Terms of recall/ conversion	1. Class C Preferred Shares cannot be converted to common shares and holders do not have the right to request the Company to redeem preferred shares. 2. Class C Preferred Shares are perpetual but may be redeemed in whole or in part at issue price any time after seven years of issuance at the option of the Company. Unredeemed preferred shares shall continue to have the rights and obligations of issuance terms prescribed in this Article.

Item \ Issuance (launch) date			October 26, 2021 (Fubon Financial Holdings Class C Preferred Shares)
Market price per share	2023	High	60.10
		Low	54.50
		Average	56.79
	2024	High	55.30
		Low	50.90
		Average	53.31
	2025	High	54.30
		Low	50.70
		Average	52.95
	Year-to-date until February 28, 2026	High	53.40
		Low	51.50
		Average	52.25
Other rights	Amount converted or subscribed up till the publication of annual report		Class C preferred shares cannot be converted into common shares
	Issuance and conversion/ subscription rules		None
Possible dilution of equity and impact on equity of existing shareholders due to issuance of preferred shares			None

3.4 Issuance of global depository receipts

Item \ Issuance date			July 9, 2013
Issuance date			July 9, 2013; issuance of Fubon Financial Holding Co., Ltd. Global Depository Receipt (GDR)
Place of issuance and trade			Listing: Bourse De Luxembourg; issuance: Europe, Asia and America
Total sum issued			Eight Hundred and Fifty Million United States Dollars
Issuance price per unit			USD$12.17 per unit (representing ten ordinary shares)
Number of units issued			69,843,879 units of GDR were issued at initiation
Source of underlying securities			All ordinary shares represented by GDR were issued against additional cash capital
Number of securities represented			The GDR represented a total of 698,438,790 ordinary shares of the Company (based on total units issued)
Rights and obligations of GDR holders			Same as ordinary shareholders
Trustee			Citibank N.A. (Note)
Depository			Citibank N.A. (Note)
Custodian			Citibank Taiwan Limited (Note)
Outstanding units			There were 469,057 GDR units outstanding as of February 28, 2026, which represented 4,690,577 shares of the Company's common stock (including 2,740,201 outstanding GDR units transferred from London Stock Exchange on November 5, 2013)
Allocation of expenses incurred at initiation and over the remaining duration			Maintenance cost is borne by the Company for the entire duration
Key terms of the depository and custodian agreement			The rights and obligations of GDR holders are governed by the terms of the depository agreement and the laws of the Republic of China.
Market price per unit	2025	High	US$ 31.25
		Low	US$ 21.30
		Average	US$ 27.71
	Year-to-date until February 28, 2026	High	US$ 30.86
		Low	US$ 28.60
		Average	US$ 29.88

3.5 Employee stock options

None.

3.6 Employees' restricted shares

None.

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3.7 Merger and acquisition of other financial institutions

3.7.1 CPA's opinions on share exchange ratio for merger and acquisition of financial institutions for the most recent year, if any

The same as those described in 3.7.2.

3.7.2 Merger and acquisition of other financial institutions in the last five years

To strengthen the Company's banking and securities businesses, realize the Company's scale economies, balance the Company's revenue mix majorly composed of banking, securities and insurance businesses, support the consolidation policy for financial industry promulgated by the Taiwan government, and to improve the competitiveness of the financial industry in Taiwan, the Company acquired the approval of the merger with JihSun Financial Holding Co., Ltd. ("JihSun FHC") through Financial Supervisory Commission ("FSC") on September 21, 2022. On November 11, 2022, the Company completed the merger with JihSun FHC.

The consolidation involving the first-tier subsidiaries within JihSun FHC includes the approval by the FSC on January 18, 2023, from Letter No.11102332311, approving the merger of Taipei Fubon Bank with JihSun Bank, with the merger completed on April 1, 2023. Additionally, from Letter No.1120380634 dated February 17, 2023, the FSC approved the merger of Fubon Securities with JihSun Securities, with the merger completed on April 9, 2023. Furthermore, Taipei Fubon Bank completed the merger with JihSun International Property Insurance Agency on May 16, 2023.

To enhance the Company's overall asset management scale, Fubon Asset Management acquired the approval of the merger with Jih Sun Securities Investment Trust from the FSC on January 23, 2025 from Letter No.1140380418, with the merger completed on April 1, 2025.

Where a financial institution was merged or acquired by way of new share issuance, the lead underwriter's evaluation and opinions shall be disclosed: None.

3.7.3 Issuance of new shares for merger and acquisition of other financial institutions that the board of directors has approved for the most recent year up to the publication date of the annual report

The same as those described in 3.7.2.

3.8 Capital plans and execution

All the other previous securities issuance plans have been completed. No project had failed to achieve the intended purpose.

4. Business Overview

4.1 Business overview of the Company

4.1.1 Scope of business

(1) Business activities

The Company is engaged in the financial holding company business (H801011).
The Company's principal business activities:

a. The Company may invest in the following business activities:
Financial holding company.
Banking business.
Bills finance.
Credit card business.
Trust.
Insurance.
Securities.
Futures.
Venture capital.
Foreign banking institutions approved by the competent authority.
Other banking related business approved by the competent authority.

b. Management of the above invested business entities.

c. The Company may apply for approval of its investment in businesses other than those listed in a., subject to the approval of the competent authority.

d. Other relevant business approved by the competent authority.

(2) Weight of business activities

Unit: NTD millions

Annual revenues		2024		2025	
		Amount	Weight	Amount	Weight
Investment gains recognized using the equity method (Note)	Fubon Life	103,220	67%	63,133	49%
	Taipei Fubon Bank	30,306	20%	36,343	28%
	Fubon Securities	10,017	6%	10,568	8%
	Fubon Insurance	3,093	2%	7,253	6%
	Fubon Bank (HK)	3,908	3%	5,683	5%
	Fubon Asset Management	866	1%	1,318	1%
	Other subsidiaries and investments accounted for using equity method	2,177	1%	3,192	2%
	Subtotal	153,587	100%	127,490	99%
Interest revenue		25	0%	62	0%
Other non-interest net revenues		583	0%	891	1%
Total revenues		154,195	100%	128,443	100%

Note: Includes profit/loss from downstream and upstream transactions.

(3) New products and services planned for the future: Not applicable.

4.1.2 Business plans for the year

Looking back at the global economic landscape in 2025, U.S. President Donald Trump spearheaded various economic and trade reforms since taking office. Among these, tariff policies have significantly impacted international trade and supply chain strategies. Coupled with fluctuating tax rates, implementation timelines, and exemption scopes, these measures have contributed to notable shifts in the global political and economic environment. However, global trade activities persisted while the growth of major economies continued as the tariff grace period sparked a wave of advance purchases and demand for AI technology remained strong. In the U.S., tax cuts combined with less-than-expected tariff impact gave consumers more reasons to spend, whereas increasing AI investment from businesses provided strong support for economic growth. The Eurozone, too, saw a mild recovery in economic growth due to increased demand in the service industry. China reported further export growth due to advance purchase orders and fiscal support from the government, albeit at a quarterly declining growth rate. As for Japan, wage increases supported domestic spending, while Taiwan delivered exceptional growth figures due largely to demand for AI technology and advance purchase orders. With regard to monetary policies of major central banks, the Fed emphasized maintaining a delicate balance between weakened employment and tariff-induced inflation, whereas the ECB suspended further intervention as interest rates approached the neutral level, and the Bank of Japan slowed down the normalization of its monetary policy. The market's expectations of how major central banks were adjusting monetary policies had contributed additional volatility to the global financial market. Despite the political and economic uncertainties, subsidiaries of Fubon Financial Holdings still exhibited strong performance, delivering net income totaling NT$120.94 billion and an EPS of NT$8.37, thereby making Fubon the most profitable financial holding company in Taiwan in terms of EPS for the 17th consecutive year.

Considering how most countries in the world have committed to investing in the U.S. and purchasing U.S. goods, and that new AI applications continue to surface, the U.S. economy should achieve a mild expansion in 2026 and contribute to the growth of the global economy in reciprocity. However, there will inevitably be differences in the level of growth among countries due to industry composition and base of comparison, and some of the key factors that will have a worldwide impact include: changes in the U.S. trade policy, the level of corporate investments in AI infrastructure, and U.S.-China relations. The Eurozone and Japan should continue on the path of mild expansion; China's economy is expected to grow at a slower rate with downside risks under control; whereas Taiwan is likely to see a more significant slowdown in growth momentum due to a high base of comparison. Furthermore, policies of major central banks will dictate the flow of international capital in the future, and geopolitical risks such as the Russia-Ukraine war will contribute additional volatility to commodity prices and the stability of the financial market. Overall, the global economy still presents many uncertainties in 2026. As a financial institution, our main challenge lies in finding ways to expand asset size and maintain profitability given the current political and economic realities. All subsidiaries of Fubon Financial Holdings will ready themselves for any change in the financial market. For Fubon Life, the subsidiary will continue placing focus on selling products with high revenue contribution, strengthening operational resilience, incorporating the use of digital technologies, improving customer experience and service efficiency, refining the talent strategy, and expanding the current sales force; additionally, the subsidiary will draw resources from the group to manage relationships with high-net-worth customers, thereby capitalizing on wealth management and international insurance opportunities, and support ESG efforts on all fronts. Meanwhile, Taipei Fubon Bank will aim to expand its customer base and transaction volume, grow the credit portfolio, explore new overseas markets, introduce new overseas services, hasten the optimization of domestic branches, enhance customer segmentation management, bring in new credit card customers, grow customers of high potential, and increase penetration of and customers' attachment to digital services by supporting the development and application of AI technologies. For Fubon Securities, the subsidiary aims to reach a new generation of customers with the introduction of the next-generation APP, and it will actively attract program trading and high-frequency trading customers as means to increase the market share of its brokerage services; furthermore, the subsidiary plans to fully transform its wealth management services to increase wealth management income, and it will continue engaging group affiliates in various collaborations to build an ecosystem that creates synergies. As for Fubon Insurance, the subsidiary will place its attention on the sustainability strategy, digital transformation, and risk management; in the personal insurance segment, the subsidiary will continue working with FinTech providers to promote fragmented insurance for different scenarios; in

the corporate insurance segment, more efforts will be directed to assessing underwriting risks, risk control, and capturing SME businesses; and while securing its presence in Taiwan, the subsidiary looks forward to expanding overseas businesses as a means to maintain market leadership.

In addition to growing the Taiwan market, Fubon Financial Holdings will also promote regional growth and implement innovative financial models through alliances with partners of other industries. While leveraging its own advantages, the Company combines resources from peers and other industries to enhance its strength in providing financial services as it continues to be a one-stop shop for financial services for new and old customers. The Company has been actively integrating resources within the group and bringing new innovations through FinTech. Its business lines cover banking, insurance, and asset management; together, they build a complete financial platform that extends services to other parts of Asia. Following the completion of the merger between Fubon Asset Management and Jih Sun Securities Investment Trust in April 2025, the group is in a better position to grow the size of assets under management. In addition to improving the performance of overseas businesses, the Company will continue identifying M&A and investment opportunities in Asia that will contribute to its goal of becoming “Asia’s first-class financial institutions”.

4.1.3 Industry overview

Global trade policies and geopolitical risks were the two dominant uncertainties that persisted throughout 2025. Changes in the United States’ trade terms with the rest of the world had overturned decades of customary practice, causing significant volatility in global markets. However, global trade activities persisted while the growth of major economies continued as the tariff grace period sparked a wave of advance purchases and demand for AI technology remained strong. Meanwhile, differences in economic fundamentals have forced major central banks to deviate in terms of monetary policy. Despite unfavorable developments in geopolitics and global trade, demand for AI and high-performance computing continued to expand and drive the export of technology goods, thereby extending growth momentum for Taiwan's economy. Coupled with strong performance in the equity market, the financial industry still managed to deliver exceptional profitability. Fubon Financial Holdings will continue tightening risk control, focusing on high-quality business opportunities, and optimizing asset allocation while closely monitoring changes in global politics, economy, and industries. The Company will also approach business opportunities with caution and aim to maintain consistent growth.

Prospects of the global economy and financial market in 2026 are largely characterized by moderate growth, exhaustion of monetary policy adjustments from central banks, and changes in geopolitics and international trade. Unsurprisingly, the impacts of U.S. trade policy, changes in monetary policies among central banks, and geopolitical risks will continue to be the most critical variables for the global economy in 2026. Although the United States has reached preliminary agreements with multiple trade partners, a shift in Donald Trump’s decisions may still steer industry plans and economic growth in a different direction. Furthermore, future development of the AI industry and U.S.-China relations bring uncertainties to the global economy and financial markets, and participants of the financial industry will have to pay close attention to changes in the political and economic environments, as well as how these changes affect the financial market. Following a series of policy reforms and new regulations introduced by the FSC, financial institutions will have to constantly adjust product strategies and find ways to capture opportunities from technological change, introduce innovative financial services, explore diverse profit sources, and create new business opportunities. While pursuing consistent business growth, it is also essential for financial institutions to adopt more rigorous risk assessment and monitoring practices in order to cope with the increasing complexity and risk of the financial market, and comply with the ever-tightening regulatory requirements.

4.1.4 Research and development spending and accomplishments in the last two years

Driven by the dedication to bring in new forms of financial service, Fubon Financial Holdings continually adopts the latest FinTech and places great emphasis on making financial services more convenient, developing new products and services, lowering the environmental footprint of our services, strengthening operational efficiency and precision marketing, and maintaining customer relationship and rights. The Company has also been active in the digital transformation of its services, using innovative technologies such as AI to improve the security and efficiency of financial services while providing customers with a more reliable and fluid digital banking experience. Fubon Financial

Holdings has committed significant resources to its IT infrastructure and R&D in the last two years, mainly for the adoption of cloud computing technology, upgrade of shared networking equipment, and replacement/renewal/expansion of the backup system. With regard to cybersecurity protection, Fubon Financial Holdings continues to seek improvements in areas such as cybersecurity governance, financial resilience, and cybersecurity joint defense. Fubon Financial Holdings also made significant progress in promoting digital innovation projects, and it has continued matching innovative technologies with avid seekers by hosting Fubon TechDay, where subsidiaries devote themselves to finding the best technologies and solutions, then helping implement them in real-world applications.

4.1.5 Future research and development plans

Driven by the motivation to integrate digital resources throughout the group, Fubon Financial Holdings has adopted a collaborative model that enables subsidiaries to develop common technologies and share outcomes of their progress. By consolidating expert opinions and resources from within and outside the group, the Company is able to improve its FinTech framework, gain insight into potential market applications, identify trends, and determine the types of technology to be adopted in the future. With regard to business expansion efforts, Fubon Financial Holdings makes use of joint marketing, digital application, and AI technology combined with data analysis and algorithms to help sales representatives create value. Digital tools and data analysis have proven useful in joint marketing, whereas AI technologies are effective at improving the outcome of marketing campaigns. Fubon Financial Holdings has also been making enhancements to data analytics infrastructures, helping subsidiaries adopt data analysis for business and compliance, and implementing AI governance to optimize process efficiency. Considering how FinTech and cybersecurity threats have evolved quickly with time, Fubon Financial Holdings first consolidated digital transformation trends, technological innovations, and changing threat patterns across group members, then acted to strengthen its cybersecurity governance system – setting short-, medium-, and long-term strategic goals – to boost resilience against cybersecurity threats, thereby ensuring the stability and continuity of digital services.

4.1.6 Long and short-term business plans

(1) Short-term business plans

Given the high degree of uncertainty, tightening regulatory requirements, and rising risk management standards of the global business environment in the coming year, Fubon Financial Holdings will actively adopt innovative FinTech while exercising rigorous risk control and ensuring compliance with the authority's instructions. In light of the ongoing wave of digitalization and aging demographics, Fubon Financial Holdings will continue to promote inclusive finance, offering a better and more diverse range of financial products and services while coordinating resources among subsidiaries to create a comprehensive financial ecosystem that maximizes group synergies. In April 2025, Fubon Financial Holdings completed the merger between Fubon Asset Management and Jih Sun Securities Investment Trust, which increased the size of assets under management to the next level. In the future, the Company will continue seeking collaborative opportunities and take progressive steps toward becoming "Asia's first-class asset management company".

(2) Long-term business plans

As a provider of complete financial products and professional services, Fubon Financial Holdings continues to explore financial opportunities that complement its advantages. Through a combination of internal practices and external mergers and acquisitions, the Company makes dynamic adjustments to the growth strategies of various business segments. Today, Fubon Group continues to strengthen its roots and advantages in Taiwan and strives to become a one-stop shop, as well as "Asia's first-class financial institution". Fubon Financial Holdings has long committed resources to sustainability management, offering a full range of financial services and exerting brand influence as means to convey its sustainability philosophy to financial as well as non-financial audiences, which, in turn, helps industries and the society embrace low-carbon transformation. In terms of financial means, Fubon Financial Holdings adopts sustainable banking, investment, and financing policies and actions while at the same time offering ESG-related products and services to support sustainable finance. As for non-financial means, the Company organizes events such as Run For Green®, which links sports competitions with tree planting as a way to promote green business operations and lead industry participants toward green transformation. Both

approaches are prominent examples of Fubon Financial Holdings' sustainable financial influence.

a. Expand cross-selling synergies between subsidiaries and connections to overseas operations.
b. Align with domestic/foreign laws & regulations and opportunities, adjust product strategies, and develop niche products.
c. Enhance support for FinTech development, explore new scenarios and applications, and create an ecosystem of strategic partners.
d. Strengthen foothold in Taiwan and Asia, and expand into the rest of the world.

4.1.7 Market and business overview

(1) Locations where products (services) are mainly sold (provided)

Key Financial Products (Services)	Major Sales Area
Life insurance	Mainly sold/provided in Taiwan, and partially in Korea
Banking	Mainly sold/provided in Taiwan, and partially in China and Hong Kong
Securities	Mainly sold/provided in Taiwan
Non-life insurance	Mainly sold/provided in Taiwan, and partially in China
Venture capital investment	Mainly sold/provided in Taiwan
Asset management	Mainly sold/provided in Taiwan
Insurance agency	Mainly sold/provided in Taiwan

(2) Future market supply and demand

a. Supply

Given the ongoing wave of digital transformation throughout the world, it is essential for financial institutions to invest in FinTech and innovative applications for the security, efficiency, and stability of financial services. The adoption of new technologies will then enable the creation of a digital financial service ecosystem that supports both innovation and risk management. The authority also supports financial innovation and has been adjusting and refining the regulations to offer more diverse financial products and more differentiated financial applications/services. One of the government's latest initiatives was the introduction of the "Asian Asset Management Center ", a deregulated special district supported by various measures aimed at attracting local and foreign capital, which has the potential to increase the size of assets under management and provide high-value-added services in the short term while stimulating the growth of wealth and investment management over the medium and long term, thereby improving the visibility and competitiveness of Taiwan's financial industry in the global market. As one of the largest private financial holding companies in Taiwan, Fubon Financial Holdings has long secured a leading position in the market. In addition to spearheading the innovation of financial products and services, as well as solving customers' needs with a complete and diverse range of products, the group acknowledges its social responsibilities and continues to secure market dominance by conveying "Be positive All possible".

b. Demand

Advancements in FinTech and widespread information have enabled consumers to gain a better understanding of financial products, which has raised their expectations for the quality of financial services. The adoption of digital technology, data sharing, and big data analysis has enabled financial institutions to explore and satisfy customers' potential needs and offer differentiated customer experience with greater precision. By taking customers' needs into consideration in the product and service design process, Fubon Financial Holdings has been able to expand the diversity of products offered, refine the quality of services rendered, and further improve customer satisfaction. Meanwhile, Fubon Financial Holdings continues to expand its overseas network, develop its market presence, and broaden the scope of its products and services, which are especially crucial considering that Asian regions are working more closely together, needing more immediate cross-border financial services than ever before. Fubon Financial Holdings is well-positioned to capitalize on this trend as its growing Asian

network puts it ahead of competitors in becoming consumers' most preferred brand, as well as “Asia’s first-class financial institutions”.

4.2 Business overview of Fubon Life

4.2.1 Scope of business

(1) Business activities

The subsidiary is involved in the sale and service of personal insurance; its products mainly include life insurance, health insurance, accident insurance, and annuity insurance.

(2) Weight of business activities

Unit: NTD millions

Item	2024		2025	
	Amount	Weight	Amount	Weight
Life insurance	259,892	71%	265,416	72%
Health insurance	50,946	14%	53,690	15%
Accident insurance	7,637	2%	8,110	2%
Annuity insurance	45,820	13%	40,230	11%
Total premiums	364,295	100%	367,446	100%

(3) New products and services planned for the future

a. Product aspect

(a) Place emphasis on products that boast high capital efficiency and target products that offer high revenue contribution, such as protection-oriented and regular-premium products.

(b) Strengthen operational resilience, continue development of foreign currency products, and minimize mismatch of foreign currency assets and liabilities.

(c) Develop products needed by high-net-worth customers and capitalize on wealth management opportunities.

b. Service aspect

(a) Introduce a renewed version of the policyholder section, along with services that deliver total improvements in customer experience.

(b) Develop mobile policy changes features with optimized commands and performance to improve service experience and the number of digital service users.

(c) Make active use of AI and automated technologies to optimize the underwriting, claims, and administrative processes for improved operating efficiency.

(d) Continue collaboration with the National Police Agency’s anti-scam system-165 by providing assistance in areas such as real-time search for suspected victims, scam reminders, and customer care, thereby protecting policyholders’ assets.

4.2.2 Business plans for the year

Fubon Life responded to changes in the business environment in 2025 by adhering to its total product coverage and channel diversification strategies, and by emphasizing the sale of regular-premium and protection-oriented products. The subsidiary also supported the government’s policies regarding the Asian Asset Management Center and launched products exclusively for wealth management to meet customers’ needs for asset accumulation and wealth transfer. Furthermore, with the introduction of AI applications, the subsidiary was able to optimize its insurance service procedures in ways that improved channel efficiency and customer service quality.

(1) Domestic market

a. Adopt a total product strategy in response to environmental changes.

(a) In preparation for the upcoming adoption of IFRS 17 and the Taiwan Insurance Solvency (TIS), the subsidiary will focus on the development of protection-oriented and long-tenor

products, as well as participating and interest-sensitive products for retirement planning and wealth protection.

(b) Launch products exclusively for wealth management and aim to capitalize on the opportunities of the Asian Asset Management Center while assisting high-net-worth customers with their wealth accumulation, wealth transfer, and risk management goals.

b. Grow the existing business organization and improve productivity; strengthen collaborative relationships with external channel partners.

(a) Continue recruitment and training of elite sales talent and support the development of proprietary sales force and production capacity.

(b) Segment customers by channel characteristics and strengthen collaboration with channel partners; direct sales efforts to regular-premium and high protection products; aim to improve channel productivity and contract service margin(CSM).

c. Continue optimization of administrative processes and digital services to enhance the customer experience.

(a) Make proactive use of digital tools for improved efficiency, and develop service and operating procedures that conform with the digital trend.

(b) Optimize the digital service platforms for policyholders and sales representatives to achieve a total enhancement of the service experience.

d. Enhance sustainability governance and strive to become a role model in sustainable finance.

(a) Continue implementation of innovative ESG practices and aim to gain and maintain favorable results in sustainable finance evaluations.

(b) Enforce existing compliance, cybersecurity, and risk management systems, and continually adopt sound corporate governance practices.

(2) Overseas market

a. The Vietnam subsidiary continues to build local relationships, starting in major cities and expanding outward. The subsidiary emphasizes the management of sales channels, helping them develop professionalism and enhance customer service while collaborating with related enterprises of Fubon Group to serve the market of Taiwanese businessmen.

b. Fubon Hyundai Life continues to improve its sales performance across channels. Its focus on promoting the sale of regular-premium and protection-oriented products has consistently increased the value of new business, while its efforts to optimize the investment portfolio and rebalance investment gains against risks were rewarded with improved profitability.

c. The Hong Kong subsidiary continues to place emphasis on participating products, and it has launched a variety of investment-linked insurance solutions to diversify product offerings in response to market needs. Through cross-selling, the subsidiary joins related enterprises of Fubon Group in customer development and maximizes group synergies.

In the future, Fubon Life will exercise more rigorous supervision over the sales efforts of its overseas subsidiaries, aim to increase revenues of its overseas subsidiaries, evaluate investment opportunities, and enhance communication and interaction with local authorities to keep up to date on the latest supervisory and regulatory trends while growing its market presence locally and abroad.

4.2.3 Industry overview

Exports driven by surging demand for AI and new technologies enabled Taiwan to achieve GDP growth beyond expectations in 2025, which, in turn, benefited the financial industry and boosted performance in the life insurance market. According to statistics prepared by the Life Insurance Association, Taiwan's life insurance industry earned NT$2,623.96 billion in premiums in 2025, representing an 8% increase over the previous year. Among which, first-year premiums totaled NT$1,007.44 billion, representing a 20% increase year-on-year. In terms of product sales, investment-linked insurance remained the most dominant category of products sold, generating first-year premiums totaling NT$423.39 billion, which represented a weight of 42% and a growth rate of 24% owing to strong investor sentiment. Interest-sensitive products were the next dominant category, generating NT$323.18 billion in first-year premiums that represented 32% in weight and a 6% growth. Meanwhile, traditional products generated

NT$260.87 billion in first-year premiums, representing a weight of 26% and a growth rate of 34% due to the inflow of participating policies from peers and increased demand for fixed-interest products.

Fubon Life continued to deliver strong results in the life insurance market by adopting a flexible and innovative product design approach and channel diversification strategy. In terms of sales performance, Fubon Life generated first-year premiums of NT$113.53 billion and total premiums of NT$367.45 billion, ranking second in the industry on both counts while maintaining a leading position in the market. With regard to its financial position, the subsidiary grew consolidated total assets to NT$6.4 trillion and recorded net income of NT$62.65 billion in 2025, delivering strong performance yet again.

[Statistics on Life Insurance Premiums]

Unit: NTD millions

Premium type	2024	2025	Growth rate
First-year premiums	841,814	1,007,442	20%
Renewal premiums	1,598,342	1,616,516	1%
Total premiums	2,440,157	2,623,958	8%

Source: Life Insurance Association

[Statistics on Life Insurance First-year Premiums]

Unit: NTD millions

Product	2024		2025		
	First-year premiums	Weight	First-year premiums	Weight	Growth rate
Traditional	195,395	23%	260,869	26%	34%
Interest-sensitive	306,148	36%	323,180	32%	6%
Investment-linked	340,272	41%	423,393	42%	24%
Total	841,814	100%	1,007,442	100%	20%

Source: Life Insurance Association

[Key Indicators for Taiwan's Life Insurance Market]

Year	2021	2022	2023	2024	2025
Population (thousands)	23,375	23,265	23,420	23,400	23,299
Income per capita (in multiples of $100 million)	189,177	197,022	199,985	223,157	245,285
Total premiums (in multiples of $100 million)	29,711	23,344	21,879	24,402	26,240
Ratio of having insurance coverage (%)	264.81	266.08	263.53	262.68	-
Ratio of prevalence (%)	275.91	268.65	269.75	253.01	-
Total premiums/income per capita (%)	15.71	11.85	10.94	10.93	10.70

Source: Ministry of the Interior, Directorate-General of Budget, Accounting, and Statistics, Taiwan Insurance Institute

4.2.4 Research and development spending and accomplishments in the last two years

(1) Research and development spending in the last two years

Unit: NTD millions

Year	2024	2025
Amount	138	513

(2) Research and development accomplishments

a. Product development

(a) Development of diverse protection-oriented products and increasing medical protection for the elderly:
"Elderly Term Health Insurance" was launched to provide comprehensive medical protection for policyholders aged 66 to 80. The policy encourages customers to actively care for their own health by offering a spillover discount as a health management feature. It is the first in the industry to offer a spillover discount on heart rate variability(HRV) in addition to benefits such as health checkups and vaccinations.

(b) Launched participating products and established dominant brand presence in participating insurance:
By combining life protection, cash flow, and wealth transfer features into one package, the subsidiary launched a variety of participating products targeted at different age groups to provide broader wealth plans for retirees-to-be, high-net-worth customers, and risk-averse investors.

(c) Launch of products exclusively for wealth management in anticipation for AAMC:
Out of support for the government's policy on the Asian Asset Management Center, the subsidiary launched life insurance products that were customized specifically for high-net-worth customers. These offerings are exempted from the statutory requirements on minimum death benefit, which enables them to be tailored to customers' wealth accumulation and wealth transfer needs. Certain products even offer "premium financing" and "policy financing" features that help high-net-worth customers make more efficient use of capital, which makes them viable wealth management tools.

b. Customer service

(a) Fubon Life launched the “cloud e-cashier” service, which allows the applicant and the insured party to communicate remotely via video conference over the Fubon Life APP for various services such as policy loans, changes to beneficiary/applicant, and changes to applicant’s/insured party’s name, thereby bringing more convenience to policyholders.

(b) AI technologies have been adopted to develop a “smart underwriting assistant” feature that helps insurance approvers review applications and shorten the approval turnaround time while ensuring suitable protection for customers. Ongoing optimizations are also being made to services such as the chatbot and voice-assisted travel insurance application.

(c) By combining voice recognition and semantic analysis, the subsidiary introduced the “voicebot” service, which allows policyholders to make policy inquiries and give commands simply through their voices. This service is available 24/7 all year round.

(d) The password reissuance procedures have been simplified. Members who complete identity verification using either their mobile number or mobile ID(MID) will be issued a one-time password(OTP), and a new password is issued as soon as the OTP is correctly verified. This simplified procedure has helped improve customer experience.

(e) An updated version of the “Fubon Life APP” was launched in December 2025. It gives users 4 access rights using just one member account, thereby allowing direct access to online services such as quick policy inquiry, policy change, policy loan, travel insurance application, and Fubon more. Online commands have also been redesigned to optimize the customer service experience.

(f) Fubon Life was the first in the life insurance industry to create an “accessible financial service” section on its mobile APP, which features enlarged text, simplified commands, text-to-speech, voice OTP, and functions designed specifically to help the elderly and visually impaired use the APP.

(g) Fubon Life was the first in the life insurance industry to register a scam-proof SMS sender number: “68999.” It uses this number for all URL-containing text messages, so that policyholders can easily distinguish whether an SMS is genuine and has been sent through the official channel, thereby preventing scams while protecting policyholders’ personal data.

(h) The “LINE notification” service has been introduced so that customers may receive instant notifications of important updates regarding insurance applications, contract changes, electronic payment authorizations, policy loan drawdowns and repayments, disbursements of survival/maturity benefits, claims, etc. through Fubon Life’s LINE account. Using the official LINE account also helps establish the security and reliability of the underlying message, thereby preventing customers from falling victim to scam messages.

(i) The subsidiary was the first among peers to join the National Police Agency’s anti-scam system-165, where it assists in making real-time searches to determine whether its customers are potential scam victims, which conforms with the organization’s goal to “prevent scams at the source”. Additionally, by having customers specify a “designated contact person” in new insurance contracts, the subsidiary further reduces scam risks for policyholders.

(j) The official website has been updated to include an English version of the “ESG” section, and an “ESG Report Animation” has been produced to present Fubon Life ‘s sustainability commitments and actions in a lively and visual way for enhanced stakeholder communication and improved interactive experience.

4.2.5 Future research and development plans

(1) Expected research and development spending

Unit: NTD millions

Item	Expected research and development spending for 2026
Amount	674

(2) Future research and development plans

a. Product development

(a) Continue expansion of participating products, broaden customer reach, and enhance promotion efforts on regular-premium products.

(b) Introduce retirement planning products that provide total protection after retirement.

(c) Introduce health insurance products and incorporate suitable spillover features to encourage health-promoting activities among policyholders.

(d) Direct attention to wealth management and launch life insurance products that are custom-tailored to the high-net-worth group.

(e) Introduce strategic products in response to economic changes to capitalize on opportunities.

b. Customer service

(a) Adopt digital and automated processes for improved service efficiency

◎Fine-tune administrative procedures and adopt the use of AI and automation tools for improved service efficiency.

◎Provide differentiated services according to channel characteristics and customer attributes; expand supporting services and maintain customer satisfaction.

◎Continue enhancement of anti-scam efforts and systems; strengthen support for fair customer treatment principles and accessible financial services.

(b) Overall improvement of the customer experience on the digital platform

◎Optimize mobile platforms for policyholders and sales representatives; strive to improve the mobile policy changes experience and increase the number of digital service users.

◎Enhance functions of the Fubon Life APP and website; improve inclusivity of financial services.

4.2.6 Long and short-term business plans

(1) Short-term business plans

a. Introduce a complete range of retirement and high protection products; aim to strengthen operational resilience

(a) Target high protection and regular-premium products for improved operational resilience and insurance value.

(b) Continue the expansion of participating products; aim to maximize market breadth and build an insurance brand that is accepted by all.

(c) Gain insight into the ongoing trends of aging demographics and low fertility; direct resources toward the development of medical and nursing products to satisfy customers' needs for nursing care and health management.

b. Strengthen the sales team, increase productivity of sales representatives, and focus on the sale of high-CSM products

(a) Strive to grow the organization in all aspects, starting with the recruitment of top talent; make ongoing improvements to professional capacities such as trust and wealth management, and aim to maximize opportunities to deliver financial services.

(b) Adopt more rigorous training of talent; continue hosting "basic training" and more advanced "elite training" for newly recruited sales employees; develop training courses for managers of all levels; enhance talent training and development, particularly with regard to professional knowledge on taxation, retirement planning, and wealth transfer, to provide customers with total insurance protection and financial planning services.

c. Secure relationships with distribution channels and strengthen market competitiveness

(a) Observe product strategies and direct channel partners to the sale of regular-premium and high protection insurance products for long-term CSM.

(b) Strengthen collaboration with channel partners through customized and highly digitalized training on services and products.

d. Increase cross-selling through group synergy

(a) Leverage the diverse products and services offered by the group and collaborate with the related enterprises to develop premium financing and policy financing services; aim to provide customers with a one-stop, integrated financial service experience.

(b) Guide the related enterprises toward transformation and increase the weight of regular-premium and protection-oriented products.

e. Optimize service processes and systems to conform with the digital trend for improved service efficiency and quality.

(a) Optimize the existing systems and infrastructures for agility and resilience; increase the level of automation, digitalization, and smart capabilities.

(b) Make persistent improvements to customer experience from the users' perspective, and strive to optimize administrative efficiency.

(c) Develop a comprehensive talent training roadmap that supports digital transformation.

f. Enforce existing compliance, cybersecurity, and risk management systems, and adopt sound corporate governance practices.

(a) Enforce compliance, cybersecurity, and risk management measures and systems on all fronts to ensure operational stability.

(b) Enhance accountability of senior managers and enforce sound corporate governance practices to improve governance transparency.

g. Improve sustainability competitiveness and strive to become a role model in sustainable finance.

(a) Continue the implementation of innovative ESG practices and aim to gain and maintain favorable results in sustainable finance evaluations.

(b) Tighten anti-scam protection, carry out accessible financial services, and safeguard customers' assets and interests.

(2) Long-term business plans

a. Continue the development of long-tenor and protection-oriented products that offer high CSM in response to the implementation of IFRS 17 and TIS, thereby securing consistent premiums and profits for improved operational performance.

b. Continually encourage productivity improvements to raise the competitiveness of proprietary channels; strengthen working relationships with external channel partners through high-quality services and diverse products, thereby securing market position.

c. Adopt AI technologies to develop a business model that conforms with digital trends, and continually implement the system modernization project.

d. Optimize administrative procedures and increase the level of digitalization in customer service for improved service experience and administrative efficiency.

e. Continue enforcement of ESG values and fair customer treatment measures, and promote sustainable practices and corporate social responsibilities.

f. Commit additional resources to overseas markets; develop a specialized sales force and improve the quality of sales practices; make persistent improvements to the professionalism of services delivered.

g. Adopt sound corporate governance; enhance compliance, risk control, and cybersecurity protection within the organization; train talents with integrated and digital expertise; and create a sustainable business environment.

4.2.7 Market and business overview

(1) Locations where products (services) are mainly sold (provided)

The subsidiary primarily provides insurance products and services to institutional and natural-person customers in Taiwan.

(2) Future market supply and demand

Taiwan's financial market endured drastic volatility in 2025 as geopolitics and uncertainties surrounding fragmentation of global trade made investors more alert to the potential financial risks.

Meanwhile, aging demographics and low fertility have worsened to the point that financial institutions are targeting retirement planning and wealth transfer as dominant opportunities. With regard to life insurance, consumers continued to shift attention from savings plans to policies that offer protection and steady cash flows, thus creating a demand that can be met with participating and interest-sensitive products. Considering the fact that these products also help insurance businesses adopt IFRS 17 and TIS, they are expected to contribute to premiums growth in the coming year.

Demand for AI and new technologies such as low Earth orbit satellites helped drive Taiwan's total exports to a new height in 2025, increasing nearly 35% year-on-year. This outstanding performance was also reflected in Taiwan's equity market and personal wealth, which resulted in a surge in the number of high-net-worth customers and the size of assets held. These results came at a time when the government was launching its policies on the Asian Asset Management Center(AAMC), which attracted financial institutions to move into the AAMC for wealth management services. The series of events not only boosted the sales of exclusive insurance products to high-net-worth customers but also benefited other related insurance financing services.

[First-year Premiums and Total Premiums Earned by Taiwan's Life Insurance Industry]

Unit: NTD millions

Year	First-year premiums		Total premiums	
	Amount	Growth rate	Amount	Growth rate
2021	1,048,040	14%	2,971,094	(6%)
2022	772,995	(26%)	2,334,389	(21%)
2023	671,368	(13%)	2,187,947	(6%)
2024	841,814	25%	2,440,157	12%
2025	1,007,442	20%	2,623,958	8%

Source: Life Insurance Association

(3) Business goals

Although the life insurance industry as a whole has enjoyed two years of positive growth in terms of premiums driven by record-high levels of capital market performance and excess savings, industry participants still face tremendous capital stress and operational challenges in 2026 as this is the first year when new standards such as IFRS 17 and TIS come into effect. Furthermore, considering how global trade changes in response to political conflicts, industry participants will have to incur hedge costs against exchange rate volatility. Fubon Life will embrace the challenge as an opportunity to upgrade and outpace rivals by: growing proprietary sales channels, increasing production capacity, developing products that meet market needs and make efficient use of available capital, enforcing sound asset-liability management for enhanced operational resilience, and adopting AI technologies to optimize administrative procedures and improve the customer service experience. In the coming year, Fubon Life looks forward to delivering new accomplishments in the life insurance industry amid the changing rules.

Unit: NTD millions

Item	2026
First-year premiums	123,817

(4) Opportunities and threats

a. Opportunities

(a) Recovery of market demand in a rate-cut cycle helps drive growth of first-year premiums.

(b) An active capital market combined with rising equity market values are favorable for selling investment-linked insurance products.

(c) Trends such as aging demographics and low fertility have intensified, driving long-term protection needs and sales of medical and nursing insurance.

(d) The authority is committed to promoting the Asian Asset Management Center and related services as a way to attract high-net-worth customers and international capital.

(e) A relaxation in government policies has allowed the placement of life insurance capital for uses such as public infrastructure, private equity funds, and ESG projects.

(f) Implementation of the new foreign exchange valuation reserve policy helps mitigate exchange losses and lessen the hedging requirements for life insurance businesses.

b. Threats

(a) Geopolitical conflicts and changes in global trade policies give rise to market volatility that affects investment decisions.

(b) The life insurance industry as a whole still places a significant percentage of its assets in foreign currencies, and exchange rate volatility may deplete the foreign exchange valuation reserve.

(c) Falling interest rate limits the long-term yields of fixed income assets.

(d) Adoption of new standards such as IFRS 17 and TIS puts stress on capital adequacy and makes profits more volatile.

(e) Aging demographics and low fertility continue to impact the labor market, making it more difficult to recruit talent and expand the organization.

c. Response measures

(a) Actively promote sales of foreign currency-denominated insurance policies and improve matching of assets and liabilities to minimize the effect of exchange rate volatility.

(b) Support the government's Asian Asset Management Center initiative by making trial launches of new products, and introduce insurance financing services in collaboration with bancassurance partners to expand business scale.

(c) Develop fixed-interest products to meet the market's retirement planning needs while lowering interest rate risk and maintaining the stability of the capital structure.

(d) Continue introducing new technologies such as generative AI to achieve optimization in terms of administrative efficiency and production capacity, thereby lessening the negative impact of low fertility.

(e) Consolidate group resources toward developing innovative products and services and growing sales opportunities, thereby creating synergy through collaboration.

4.3 Business overview of Taipei Fubon Bank (including the subsidiary, Fubon Bank (China))

4.3.1 Scope of business

(1) Business activities

Business category	Main business activities
Institutional banking	Includes corporate banking, international banking, institutional trust, and public treasury services.
Retail banking	Includes wealth management, consumer banking, and personal trust service.
Financial markets	Includes capital management, investment management, treasury transaction, and treasury solutions service.
Overseas subsidiaries	Business activities of subsidiary – Fubon Bank (China).

(2) Weight of business activities (consolidated basis)

Unit: NTD millions

Business category	2024		2025	
	Amount	Weight	Amount	Weight
Institutional banking	24,689	29%	26,020	27%
Retail banking	45,221	54%	51,155	54%
Financial markets	8,048	10%	11,470	12%
Overseas subsidiaries	8,604	10%	10,666	11%
Others	(2,522)	(3%)	(3,956)	(4%)
Total	84,040	100%	95,355	100%

(3) New products and services planned for the future

a. Grow the customer base and transaction volume, and expand the overseas markets

Enforce customer segmentation; build relationships with local customers in line with the branch deployment plan and strive to increase the level of penetration; grow the SME customer base and transaction volume; and capitalize on the financing needs of large corporations and the AI supply chain. For individual customers, the Bank will adopt a more refined segmentation strategy, aim to source customers through digital channels, improve the loan application process, and optimize the pricing model in ways that enhance the sales capacity. More attention will be directed to promoting complete personal financial services and satisfying customers' asset allocation needs. Overseas branches will be expanded at a faster rate to capitalize on the supply chain shift and wealth management needs of Taiwanese businesses. Furthermore, resources will be coordinated more closely between domestic and overseas platforms to provide a complete range of offshore financial products to customers.

b. Support optimization of domestic branches and cross-department collaboration

Optimize branch deployment in line with industry trends, focusing on local relationship management and improvement of branch efficiency; develop an international financial service model that connects Asia-Pacific hubs, including Taiwan, Hong Kong, Singapore, and Vietnam, to precisely address the needs of high-net-worth customers for one-stop asset management solutions. Leverage the group's abundant resources to develop a new Fubon Reward Points system that integrates credit cards and various products offered by the group, thereby creating Taiwan's largest financial and lifestyle reward points ecosystem, reaching 13 million customers.

c. Deepen digital penetration and hasten the development and application of AI technologies

Manage and expand relationships with digital customers through the integrated use of Fubon+ and LINE OA platforms; enhance security features and promote high-frequency interactions for improved transaction volume, attachment, and revenues; assemble a dedicated AI team that incorporates innovative and AI technologies into real applications; develop proprietary AI technologies and a talent pool while adopting big data and smart decision-making to deliver heartfelt, efficient financial services.

4.3.2 Business plans for the year

(1) Institutional banking

a. Maintain growth of loan assets; anticipate industry trends and market changes and aim to satisfy customers' financial needs; make coordinated use of diverse products, domestic and overseas business locations, and group resources to provide professional and total solutions for customers; aim to increase penetration across large companies and maximize return on assets.

b. Continually increase the size of deposits; adjust the composition of deposit customers by targeting small and medium-size businesses and Taiwanese businesses operating overseas; strive to reduce deposit concentration and increase loan-to-deposit spread. Optimize cross-border remittance services for additional fee revenues; offer demand deposit packages with integrated collection service to strengthen relationship and build attachment with group customers.

c. The upgraded version of Fubon Business Online (FBO) has been scheduled for launch in the first half of 2026, and the newly optimized online banking system will deliver a more satisfactory experience to business users.

(2) Retail banking

a. Source capital through online/offline deposit campaigns and strengthen customers' attachment by offering a wide variety of financial services; continue promoting trust solutions for children's education, retirement planning, elderly nursing, and wealth transfer to satisfy customers' needs for family care, property protection, and retirement; for high-net-worth customers, the Bank will closely integrate trust, investment, and insurance services to provide modularized asset planning solutions that high-net-worth households may leverage to plan wealth transfer in advance, thereby fulfilling ESG responsibilities.

b. Introduce financial advisory functions and services with the launch of the new Fubon+ APP, including market indicators, research reports, personalized financial analysis, and recommended funds of the week. Adopt a clean and intuitive interface design and use a combination of homepage tabs and bottom menus to take customers to the correct product page, which, in turn, improves interactive experience of the digital channel.

c. The Bank will adopt a strategy that "builds relationship with high value customers and capitalizes on spending scenarios of high growth potential" to further increase credit card transactions and profitability. The Bank will also continue its precision customer segmentation efforts, and aim to drive growth in credit card spendings through implementation of the "card-based segmentation strategy". Meanwhile, more incentives will be introduced to encourage card activation, spending, opening of deposit accounts, and linkage to digital services. This level of digital empowerment will contribute to building a highly efficient and integrated financial service system.

(3) Financial markets

a. An online currency exchange platform will be introduced to improve ease of trade and to expand the customer base. For institutional customers, more proactive efforts will be taken to develop comprehensive asset/liability/risk management services. The Bank will also broaden the scope of financial products and services offered by overseas branches, and expand international businesses in ways that create diverse revenue sources.

b. Observe financial market trends and increase trading of interest/exchange rate derivatives, as well as equity and bonds. Collaborate with TMU and the wealth management department on a larger scale, consolidate market information, and strive to increase profitable proprietary trading opportunities. Enhance the competitiveness of interest/exchange rate quotations locally and abroad, and satisfy customers' needs for domestic/overseas investments and hedges by offering high-quality products and services.

c. Make flexible allocations of capital according to money supply and interest rate movements. Allocation of residual capital will take into consideration changes in capital availability and maturity gap, with highly liquid assets and HQLA bonds making up the majority of the holding position. The Bank will prioritize large issuers that exhibit sound ESG performance and are less affected by tariffs to balance returns and risks, while ensuring compliance with liquidity and regulatory requirements and maintaining optimal capital efficiency.

(4) Overseas subsidiaries

a. Fubon Bank (China) will continue to focus on serving its "two roots", which are Taiwanese businesses and real economic activities.

b. For corporate customers, the subsidiary will aim to increase asset size and exercise more rigorous pricing management to widen spreads; more attention will also be directed to exploring business opportunities and increasing intermediary revenues.

c. The retail loan segment will focus on expanding the current portfolio, whereas the wealth management segment will prioritize growing the customer base, increasing revenues, and increasing the size of payment settlement transactions.

d. For the treasury segment, the Bank aims to optimize its asset and liability structure to further reduce liability costs, and it will expand the scope of products and revenue sources in line with market trends to the extent permitted under its license. The Bank will also enhance coordination among internal departments and group affiliates to explore business opportunities.

4.3.3 Industry overview

2025 was a year full of uncertainties for the global economy and trade activities. Dedicated to bringing a better digital banking experience to customers, Taipei Fubon Bank completed the launch of the "Fubon+" APP in 2025, which consolidates digital services such as retail, financing, and investment to improve overall customer satisfaction. Taipei Fubon Bank was also one of the first financial institutions to move into the "Kaohsiung Zone of the Asian Asset Management Center", where it coordinates with other subsidiaries of the group to serve high-net-worth customers. Meanwhile, the Bank continues to expand its overseas network; aside from commissioning the Korea Office, efforts are also being made to upgrade the Sydney Branch in Australia, while preparations are underway for the Tokyo Branch and India Branch to reinforce the Bank's overseas presence and meet customers' cross-border financial needs. The Bank reported consolidated revenues of NT$95.4 billion and net income of NT$37.4 billion for the year, up 13% and 20%, respectively, year-on-year, delivering record-high performance yet again. The Bank also reported year-end consolidated assets of NT$5,258.5 billion, year-end net loan balance of NT$2,845.3 billion, year-end deposit balance of NT$4,256.3 billion, return on asset (ROA) of 0.74%, and return on equity (ROE) of 11.10% for the year. All performance indicators had improved compared to the previous year.

The global economy is expected to continue its moderate expansion in 2026, albeit amid many uncertainties. Taipei Fubon Bank aims to capitalize on market opportunities with a conservative business approach, and it will adopt the use of AI as a means to secure competitive advantages, increase the size of its asset portfolio, and drive profitability.

4.3.4 Research and development spending and accomplishments in the last two years

(1) Research and development spending in the last two years

Unit: NTD millions

Year	2024	2025
Amount	1,017	1,273

(2) Research and development accomplishments

a. Fubon+ APP: A "Voucher Section" was introduced to provide discount vouchers along with thoughtful services; the section also aims to attract users by promoting digital interactions. A single-transaction credit card installment function has been introduced to help users manage large expenditures, which, in turn, increases card utility and improves the overall user experience.

b. Digital trust: Taipei Fubon Bank has been actively supporting the FSC's trust service development roadmap by introducing innovative digital functions that enhance customer experience and operational efficiency. It continually supports a 4-stage digital transformation plan for trust services. Following the phase 3 launch of an innovative "online trust sign-off platform" in 2024, customers can now sign trust agreements over the online platform, which marks a significant milestone in the digitalization of the trust service.

c. Wealth transfer and nursing trust: For customers in search of wealth transfer and retirement planning solutions, the Bank offers tax planning services in the form of trusts, and combines

the use of “money trusts” and “equity trusts” to help asset holders plan wealth transfer, wealth distribution, retirement, and nursing ahead of time, thereby protecting and growing wealth over the long term.

d. Addition of MyData inquiry for personal loans: Applicants who receive C3 authorization may retrieve the relevant data such as personal income, Labor Insurance coverage, ID card, etc. from the MyData platform. All new and existing customers are no longer required to furnish documents, and may complete applications swiftly via digital means, which not only shortens review turnaround time but also lowers the risk of document forgery. The new function has been used in more than 70% of applications in the two months after launch, which is an affirmation of its potentials.

4.3.5 Future research and development plans

(1) Expected research and development spending

Unit: NTD millions

Item	Expected research and development spending for 2026
Amount	1,133

(2) Future research and development plans

a. Introduction of new cash management products, optimization of the cross-border remittance process, and integration of cash flow service strengths across regions. The Bank continues to upgrade FBO – its next-generation corporate banking system – and attention is being directed toward achieving total process digitalization and optimizing overseas online banking to provide customers with a fresh user experience.

b. Fubon+ APP: Through satisfaction surveys, daily opinion gathering, and quarterly ease-of-use interviews, the Bank continues to expand the Fubon+ APP with optimized functions to deliver distinctive digital banking services with a customer-centric focus.

c. Connecting mortgage online platform with MyData: By interfacing with a government institution, the Bank will be able to retrieve customers’ identity documents and proof of wealth needed to proceed with various business activities, subject to customer consent. This linkage not only enables real-time synchronization and cross-platform application of data but also gives customers power over their digital identity while simplifying application procedures and minimizing forgery risks.

d. New card platform: Taipei Fubon Bank currently operates 5 separate credit card platforms for Fubon cards, Costco Card, J Card, momo Card, and OP Card; there is room for improvement in terms of customer experience. The Bank plans to create a single card application platform with optimized processes in 2026 that allows customers to submit applications for any credit card on the same platform, which should improve the efficiency and user experience of future credit card applications.

4.3.6 Long and short-term business plans

(1) Short-term business plans

a. Strengthen coordination with wealth management branches and leverage the presence of commercial banking branch to grow SME customers; target regional industrial zones and aim to explore opportunities and increase penetration rate among tenants.

b. Make more extensive use of credit guarantees including indirect guarantee and batch guarantee to source customers under controlled risks; promote foreign currency trade financing as a means to control customers’ cash flow and to optimize the credit portfolio; investigate potential supply chain migration and explore foreign currency lending opportunities for manufacturers and customers affected by tariffs within a certain region.

c. Provide customers with the funding they need to undergo green transformation; plan financial products and services that support green transformation; leverage government subsidies and help suppliers gain access to quick funding for carbon-reduction initiatives, thereby capitalizing on ESG and green financing opportunities.

d. The Bank will actively support the authority’s plans for the “Kaohsiung Zone of the Asian Asset Management Center” by introducing business innovations and by developing a complete investment/financing platform featuring diverse investment/financing products, optimized

procedures, and simplified application process, thereby helping high-net-worth customers allocate assets and source capital with greater flexibility and efficiency.

e. Continue using a large database for more fine-tuned customer segmentation, and utilize the personalized recommendation and automated marketing functions within Fubon+, while engaging in external collaborations to secure cardholders' loyalty and improve overall business performance. In the meantime, optimizations will be made to the credit card application platform to give users the ultimate one-stop access to various services – from card application, digital account opening, e-statement to auto debiting – thereby strengthening customer attachment.

(2) Long-term business plans

a. Assist SMEs with transformations and upgrades; nurture the growth of SMEs and build a partner-like collaborative relationship; expand global and sustainability investments, replicate successful examples, and grow the SME portfolio.

b. Continue using data modeling technologies for customer segmentation, enhanced customer identity recognition, AI-assisted customer service, and precision marketing; introduce AI technologies and integrate virtual and physical channels to bring a top-quality loan service experience to customers.

c. Develop products and services centered around the needs of high-net-worth customers; coordinate resources across the group's subsidiaries to provide customers with extensive resource support and solutions; leverage the Fubon Group's extensive service coverage across the Greater China Region and key markets across Asia to enable more complete cross-border asset allocation planning and provide a better integrated financial service experience.

d. The Bank will continue supporting issuance of sustainable development bonds out of support for customers' sustainability transformation efforts and the government's policies on sustainable finance, and will broaden investments into issuers that exhibit outstanding ESG performance.

e. Taipei Fubon Bank has been promoting equity trust, money trust, and employee welfare trust in response to ongoing trends such as ESG, aging population, and demand for wealth transfer. By leveraging branch presence and available digital technologies, the Bank has created an online trust ecosystem and developed an integrated service model that caters to both online and offline customers. The Bank also cooperates with investment, insurance, accounting, and legal experts to bring a complete range of wealth management solutions; it strives to create a more robust wealth management platform that supports the sustainable growth of businesses and society.

4.3.7 Market and business overview

(1) Locations where products (services) are mainly sold (provided)

a. Institutional Banking Business

Provides institutional banking services such as credit, cash management, trade financing, accounts receivable financing, and syndicated lending that are mainly targeted at corporate customers. Foreign currency services and derivatives are provided to accommodate customers' investment and hedging needs, whereas national/municipal treasury, stand-in lending, and tax collection/payment services are offered to government agencies. This segment operates primarily in Taiwan, Hong Kong, the Mainland, Vietnam, and Singapore.

b. Retail Banking Business

The segment focuses on Taiwan as the main market, where there are 169 branches to serve as distribution. In order to satisfy our overseas customers, we offer personal finance and property management services in accordance with rules of the local financial supervisory authorities in Hong Kong, Vietnam and Singapore.

(2) Future market supply and demand

a. Institutional Banking Business

(a) Outlook of the global economy remains grim and highly uncertain. International institutions generally expect the global economy to expand at a slower rate in 2026, whereas businesses are being reminded to strengthen supply chain resilience, undergo digital transformation, adopt proper risk management, and actively invest in AI, green energy, and emerging markets.

(b) Taiwan delivered outstanding exports of electronics and ICT products owing to ongoing developments in AI applications and innovative consumer electronics. However, conventional industries such as the petrochemical, steel, textile, and transportation-vehicle industries were met with weakened demand and conservative purchasing orders, highlighting the drastic difference in performance among exported goods.

(c) Taipei Fubon Bank continued to optimize overseas deposit products in line with the factory expansion efforts of Taiwanese businesses and the Bank's overseas branch expansion plans. New cross-border remittance services have been introduced to improve the service experience of businesses with regard to cross-border funding, thereby providing customers with an incentive to engage Taipei Fubon Bank as their main banker, which has the potential to create synergy among affiliated branches.

(d) Businesses are increasingly dependent on the use of digital tools to improve operational efficiency, and now have higher expectations, acceptance of, and demand for corporate digital banking services. Nowadays, it is important for businesses to find ways to incorporate corporate Internet banking into daily operations and use it as a means to support business expansion.

b. Retail Banking Business

(a) Overall, investment strategies in the first half of 2026 are transitioning from "defensive" to "stock selection and theme-driven". While volatility persists, market trends will still be largely determined by the fundamentals, profit growth, and long-term structural changes. Investors should develop more resilient asset allocation that capitalizes on rate cuts, technology innovation, and high yields under diversified risks.

(b) The Financial Supervisory Commission (FSC) announced the establishment of the "Asian Asset Management Center" in 2024, which is expected to grow the size of wealth management services by several folds to NT$60 trillion six years after. In 2025, the FSC created a special district for financial businesses in Kaohsiung where new services are introduced on a trial basis to meet the diverse financial needs of high-net-worth customers. This district creates a physical/virtual financial cluster and has the potential to attract inflow of overseas talent, capital, and wealth.

(c) As a response to the global sustainability trends and the government's promotion of the Green Financing Action Program 3.0, Taipei Fubon Bank has made "Financial Resource Integration and Support for Net-Zero Transformation" a key part of its business objectives. While 40% of bank statements are still being issued in printed form industry-wide, Taipei Fubon Bank now issues more than 74% of credit card statements in digital form. The Bank will continue promoting the use of digital statements as a means to reduce paper and lower carbon emissions.

(d) In recent years, the Bank has been repositioning mobile banking from a "transaction tool" to a platform where "banking is in every aspect of life". In the future, the Fubon+ APP will focus on introducing features that support the "integration of group ecosystem" and "enhancement of scenario-based banking". as well as adopt strategies that connect users to scenarios such as shopping, tourism, and payment of living expenses, both within and outside of the Fubon Group, thereby bringing financial services seamlessly into customers' routines. Using data analysis, the Bank aims to drive precision marketing and ultimately transform the APP into a portable financial butler that strengthens user attachment.

c. Financial market banking

The Fed may cut rates at a slower pace in 2026 given that the U.S. economy remains resilient and inflation is still of concern. Inversion of the treasury yield curve may flatten or even slope upward toward the end of rate hikes. The Bank will observe market changes and trade flexibly to capitalize on profit opportunities.

d. Overseas subsidiary

(a) 2026 marks the beginning of China's "15th five-year plan", which has been devised to address economic detractors such as weak consumer spending, contracting investments, adjustments of the real estate market, deflationary prices, impacts of external risk factors, etc. 2026 also presents three upside opportunities. The first upside has to do with the "15th five-year plan", as it highlights areas of potential growth; the second upside involves expectations of a more stimulative fiscal policy and a monetary policy that provides stronger support for economic recovery; whereas the third upside is based on the preliminary progress of balance sheet adjustments and "anti-involution" efforts, and the stimulative effects they may have, on top of the recovering macroeconomy in 2026.

(b) For banks, the industry should be able to build on the "stable spread, bottomed earnings, and manageable risks" accomplished in 2025 and make marginal improvements toward sustainable growth in 2026. The squeeze on interest spread should dissipate considering that assets are less prone to revaluation, liabilities will welcome a reduction of deposit rates, and the supervisory authority is directing more attention to stabilizing interest spread among banks. This development should allow banks to achieve positive growth in terms of net interest revenue, which makes up the bulk of the revenue base.

(3) Business goals

Taipei Fubon Bank upholds its four core values of "integrity, sincerity, professionalism, and innovation", persists in fulfilling its ESG commitments, and strives to establish itself as "Asia's first-class Financial Institutions" for the best interest of its shareholders, customers, employees, and the society.

(4) Opportunities and threats

a. Opportunities

(a) World's major economies are cutting rates as inflationary pressure lessens. AI and digital investments continue to expand while AI, cloud, and automation technologies offer new prospects that attract capital spending from businesses. The improved productivity combined with the broadened application of new technologies should continue to support foreign trade growth. Taipei Fubon Bank will take advantage of the group's overseas service locations, particularly in the Greater China Region and Southeast Asia, to provide customers with a comprehensive range of trade financing services.

(b) The boundary that separates living from banking activities is no longer obvious, which is why the Bank is taking the perspective of its customers and exploring "scenario-based finance" as an opportunity to introduce distinctive services. Targeting "tourism" as a main theme, Fubon+ gives users one-stop access to functions such as travel insurance and online currency exchange, meeting their needs when traveling abroad. Furthermore, by combining the advantages of Fubon+ and LINE OA, the Bank is able to refer users between the two platforms to build a complete financial ecosystem. The Bank is currently planning to integrate services for other scenarios such as "overseas study" and "retirement".

(c) Taipei Fubon Bank actively invests in cybersecurity protection and cross-service integration, as well as promotes the use of innovative financial technologies in solving users' pain points and improving the overall competitiveness of its digital banking service.

b. Threats

(a) The technological rivalry between the U.S. and China has given rise to sanctions and increased compliance costs to the extent that affects cross-border businesses and supply chain stability, which compelled Taiwanese businesses to side with the U.S., commit investments to the U.S., and lessen dependency on the Chinese market.

(b) Although some countries have taken the initiative to diversify production sites, reduce energy dependency, and build strategic reserves in an attempt to lessen the impact, overall

supply chain risk persists and may not be eliminated fully. Meanwhile, impact of climate change intensifies as extreme weathers start to affect food and energy supply, which in turn raises inflation and adds uncertainty to economic growth.

(c) China's weak economic recovery exposes non-performing retail loans and calls for tighter credit risk control over SMEs. Taiwanese banks, by comparison, have relatively fewer means to source capital, and the capital constraint not only limits expansion of personal credit but also undermines risk defense.

c. Responsive strategies against threats

(a) In light of a slowdown in the growth of the global economy, the Bank will actively expand into emerging markets such as Southeast Asia and India to reduce dependency on a single market. Provide trade financing, currency hedging, and international settlement services to SMEs and capitalize on the cross-border restructuring of the global supply chain.

(b) Diversify SME customers by targeting new industries with high growth potential. Leverage the government's credit guarantee scheme and make use of insurance to transfer risks, thereby reducing credit risks of the SME portfolio and improving Taipei Fubon Bank's resilience against risks.

(c) Optimize the deposit structure, taking proactive repricing at maturity to further reduce liability costs; progressively increase asset size, making dynamic adjustments to the asset structure to widen and secure spreads. Improve management efficiency while at the same time enhance cost control through development of digital and smart facilities.

4.4 Business overview of Fubon Securities

4.4.1 Scope of business

(1) Business activities

a. Consigned trading of securities listed on Taiwan Stock Exchange Corporation (TWSE).
b. Proprietary trading of securities listed on TWSE.
c. Underwriting of securities.
d. Consigned trading of securities listed on Taipei Exchange (TPEx).
e. Proprietary trading of securities listed on TPEx.
f. Securities transfer services.
g. Margin trading and short-selling services.
h. Introducing broker for securities-related futures.
i. Consigned trading of foreign securities.
j. Trust services.
k. Securities investment consultancy services.
l. Other securities services approved by the authority.

(2) Weight of business activities

Unit: NTD millions

Items	2024		2025	
	Operating revenues	Weight	Operating revenues	Weight
Brokerage and wealth management	19,295	77%	19,673	75%
Treasury service	4,638	18%	4,804	18%
Investment banking	1,258	5%	1,719	7%
Total	25,191	100%	26,196	100%

(3) New products and services planned for the future

Driven by the promising prospects of AI and digital technologies, Fubon Securities launched the "Fubon AI PRO" APP in 2025 with a built-in AI investment assistant capable of delivering generative Q&A to help keep investors up to date on market changes. This feature paves the way for a new-generation, smart investment experience.

4.4.2 Business plans for the year

Taiwan's equity market saw a sharp decrease starting in April 2025 due to the impact of reciprocal tariffs; a strong rally ensued shortly after, driving up the TAIEX to close at a record-high level of 28,963 by December 31, representing a full-year gain of 26%. The market's strong rally combined with the return of transaction activities enabled Fubon Securities to turn in an exceptional net income of NT$10.59 billion in 2025, making it the 2nd consecutive year of profit above the 10 billion mark while setting a new profit record since its incorporation in 1988. Fubon Securities ranked among the top 3 in terms of market share in 2025 across key services, including: the largest market share of 16.68% in the underwriting of Taiwan bonds; 2nd largest market share of 9.83%, 19.83%, and 19.24% in margin trading, securities lending, and Emerging Stock Market, respectively; and 3rd largest market share of 7.01% in brokerage services. Overall, Fubon Securities delivered strong results and maintained consistent growth momentum.

In 2026, Fubon Securities plans to further enhance customer service and user experience with the launch of the new-generation "Fubon AI PRO" APP. With regard to wealth management services, Fubon Securities will undergo total transformation and assemble a new wealth management team that works with sales representatives to manage relationships with core customers, whereas non-core customers will be served using digital channels, thereby increasing wealth management revenues. In the proprietary trading segment, Fubon Securities looks forward to increasing the size of its quantitative trading positions and raising its risk tolerance for directional trading to improve returns. As for the investment

banking segment, Fubon Securities will focus on sourcing prominent cases to further expand its market presence. In the future, Fubon Securities will continue collaborating with group affiliates at a higher level to build a diverse ecosystem that creates synergies; meanwhile, attention will be directed to exerting sustainable financial influence, using “sustainable practice” and “digital channel” as the two strategies.

4.4.3 Industry overview

(1) Retail Business Division and Product Business Division

The global equity market first took a severe hit in 2025 due to the impact of reciprocal tariffs, but it later recovered as stimulus measures and AI prospects turned the tide. Both the Taiwan and U.S. equity markets posted gains in value and volume; by the end of 2025, the TAIEX had risen more than 25% while the U.S. equity market also posted a double-digit increase. Below is an explanation of Fubon Securities' performance by segment:

a. Brokerage services

(a) Spot

Taiwan’s equity market saw a significant gain of 26% with the TAIEX closing at 28,963 in 2025 while daily trade volume averaged NT$532.5 billion, up 1% from the previous year. Fubon Securities reported trade commissions of NT$10.9 billion, down 2% from the previous year, and a market share of 7.01% in spot, ranking third in the market.

(b) Margin trading

Market-wide margin trading balance averaged NT$371.0 billion in 2025, down 8% from the previous year; Fubon Securities averaged a margin trading balance of NT$36.5 billion, down 8% from the previous year and representing a market share of 9.83%, which was 0.05% higher compared to the previous year.

(c) Non-restricted purpose loans

Fubon Securities reported an average non-restricted purpose loan balance of NT$28.2 billion for 2025, up significantly by 30% compared to the previous year.

(d) Futures introducing broker (IB)

In 2025, Fubon Securities introduced a total of 21,502 thousand contracts as an IB, which represented a 2% increase over the previous year.

(e) Securities lending

Market-wide securities lending balance averaged NT$658.8 billion in 2025, up 16% from the previous year. Fubon Securities reported an average securities lending balance of NT$130.9 billion for the year, up 25% compared to the previous year while increasing market share to 19.83%.

(f) Electronic trading

Electronic trading accounted for 79.40% of transactions, whereas mobile trading accounted for 64.36% of transactions in 2025.

b. Wealth management

(a) Overseas shares

Fubon Securities handled NT$1,287.8 billion in overseas share transactions in 2025, which was 56% higher than the previous year while adding to the multi-year streak of substantial growth.

(b) Funds

Fubon Securities handled NT$19.2 billion of fund transactions in 2025, down 36% from the previous year mainly due to the high base of comparison.

(c) Insurance

Fubon Securities sold NT$2.5 billion in life insurance policies in 2025, an increase of 16% from the previous year.

(d) Overseas bonds

Fubon Securities handled NT$89.6 billion in overseas bond transactions in 2025, up 65% compared to the previous year.

(e) Structured instruments

Fubon Securities traded NT$46.5 billion in structured instruments in 2025, up 62% from the previous year.

(2) Financial Market Division

a. Equity derivative service

Fubon Securities issued more than 3,300 warrants in 2025, representing an annual growth of more than 12%. With regard to non-principal protected structured instruments, Fubon Securities ranked 2nd in the market in terms of transaction size and ranked 1st in the market in terms of the number of offerings; as for convertible bond options (CBOP), Fubon Securities ranked 3rd in the market with a market share of 13.43%, up 1.35% compared to 2024.

b. Market-making

Fubon Securities'' persistent efforts to improve the volume and quality of ETF market making in 2025 were recognized by the reputable financial media outlet-The Asset and awarded “Best ETF Market Maker ”, making it the only securities firm in Taiwan to win the title.

c. Bonds

The bonds held at the end of 2025 had turned from negative spread to positive spread. Further rate cuts this year would help widen the spread of bonds and make investors more willing to hold bonds. Considering that rate cuts are likely to continue into 2026, Fubon Securities looks forward to further increasing investment positions for higher spread revenues.

Fubon Securities held a 16.68% market share in the underwriting of Taiwan Bonds in 2025, which was 1.54% higher than 2024, ranking first in the market.

d. Proprietary trading

Fubon Securities generated proprietary trading profit in 2025 mainly in the form of dividends from high-dividend-yield shares; it achieved a market share of 19.24% in market-making in the Emerging Stock Market Board, ranking 2nd overall.

(3) Investment Banking Division

a. Underwriting

A total of 283 IPO and SPO cases amounting to a sum of NT$209.2 billion were completed in 2025. Although this was less than the 316 cases reported in 2024, the total amount was higher than the NT$205.4 billion in 2024, indicating larger cases and a more active capital market. Fubon Securities served as lead underwriter for 26 of the cases, ranking 4th in the market; the amount of deals completed as lead underwriter totaled NT$37.2 billion, representing a market share of 17.78% and ranking 2nd in the market. Overall, Fubon Securities had delivered consistent performance compared to market peers. With regard to financial consulting services, Fubon Securities helped TECO Electric and Machinery issue new shares in exchange for shares of Hon Hai Precision. This cross-shareholding arrangement not only strengthened the strategic alliance between two reputable organizations but also raised the competitiveness of the AIDC industry. Fubon Securities continues to be customers’ key partner in the capital market by providing a comprehensive range of financial services. Additionally, Fubon Securities received the “Working Together Award” and “Aim for Future Award” from the TWSE, as well as the “TPEx Counseling Performance Award” from the TPEx.

b. Share transfer agency service

Due to price competition from peers and integrated marketing practices under financial groups, fees from share transfer agency services in 2025 were only about 20% of the level it used to be a decade ago. Intensive price competition has resulted in low revenue growth. Although there is no shortage of new TWSE/TPEx listings each year, the top 10 securities firms have aggregately reported limited growth of revenues from share transfer agency services in recent years.

(4) Institutional Business Division

Foreign institutional investors accounted for 32.84% of the total trade volume in Taiwan’s equity market in 2025, up 1.52% from 2024, whereas domestic institutional investors accounted for 11.87% of the total trade volume, representing a slight decrease of 0.22% compared to the previous year. Fubon Securities held a 0.90% share in transactions made by foreign institutional investors, representing a 0.14% growth over 2024; services for domestic institutional investors continued to

be mainly driven by institutions that were eager to invest in Taiwan's equity market. Fubon Securities is a major local securities firm with complete research and service resources that enable it to dominate over medium- and small-size securities firms and sustain a competitive advantage in the institutional segment.

a. Brokerage services

Fubon Securities held 1,209 investor seminars and conferences, made 211 visits to TWSE/TPEx listed companies, and organized 985 teleconferences in 2025. All of which are indicative of the organization's efforts in promoting market interactions. Meanwhile, Fubon Securities continued to host conferences featuring popular analysts and industry experts, and took the initiative to arrange visits to overseas exhibitions and online conferences with major conglomerates as ways to strengthen collaboration with overseas strategic partners and to enhance global competitiveness.

b. Wealth management

With regard to overseas equity service, Fubon Securities continued to engage strategic partners overseas in telephone conferences throughout 2025, and it frequently invited reputable industry analysts to take part in forums, thereby helping customers develop a better understanding of overseas markets. Transaction of overseas shares totaled NT$676.8 billion in 2025, up 54% year-on-year. As for the overseas bond service, Fubon Securities continued making enhancements to its after-sales service and organized a wide variety of training and seminars to provide better market insight and product support to bank customers. Overseas bond transactions totaled NT$70.6 billion in 2025, up significantly by 132% year-on-year.

4.4.4 Research and development spending and accomplishments in the last two years

(1) Research and development expenses in the last two years

Unit: NTD millions

Year	2024	2025
Amount	417	618

(2) Research and development accomplishments

a. Leverage digital innovation as the main advantage and promote sustainability while aiming for total implementation of inclusive finance

(a) Recognition in sustainability and digital aspects: In terms of sustainability, Fubon Securities won the "National Sustainable Development Award," the nation's most prestigious sustainability award from the Executive Yuan, the "Outstanding ESG Sustainability Award" during the 18th Golden Goblet Awards, and the "Sustainable Finance Award (Non-Financial Holding Company Category - Excellence Award)" from Wealth Magazine. In the digital finance aspect, Fubon Securities received "Financial Education Contribution Awards - Best Innovation Award - Gold Award" from the Financial Supervisory Commission, "Intelligent Innovation Application Award - Excellence Award" from Wealth Magazine, and "Digital Finance Service Awards - Digital Inclusion - Gold Award" and "Digital Innovation - Excellence Award" from Commercial Times.

(b) In 2025, Fubon Securities launched the "Fubon AI PRO ", a versatile stock selection tool that combines global market information with a distinctive interface and in-depth analysis to give customers access to real-time information.

b. Digital innovations and services

(a) By the end of 2025, Fubon Securities had acquired 47 invention and utility patents.

(b) Online tools have been introduced to support multi-channel relationship management with customers, whereas offline tools have been provided to employees to assist in their business expansion efforts and to provide comprehensive services to customers.

4.4.5 Future research and development plans

(1) Expected research and development spending

Unit: NTD millions

Item	Expected research and development spending for 2026
Amount	1,240

(2) Future research and development plans

a. Expansion of AI application and integration of wealth management functions to increase personalization and interactivity of the services rendered.

b. Development of integrated financial services via data sharing and interfacing, which creates synergies within the group and supports the ecosystem.

4.4.6 Long and short-term business plans

(1) Short-term business plans

a. Retail Business Division & Product Business Division

(a) Generate high-quality self-media contents; support creation of comics based on original IPs to enhance interaction and spread influence through social networking.

(b) Build a Consultancy Service (CS) team. Support brokerage as the core business activity; enhance relationship management across all customer groups; actively recruit a new sales force with an emphasis on revenues and competitiveness.

(c) Promote the high-frequency trade platform and explore empowerment applications of digital tools; improve professional knowledge and service quality among sales representatives.

b. Financial Market Division

(a) Equity derivative service

◎ Warrants: Increase the number of instruments issued; escalate warrants marketing efforts; promote the Fubon warrants quick filter built into the new APP; continue undertaking of structured instruments; and manage Gamma risks while growing the warrants service.

◎ CB: Increase trade volume and the size of assets exchanged; broaden the income base of convertible bonds; and increase market share of CBOP.

(b) Market making

◎ ETF: Actively take part in market-making for ETFs and flexibly adjust profit focus in line with trends.

◎ Quantitative trading: Adopt spread trading strategy as the foundation for generating consistent profits and for increasing the success rate and stability of long/short strategies.

(c) Bonds

◎ Bond underwriting: Coordinate group resources toward helping businesses develop financing solutions; and support the underwriting and issuance of green and sustainability-related bonds.

◎ Bond trading: Adopt a consistent trading strategy and adjust bond positions according to economic data.

(d) Proprietary trading

◎ Build a core investment module; monitor holding position; and develop an investment strategy that “emphasizes stable income with bonus exposure to capital gains”.

◎ Adopt a fundamental stock selection approach that includes passive and active ETFs; and incorporate derivatives for hedging to optimize return on investments.

◎ Market-making in the Emerging Stock Market Board will focus primarily on increasing market share, whereas trading activities will emphasize generating capital gains.

c. Investment Banking Division

(a) Underwriting

Continue enhancement of core service activities, including IPO, SPO, and financial consultancy; provide businesses with diverse capital market solutions; and coordinate group resources to improve the comprehensiveness of the services rendered.

(b) Share transfer agency service

Fubon Securities will serve customers with a professional and proactive attitude – leveraging its abundant practical experience and working with the investment banking segment as well as other sales channels of the group – to provide share transfer agency services to a broader customer base while ensuring service quality.

d. Institutional Business Division

(a) Broaden customer base and increase penetration among institutional investors.

(b) Improve the quality of service to institutional customers.

(c) Coordinate resources across the group's subsidiaries to support customer development.

(2) Long-term business plans

a. Retail Business Division & Product Business Division

(a) Optimize personalized messaging; incorporate external data from the financial market and associate market issues with products and digital contents to deliver differentiated experience to customers.

(b) Support renewal of digital experience by improving the quality of online account opening services and the user experience.

(c) Consolidate research across investment consultancy companies; broaden the customer base and drive activities of target customers; aim to increase transaction activities and revenue contribution of the wealth management segment.

(d) Strengthen relationships with high-frequency traders; gain insight into their transaction needs and offer customized services.

b. Financial Market Division

(a) Strive to improve short-term investment and trading performance; build positions in U.S. equity and Taiwan active ETFs; make appropriate use of futures and options to hedge against downside risks.

(b) For bonds, Fubon Securities plans to increase its long positions in U.S. bonds, engage in more active trading of Australian bonds given the wider yielding spread, and wait for entry into Taiwan bonds considering the low yield.

(c) Increase positions in instruments that are consistently profitable, such as warrants, CB, CBOP, and ETF market-making.

(d) Enhance segment relationship management for warrants, domestic structured instruments, and CBOP that are used by channel customers.

c. Investment Banking Division

(a) Underwriting

Fubon Securities will engage group partners in deeper resource integration to further strengthen competitiveness as a market intermediary and grow investment banking services.

(b) Share transfer agency service

Develop competent talent and reduce operational risks through regular employee training and tightened internal control; introduce AI-assisted digital functions; provide customers with professional legal consultation; strengthen service relationships with customers for improved trust and satisfaction.

d. Institutional Business Division

(a) Improve the quality of services to large institutional customers.

(b) Take initiative in growing wealth management products and services.

(c) Strengthen relationship with TWSE/TPEx listed companies by tapping into underwriting customers of the investment banking segment.

(d) Provide customized investment research services by leveraging the resources of strategic partners.

4.4.7 Market and business overview

(1) Locations where products (services) are mainly sold (provided)

Taiwan

(2) Future market supply and demand

a. Retail Business Division & Product Business Division

(a) Taiwan equity market

The economy is expected to stay resilient in 2026 and achieve small to moderate growth as the reciprocal tariff impact dissipates. The TAIEX is estimated to fluctuate between 24,500 and 32,000, with market trade volume averaging NT$528.9 billion daily.

(b) U.S. equity market

The basic scenario of Fubon Financial Holdings' economic forecast has estimated growth of the U.S. economy at 1.7% and CPI growth at 2.7% for 2026. P/E ratio of the S&P500 is estimated to range between 20.0 and 23.7 times in 2026; based on which, the S&P500 index should be within the range of 6,000 to 7,200 in 2026.

b. Financial Market Division

(a) Equity derivative service

The equity market should remain active and volatile throughout 2026, which will drive demand for warrants and structured instruments.

(b) Market making

Investment trust enterprises are expected to pour more resources into active ETFs in 2026, meaning market makers will have to deal with more complicated hedging, thereby making the refinement of hedging practices a key to business growth. Only by adopting a business model of diverse strategies may market participants secure profit growth in the ever-changing market.

(c) Bonds

U.S. bond prices are expected to trend upward throughout 2026, and Fubon Securities will take the opportunity to increase its positions whenever yields rise. The Reserve Bank of Australia should keep interest rates largely unchanged; the significant hike that occurred toward the end of 2025 has widened the yielding spread, and Fubon Securities will increase its positions at appropriate times to generate additional spread income. Considering how strong Taiwan's economy has been, the central bank is expected to maintain policy rates unchanged, and Fubon Securities will wait until interest rates rise before building its positions.

(d) Proprietary trading

Performance of Taiwan's equity market in 2026 will depend largely on how AI drives demand for semiconductors and capital spending; whether AI applications have the potential to bring revenues and cash flow will be key to determining share price movements. There are also other factors to consider, such as continuance of the expansionary monetary policy, dissipation of the reciprocal tariff impact, recovery of consumer demand, AI infrastructures, geopolitical risks and how they affect the defense industry, growing demand for critical minerals, etc. Fubon Securities will monitor market movements closely when trading shares in order to evaluate risks and capitalize on opportunities.

c. Investment Banking Division

(a) Underwriting

The capital market had been active in 2025 due to AI and semiconductors. Going into 2026, the market will still be largely driven by high-tech industries such as AI, semiconductors, and cloud computing. As the government seeks to optimize the funding environment through policies, such as Taiwan Innovation Board (TIB) 3.0, market activity is expected to be sustained over time. Fubon Securities will capitalize on this trend by improving the quality of professional services offered, integrating group resources, and bringing a greater diversity of capital market solutions to businesses.

(b) Share transfer agency service

Fubon Securities continues to monitor customers' needs and job trends, and helps share transfer service employees develop the knowledge and skills needed to serve customers and complete tasks. Enhancements are also being made to the IT system to reduce operational risks.

d. Institutional Business Division

While Donald Trump's protectionism does give rise to trade barriers and geopolitical risks, the market should still have abundant liquidity throughout 2026 as major central banks continue the expansionary cycle at a time when global inflation is contained. Meanwhile, the AI industry continues to be the main driver for economic growth.

In the domestic market, active ETFs begin to attract investors' attention, while high-frequency trading continues to be prevalent among foreign investors; both of which give rise to significant demand for investment research and high-performance servers. Large securities firms with strong investment research capabilities and server resources are expected to enjoy greater growth potential compared to the rest of the industry.

(3) Business goals

a. Retail Business Division & Product Business Division

Fubon Securities provides customers with the best investment experience by adopting a customer mindset; it assists sales representatives in offline relationship management through digital empowerment and has built a Consultancy Service (CS) team to improve overall business performance.

b. Financial Market Division

(a) Equity derivative service

Expand the size of warrants issued, improve the quality of market-making efforts, enhance efficiency of the hedging and market-making systems, and actively increase sales of structured instruments; expand trading and CB positions to increase income from convertible bonds.

(b) Market making

With regard to ETFs, Fubon Securities will emphasize increasing the size of trading positions, as well as improving the quality of profits; as for quantitative trading, attention will be directed toward executing dynamic trading, stock selection, and event-driven strategies on a larger scale, and creating multiple sources of profit.

(c) Bonds

With regard to bond trading, Fubon Securities will build trading positions at appropriate times. Attention will be directed to building investment positions for stable income in the form of coupon payments.

(d) Proprietary trading

Capital will be allocated to U.S. equity ETFs and active/passive ETFs for diversity and profit potential. Futures and options will be used for hedging whenever deemed appropriate.

Fubon Securities will aim to strengthen the integration of research resources and trading platform information within the group for better mastery of stock fundamentals, and make dynamic adjustments to FVTOCI assets depending on macroeconomics and industry changes. The investment portfolio will lean toward generating consistent dividend income, with active exposure to assets of high growth potential for long-term capital gain and income.

c. Investment Banking Division

(a) Underwriting

◎ Compete for prominent cases to maintain presence in the underwriting market.

◎ Take advantage of group synergies to provide customers with complete services.

◎ Enforce risk management on holding positions; aim to reduce investment and guaranteed underwriting risks.

(b) Share transfer agency service

◎ Build long-lasting, value-added customer relationships; offer suitable and diverse service solutions through group business channels and platforms, and aim to satisfy customers' diverse needs with differentiated services.

d. Institutional Business Division

Fubon Securities aims to provide domestic as well as foreign investors with differentiated research services on Taiwan equity, overseas shares, and offshore bonds, and plans to develop a highly efficient trading platform that makes it the most trusted securities service provider.

(4) Opportunities and threats

a. Retail Business Division & Product Business Division

(a) Opportunities

◎ The new AI-assisted investment platform features unique functions and interface that are different from the common version, which strengthens brand identity.

◎ The presence of a professional CS team helps promote wealth management transformation; the adoption of productivity-based management helps train multi-talented sales representatives.

◎ Fubon Group has business involvements in finance, communication, and e-commerce, which gives it the competitive advantage of creating an ecosystem and bringing more diverse, value-added financial services to customers.

◎ Completion of the high-frequency trading system and dedicated network segment enables an efficient and stable trading environment that encourages trading by experienced traders.

◎ ETF investing is still on the rise, whereas active ETFs have delivered strong returns to attract more investors.

◎ The Fed's rate-cut cycle has raised global expectations for strong liquidity and stimulated trading activities in the equity market. Meanwhile, favorable prospects of AI application continue to drive the growth of related industries.

(b) Threats

◎ Brokerage services are now characterized by intense price competition and have entered an era in which digital services dominate. Customers' expectations for lower fees and enhanced digital experiences have negatively affected profitability.

◎ Digital competition will only intensify considering how industry peers are aggressively incorporating AI, chatbots, and personalization into their services; the financial industry now needs more skilled talent than ever, which presents challenges in terms of recruitment and talent development.

◎ Escalation of data privacy protection and cybersecurity risks requires financial institutions to adopt a more rigorous risk management and compliance mindset. Financial institutions are also expected to adopt new technologies such as AI, blockchain, and cloud computing persistently in order to stay competitive.

b. Financial Market Division

(a) Opportunities

◎ The competent authority remains supportive of the derivatives market. Investors are optimistic about the market's upside and are willing to make use of warrants due to the leverage they offer.

◎ Major central banks around the world are expected to keep rates unchanged or make slight cuts in 2026, which helps increase spread income from bonds and may be favorable to bonds with high coupon rates.

◎ Interest rates are expected to decrease further in 2026, resulting in an additional supply of capital. Corporate profits will benefit from AI and additional investments in advanced semiconductor manufacturing. The stock index still presents upside potential, which creates room for profit for the proprietary trading department.

(b) Threats

◎ Global equity markets and metal prices have risen to the point that puts upward pressure on inflation, creating uncertainties to central banks' monetary policies. If interest rates rise, bond yields may rise, which makes bonds susceptible to valuation losses.

◎ P/E ratio of the equity market has risen substantially; the equity market may exhibit greater volatility and pose challenges to short-term investment and stock selection.

c. Investment Banking Division

(a) Opportunities

◎ The government continues to support development of an innovative, open, diverse, and globalized capital market, which helps create market opportunities.

◎ Fubon Financial Holdings offers a comprehensive range of financial services, and the advantage of integrating resources helps broaden the underwriting customer base and enables extension of services.

(b) Threats

◎ Underwriting

Positions held as part of guaranteed underwriting are susceptible to changes in global markets and Taiwan's equity market, which gives rise to valuation gains or losses.

◎ Share transfer agency service

Price competition has intensified as peers continue to compete for customers by cutting prices. Existing customers also ask to reduce agency service fees out of cost concerns. The share transfer agency service is now in a state of price competition.

d. Institutional Business Division

(a) Opportunities

◎ Fubon Group has abundant resources at its disposal, which can be integrated to bring value to localized research for the benefit of professional investors. It is a highly trusted securities service provider among institutional investors.

(b) Threats

◎ Competition and undercutting of brokerage commission put stress on the profitability of brokerage services.

◎ Stock market rules have become more open and liberal than ever. Securities firms are compelled to upgrade equipment in order to stay competitive, and they also face competition from foreign securities firms.

4.5 Business overview of Fubon Insurance

4.5.1 Scope of business

(1) Business activities:

Fubon Insurance is categorized in the non-life insurance industry and is involved in business activities related to property insurance as well as related sales and services approved by the competent authority.

(2) Weight of business activities(consolidated basis)

Unit: NTD millions

Item	Written premiums		Reinsurance premium		Reinsurance commission income		Reinsurance expense		Net change in unearned premiums reserve		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Fire insurance	3,688	5%	0	0%	267	10%	2,408	10%	(1)	0%	1,548	3%
Marine Cargo insurance	2,632	4%	2	0%	120	4%	1,579	7%	21	2%	1,154	2%
Marine Hull /Fishing Vessel Aviation insurance	1,020	1%	0	0%	41	2%	950	4%	(8)	(1%)	119	0%
Automobile insurance	24,003	33%	0	0%	675	25%	2,405	10%	542	45%	21,731	39%
Compulsory automobile insurance	6,124	9%	1,474	62%	0	0%	2,698	12%	60	5%	4,840	9%
Liability insurance	5,513	8%	17	1%	222	8%	1,264	5%	261	22%	4,227	8%
Engineering and nuclear insurance	5,736	8%	68	3%	310	12%	5,168	22%	185	16%	761	1%
Surety and credit insurance	294	0%	3	0%	41	2%	217	1%	7	1%	114	0%
Other property insurance	1,689	2%	6	0%	419	16%	1,068	5%	16	1%	1,030	2%
Personal accident insurance	7,937	11%	22	1%	19	1%	166	1%	135	11%	7,677	14%
Typhoon, flood and earthquake insurance	4,649	6%	82	3%	33	1%	4,046	17%	(130)	(11%)	848	2%
Personal and commercial comprehensive insurance	1,778	3%	0	0%	202	8%	178	1%	(18)	(1%)	1,820	3%
Health insurance	2,606	4%	0	0%	1	0%	151	1%	141	12%	2,315	4%
Foreign business	0	0%	197	8%	0	0%	(3)	0%	(44)	(4%)	244	0%
Foreign subsidiary	4,309	6%	516	22%	305	11%	946	4%	26	2%	4,158	7%
Interest revenue	-	-	-	-	-	-	-	-	-	-	788	1%
Exchange profit and loss	-	-	-	-	-	-	-	-	-	-	(252)	0%
Income from investments	-	-	-	-	-	-	-	-	-	-	2,403	4%
Real estate	-	-	-	-	-	-	-	-	-	-	296	1%
Other businesses	-	-	-	-	-	-	-	-	-	-	232	0%
Total	71,978	100%	2,387	100%	2,655	100%	23,241	100%	1,193	100%	56,053	100%

(3) New products and services planned for the future

a. Continue cooperation with financial technology providers to promote scenario-based, fragmented insurance policies and new insurance policies.

b. Develop the Fubon Butler platform that connects the four main service scenarios, including tourism, health, automobile, and household comprehensive insurance, for improved service efficiency and brand image.

c. Direct attention to elderly solutions, cancer protection, protection against critical illness/injury, and development of new medical technologies for more complete product offerings.
d. Explore business opportunities in SMEs; develop a "Corporate Digital Forms Platform" that combines digital products, forms, procedures, and training courses to assist sales representatives in their sales efforts, and capitalize on small- and medium-sized business opportunities.
e. Adopt advanced loss prevention technology; help customers assess natural disaster risks, cybersecurity risks, etc.; and provide comprehensive services to customers.
f. Support the government's green energy efforts; capitalize on the opportunities of energy generation, energy storage, and energy conservation; leverage reinsurance services of international reinsurers; take progressive steps toward fulfilling the ESG policy and achieving net zero by 2050.

4.5.2 Business plans for the year

(1) Business policy for the year

a. Continue management of business risks.
b. Explore business opportunities in SMEs.
c. Optimize service portfolio.
d. Expand cross-industry alliance and collaboration.
e. Adopt digital transformation at a faster rate.
f. Support ESG practices.
g. Improve loss prevention services.
h. Grow overseas markets.

(2) Key production/sales policies

a. The subsidiary designates 2026 as the initial year for the SME businesses, and it has assembled a specialized team to coordinate marketing resources, taking advantage of its diverse product offerings and digital platforms, to grow mass market businesses while streamlining the sales process for representatives. More attention is being directed to grow the SME segment in terms of market share and volume.
b. Develop innovative business collaboration models and integrated services; cooperate with financial technology providers to develop new products, services, and processes, as well as to jointly promote scenario-based, fragmented insurance policies, thereby creating a diverse and creative insurance ecosystem; grow Fubon Butler as a brand and connect the platform to travel, health, automobile, and household comprehensive insurance services.
c. Raise sensitivity to market risk changes by keeping track of two key indicators: loss frequency and loss severity; monitor natural disaster alerts, adopt risk management measures, and arrange appropriate protections against major disasters to diversify the risk of high claims due to extreme weather; maintain a delicate balance between sales growth and risk exposure, and adopt the use of diverse channels to minimize risk concentration.
d. The Digital Forms Platform, APP, and EC platform will have risk-checking functions built in, so that the system can provide immediate feedback on approval concerns and product suggestions before a proposal is submitted for review. This feedback not only helps sales representatives adjust pricing in a timely manner but also minimizes rejections for improved efficiency.
e. Continue renewal of residential fire insurance with existing mortgage customers and aim to increase add-ons of residential fire coverage; introduce coverage upgrades, coverage for movable properties, and excess coverage for earthquakes to increase the variety of products sold; market "home insurance" packages to customers who are converting from accident and health insurance. Compete for social housing opportunities and aim to achieve a high tender win rate.
f. Update products and adjust premium rates in line with the recent amendments to model clauses of overseas travel inconvenience insurance; overseas travel insurance will introduce two additional variants: "with reimbursement-type travel inconvenience coverage" and "without travel inconvenience coverage" to facilitate more flexible selling and more rigorous management of risks associated with travel inconvenience insurance.

g. Make use of AI anchor in training and event-driven marketing to motivate sales representatives and improve sales performance; source applications from multiple platforms while optimizing the approval process and automating renewals for improved efficiency. Continue collaboration with Taiwan Mobile to provide "External Attack Surface Management" combined with explanations from cybersecurity experts, thereby helping the sales teams promote cybersecurity insurance.

4.5.3 Industry overview

The sale of automobile insurance was hindered in 2025 as U.S. tariffs caused new car sales to plummet to a ten-year low. Meanwhile, the sale of accident and health insurance had grown due to the increasing popularity of domestic and overseas travel, which led to strong demand for travel insurance; additionally, Taiwan's progression into an aged society has raised consumers' awareness of health management and medical costs, making them more willing to pay for higher accident and health insurance premiums. As for personal omnibus insurance, the lending limits imposed on banks continued to deter property purchases and negatively affected sales growth. While premiums of major, medium, and small commercial fire insurance cases had grown due to additional risk premiums charged and increases in sum assured, the growth was outweighed by an adjustment of coverage duration across large cases, which hindered the overall growth of fire insurance premiums. Demand for engineering insurance increased due to wind power and public construction projects, whereas issues concerning food safety and liabilities of delivery riders brought people's attention to new types of liability insurance; overall, engineering insurance and new insurance saw quite impressive growth. Overall, written premiums of the non-life insurance market grew 6% to more than NT$285 billion in 2025.

Total car sales are expected to increase in 2026 following the finalization of the U.S. reciprocal tariff; demand for accident and health insurance products is still expected to be weakened by the reality that reimbursement-type medical insurance requires the use of original medical receipts; and the growth of travel insurance will likely slow down as domestic and overseas travel have peaked, coupled with recent amendments to the model clauses for overseas travel inconvenience insurance. With regard to corporate insurance, the international reinsurance fee rate continues to flatten, and premiums from large cases will likely decline; meanwhile, the U.S. tariffs may cause shrinkage in export trade, leading to slower growth for commercial omnibus insurance and export goods liability insurance; lastly, the regulatory requirement for restaurants to purchase insurance, along with rising attention to public safety and worker safety issues, will support the growth of mass-market products.

4.5.4 Research and development spending and accomplishments in the last two years

(1) Research and development spending in the last two years

Unit: NTD millions

Year	2024	2025
Amount	291	396

(2) Research and development accomplishments

a. Adopted RPA and leveraged the power of automation to replace manual processes, thereby raising employees' capacity. The subsidiary had developed 140 front/mid/back process automations by 2025; 140 of which are currently in production, and they help save 3,392 work hours.

b. The "EZ Insurance" service was launched, giving customers the ability to use mobile ID (MID) for identification, insurance applications, and claim submissions online. The subsidiary was the first non-life insurance company to receive the authority's approval for the trial run, and the service was officially launched in 2024.

c. An innovative service called "FacePass Express" that combines AI with facial recognition was introduced, making Fubon Insurance the first insurance company to receive approval from the authority for the trial launch of "Digital Identity Authentication for Proposal Signing" .

d. Resources were committed to the development of innovative insurance technologies and patents, including: the "Solar Panel Malfunction Detection System", which has the ability to complete the total scan of a large solar power site and detect potential risks and performance

issues within a short period of time; and the "Typhoon Hazard Assessment System ", which gathers data from Central Weather Administration's typhoon alerts and the Geographic Information System (GIS) and applies spatial analysis to develop an advanced, visualized wind hazard model. As of 2025, the subsidiary had accumulated 56 patents, including 15 invention patents and 41 utility model patents.

e. The subsidiary was the first in the industry to use an electronic signature pad for over-the-counter claims requests. Customers who make claims requests over the counter are no longer required to sign or stamp paper; they simply have to sign the electronic pad and present the relevant documents.
f. As a support for net zero, Fubon Insurance launched an "electric automobile insurance" that provides exclusive and comprehensive protection for EV owners.
g. In light of how financial technologies are quickly evolving, Fubon Insurance moved ahead of industry peers and became the first to receive approval from the Financial Supervisory Commission to cooperate with financial technology service providers on the launch of innovative insurance services. The subsidiary then adopted a "scenario-based insurance" approach that tracks customer spending journeys closely, and has so far launched innovative online insurance services in collaboration with Taiwan Mobile, Momo.com, and Starlux Airlines to satisfy customers' needs for "one-stop shopping".
h. Through collaboration with USPACE, Taiwan's largest parking platform, Fubon Insurance made a trial launch for "Parking Insurance" and introduced the nation's first flexible fee model that "charges only when parked", This model gives car owners immediate access to exclusive protections for the parking duration, and it sets an example of the first cross-industry collaboration between an insurance company and a parking platform.
i. Fubon Insurance introduced "ClaimLink", a shared automobile insurance claims platform boasting "single entry, shared information, digital authentication, and anti-scam" features that participants of the non-life insurance industry may use to report and file for claims online. Car manufacturers and consumers, too, may file for claims by themselves using the uniform interface. This platform reduces the repetitive entries and costs that would have been incurred if each insurance company were to develop and maintain its own system, which, in turn, improves the efficiency of digital services for the entire industry. The proposal has received support from the authority, and the Non-Life Insurance Association and several peers have been invited to take part in the development.

4.5.5 Future research and development plans

(1) Expected research and development spending

Unit: NTD millions

Item	Expected research and development spending for 2026
Amount	441

(2) Future research and development plans

a. Cooperate with financial technology providers to develop new products, services, and processes, and to jointly promote scenario-based, fragmented insurance policies, thereby creating a diverse and creative insurance ecosystem. Design specialized products by adopting the concept of insurance as a service; offer differentiated services as part of the specialized product to attract customers and strengthen brand attachment.
b. Engage in cross-industry alliances to increase the diversity and accessibility of insurance service; create a new insurance ecosystem that broadens service reach. The subsidiary will assemble a specialized team to engage online-only insurance companies in various functions and campaigns, and support them with robust underwriting, product development, and back-end systems. Internally, the subsidiary will enhance the integration of critical resources and direct them toward cross-industry collaboration, website management, data application, and commercial process reform.

c. Continue the development of ESG-related insurance products, execute sustainable action plans, and exert financial influence in ways that promote low-carbon, sustainable practices on a personal, corporate, and social level. Capitalize on the business opportunities involving energy generation, energy storage, and energy conservation by providing customers with the insurance coverage needed to complete green energy transformation. Enhance management of new risks concerning green energy and renewable energy, work with customers to address risks of low-carbon transformation, enforce the ESG policy, and accomplish the 2050 net-zero emission goal.

4.5.6 Long and short-term business plans

(1) Short-term business plans

a. Personal insurance

Continue cooperation with financial technology providers to promote scenario-based, fragmented insurance policies; design differentiated and specialized products by adopting the concept of insurance as a service; develop the Fubon Butler platform that connects the four main service scenarios, including tourism, health, automobile, and household comprehensive insurance, for improved service efficiency and brand image; introduce risk control measures for natural disasters at vulnerable locations, and arrange protections against major disasters where appropriate to diversify risks of high claims; direct attention to elderly solutions, cancer protection, protection against critical illness/injury, and development of new medical technologies for more complete product offerings.

b. Corporate insurance

Develop risk pattern analysis that supports underwriting risk assessment and risk management; explore business opportunities in SMEs; develop a “Corporate Digital Forms Platform” that combines digital products, forms, procedures, and training courses to assist sales representatives in their sales efforts, and capitalize on small- and medium-sized business opportunities; adopt advanced loss prevention technology; help customers assess natural disaster risks, cybersecurity risks, etc., and provide comprehensive services to customers; capitalize on the government’s green energy opportunities and leverage reinsurance services of international reinsurers; take progressive steps toward fulfilling the ESG policy and achieving net zero by 2050.

(2) Long-term business plans

a. Develop customer segmentation models that segment customers by age, insurance category, etc.; target customers that meet specific profiles for precision marketing, thereby increasing the conversion rate and renewal rate. Design specialized products by adopting the concept of insurance as a service; offer differentiated services as part of the specialized product to attract customers and strengthen brand attachment.

b. The subsidiary closely follows the risks and opportunities of new technology, and brings innovative products along with refined loss prevention technologies in conformity with industry trends and government policies. The subsidiary will build on this foundation by working with a diverse range of partners to develop an ecosystem that adds value to insurance products, such as corporate governance, cybersecurity, and employee protection.

c. Draw reinsurance resources from reinsurers across the world and support the government’s proactive efforts to promote offshore wind turbines, solar panels, and green energy. Capitalize on the business opportunities involving energy generation, energy storage, and energy conservation by providing customers with the insurance coverage they need to complete green energy transformation. Enhance management of new risks concerning green energy and renewable energy, work with customers to address risks of low-carbon transformation, enforce the ESG policy, and accomplish the 2050 net-zero emission goal.

d. Maintain a delicate balance between sales growth and risk exposure; tighten coverage approval control in high-risk areas and adopt the use of diverse sales channels to avoid concentration of sales in any particular region, channel, or seasonal product, thereby reducing risk concentration. Direct attention to local disaster alerts and adopt risk control measures where appropriate; enhance monitoring of loss rate across product lines, analyze regional distribution, and identify claims hotpots; arrange protections against major disasters where appropriate to diversify the risk of high claims due to extreme weather.

e. The subsidiary will observe Fubon Financial Holdings' four main ESG strategies of "decarbonization," "digitalization," "empowerment," and "connection," as well as the government's sustainability policies, and contribute its professional capacity while integrating resources across different professions to develop ESG-related insurance products, execute sustainable action plans, and exert financial influence in ways that promote low-carbon, sustainable practices on a personal, corporate, and social level.

f. The subsidiary will assemble a specialized team to engage online-only insurance companies in various functions and campaigns, and support them with robust underwriting, product development, and back-end systems. Internally, the subsidiary will enhance the integration of critical resources and direct them toward cross-industry collaboration, website management, data application, and commercial process reform.

g. As for its overseas business, the subsidiary will adhere to Fubon's professional spirit and adopt rigorous underwriting criteria to control the quality of services offered. By expanding the variety of insurance products and sales channels, we aim to turn business opportunities into actual growth and profit. By offering attentive services, the subsidiary hopes to accumulate customer satisfaction and build Fubon's prestigious brand image in a way that helps grow the local market.

4.5.7 Market and business overview

(1) Locations where products (services) are mainly sold (provided):

In addition to the head office located in Taipei City, Fubon Insurance also has 29 branches deployed in major counties and cities across Northern Region 1, Northern Region 2, Eastern Region, Taoyuan/Miaoli, Central Region, Chiayi/Tainan, and Kaohsiung/Pingtung.

(2) Future market supply and demand

a. Supply

Demand for insurance technologies has been growing rapidly since 2024. In an attempt to support development of insurance technologies by creating more favorable conditions for innovation, the FSC allowed the establishment of online insurance companies in August 2025 with the hope of attracting creative minds to reshape the insurance industry. Furthermore, the government continues to support new insurance products such as public accident insurance, cybersecurity insurance, agriculture insurance, and liability insurance; these efforts will ultimately increase the supply of insurance products in the market.

b. Demand

Climate change is causing extreme weather and natural disasters to happen at a higher frequency and on larger scales; consequently, the demand for protections against new forms of risk, such as cybersecurity insurance and parametric insurance, should continue to rise. Furthermore, given consumers' rising protection awareness and the aging demographics, conventional insurance products may no longer keep up with consumers' changing needs, which, therefore, creates room for online insurance services and customized insurance solutions. Demand for innovative insurance products should increase further in 2026.

(3) Business goals:

Unit: NTD millions

Item	2026
Amount	72,144

(4) Opportunities and threats

a. Opportunities

(a) The government has introduced several stimulative measures to mitigate the impact of U.S. tariffs on the economy, all of which are intended to increase disposable household income and boost domestic demand. With the finalization of the U.S. tariff on Taiwan and the wealth effect induced by equity market gains, consumers have become more confident and comfortable with their spending, including on automobiles.

(b) Aging demographics pose a growing challenge as it puts stress on social protection and the public healthcare system; however, this trend also increases demand for health insurance

and long-term nursing insurance.

(c) The FSC permitted the establishment of online insurance companies in August 2025 out of support for innovation of insurance technologies, and at the same, it introduced lower entry thresholds, allowed greater flexibility, and offered incentives to attract more creative minds to the insurance profession. Through innovations, the FSC hopes to promote digital transformation of the industry, as well as improve the diversity and accessibility of insurance solutions for inclusive finance.

b. Threats

(a) The war between Russia and Ukraine is still ongoing, whereas tension rises in the Middle East due to conflicts between Israel and neighboring countries. Prices of energy and commodities remain volatile, and the stability of the global supply chain is being put to the test.

(b) The impact of climate change intensifies as extreme weather has started to affect food and energy supplies, which, in turn, raises inflation and adds uncertainty to economic growth. Frequent occurrence of extreme weather also raises the cost of maintaining and insuring infrastructures, and brings structural challenges over the long term.

(c) Automobile insurance premiums exhibited limited growth due to falling sales of new vehicles and the impacts of tariffs; meanwhile, insurance services for large corporations are near saturation. As peers turn to small- and medium-sized enterprises, the swarm brings more intensive competition in pricing and channels.

c. Responses

(a) Cooperate with financial technology providers to develop new products, services, and processes, and to jointly promote scenario-based, fragmented insurance policies in line with trends, thereby creating a diverse and creative insurance ecosystem; pay continuous attention to changes in environmental trends and capitalize on emerging opportunities; promote the use of digital technologies.

(b) Continue exerting a positive influence as an insurance service provider; enforce social responsibilities and promote sustainability in line with the United Nations Sustainable Development Goals (SDGs); tighten risk control to secure profitability; gain insight into market trends, capitalize on opportunities in emerging markets, and expand cross-industry collaboration for the introduction of value-added services; implement digital transformation to create a financial ecosystem.

4.6 Business Overview of Fubon Bank (Hong Kong)

4.6.1 Scope of business

(1) Business activities

a. Corporate and Institutional Banking: corporate banking, syndicated and structured finance, green and sustainable finance, commercial banking/SME banking, financial institutions, trade finance, credit card merchant services.
b. Retail Banking: deposit, mortgage, credit card, Ambassador Banking, investment and insurance services, Cross-boundary Wealth Management Connect (Southbound Scheme), wealth management products financing.
c. Others: treasury market services, RMB services, mobile banking, internet banking, phone banking and safe deposit box services.

(2) Weight of business activities

Unit: HK$ million

Operating Income	2024		2025	
	Amount	Weight	Amount	Weight
Retail Banking	832	28%	999	30%
Corporate and Institutional Banking	813	28%	861	26%
Commercial Banking	477	16%	501	15%
Funding Centre	227	8%	144	4%
Markets	579	19%	771	23%
Fubon Credit	6	0%	20	1%
Others	22	1%	22	1%
Total	2,956	100%	3,318	100%

(3) New products and services planned for the future

In 2026, Fubon Bank (Hong Kong) also aims to proactively enhance its insurance product offerings to meet the rising demand for retirement planning and legacy solutions. Fubon Bank (Hong Kong) will further digitize the end-to-end customer journey, including the digitalization of insurance applications, the launch of a new customer relationship management tool, and the adoption of a new digital platform for trading and investment products. Through Fubon Insurance Brokers Limited, a wholly-owned subsidiary of Fubon Bank (Hong Kong), the Bank will continue to expand its product portfolio by delivering exceptional value and premium services.

Fubon Bank (Hong Kong) is committed to accelerating innovation in Digital Banking services in 2026, with a strong emphasis on enhancing customer engagement and driving digital transformation. Fubon+ will be upgraded with new features designed to deepen customer interaction and streamline banking processes. To further improve the digital onboarding journey, Fubon Bank (Hong Kong) targets to migrate Fubon GO mobile app to Fubon+, enabling bank account opening and credit card applications on a single platform, while also catering to the needs of cross-border customers.

In Payment Card innovation, Fubon Bank (Hong Kong) plans to introduce Credit Card Target Spending functionality and launch of the Mission Centre within Fubon+, empowering customers to better manage and optimize their spending. Fubon Bank (Hong Kong) also intends to explore the launch of a Virtual Debit Card and a new Co-Branded Card, expanding its product suite and catering to the preferences of young and digitally-savvy users.

Fubon Bank (Hong Kong) is committed to playing an active role in advancing Hong Kong's digital financial ecosystem. Following its milestone achievement as the first bank to complete a tokenized deposit transaction in Ensemble^{TX}, the pilot phase of Project Ensemble, Fubon Bank (Hong Kong) will continue to support the Hong Kong Monetary Authority's (HKMA) fintech agenda in 2026

proactively, including upcoming phases of Project Ensemble and the IADS Developer Hackathon, where the Bank will serve as a mentor to participating start-ups.

Fubon Bank (Hong Kong) will also enhance banking channels to better serve local and cross-boundary clients, ensuring improved accessibility and personalized services. In 2026, Fubon Bank (Hong Kong) will continue to upgrade service touchpoints to improve client engagement, and launch premium customer events to enrich the overall banking experience.

In managing the loan portfolio, Fubon Bank (Hong Kong) has maintained a prudent credit stance to effectively manage credit risk and enhance the profitability of mortgage and personal loan portfolios. As part of a strategic realignment to leverage synergies within the Fubon Group, unsecured personal loan services were migrated to the Bank's wholly-owned subsidiary, Fubon Credit (Hong Kong) Limited, effective 1 January 2026. This move is intended to provide more flexible and customized loan solutions that meet the diverse needs of customers.

Fubon Bank (Hong Kong) strives to enhance customer experience through innovative technologies and green finance, empowering SMEs to seize emerging growth opportunities. SME customers were able to complete account opening entirely online without the need to visit a branch. Fubon Bank (Hong Kong) plans to launch a brand-new mobile application dedicated to SMEs, Fubon Corp+. Key features will include real-time account monitoring, biometric authentication, push notifications, FPS standing instructions and QR code payments, transaction authorization (approve/reject), and an AI-powered chatbot.

Fubon Bank (Hong Kong) will leverage the onshore business platform established through the opening of the Shenzhen Branch to further expand its corporate financial services across the Greater Bay Area. This will enable us to deliver more flexible and efficient cross-border financing solutions for its clients. Fubon Bank (Hong Kong)'s key development priorities will include:

a. Fubon Bank (Hong Kong) will extend direct credit support to corporate banking clients throughout the Greater Bay Area. This will enable clients to capitalize on regional development opportunities while further strengthening their cross-border liquidity management and operational cash-flow capabilities.

b. Fubon Bank (Hong Kong) will actively support more Chinese enterprises, particularly those engaged in Environmental, Social, and Governance (ESG)-related sectors, as they pursue international expansion. Fubon Bank (Hong Kong)'s services will encompass cross-border financing, project structuring, and risk management, offering tailored financial solutions that enable clients to advance their global strategic goals.

c. Fubon Bank (Hong Kong) will continue to execute its established business strategy by further broadening and diversifying its loan asset portfolio:
   (a) Aviation and Shipping Sectors: Fubon Bank (Hong Kong) will enhance its capabilities in aircraft and vessel financing, enabling it to meet clients' asset acquisition and working capital requirements more effectively.
   (b) Expansion in the Middle East: Fubon Bank (Hong Kong) will focus on key industries such as banking, infrastructure, and energy, and deliver customized financial solutions to support clients' development in the region.

Fubon Bank (Hong Kong) introduced more comprehensive treasury products and hedging solutions tailored to the evolving needs of retail and corporate customers. These initiatives aim to provide clients with greater flexibility in managing foreign exchange and interest rate risks. In the area of proprietary trading, Fubon Bank (Hong Kong) plans to broaden its capabilities while maintaining a strong emphasis on disciplined risk control. This will not only improve the Bank's market-making efficiency but also enable it to deliver more competitive pricing and liquidity solutions to clients. Additionally, Fubon Bank (Hong Kong) will continue to streamline its execution platform. Through ongoing digital upgrades and expanded partnerships with fintech providers, Fubon Bank (Hong Kong) aims to offer faster, more secure, and seamless channels. These improvements will support clients in managing domestic and cross-border transactions more effectively.

4.6.2 Business plans for the year

In 2025, Fubon Bank (Hong Kong) achieved a significant milestone with the upgrade of its long-term issuer credit rating to 'A-' by S&P Global Ratings, reflecting Fubon Bank (Hong Kong)'s strengthened funding profile and robust growth in retail deposits. Fubon Bank (Hong Kong) delivered outstanding performance and achieved record-high profits in 2025. Significant business developments have been made, included broadening of proprietary trading positions, streamlined credit approval process for small and medium-sized enterprises ("SME") loans, enrichment of Fubon+ Mobile Banking with wealth management features and mobile payment enablement, launch of iN VISA Platinum credit card. Looking ahead to 2026, Fubon Bank (Hong Kong) will continue to expand while also focusing on building a business framework that enhances operational quality and resilience risk management, drives innovation through technology, and optimizes talent strategies. These could support long-term sustainable growth with the following strategic priorities:

(1) Wealth Management Business

With the continued interest rate cut cycle and further declines in deposit rates, customer interest in wealth management is expected to remain strong. This trend will help Fubon Bank (Hong Kong) attract more high-net-worth clients and seize the significant growth potential in the wealth management market. Key products will remain on insurance and treasury products, supported by initiatives such as diversified product offerings, enhancement of investment product advisory services, customer engagement activities, strengthening of cross-selling across all channels and collaboration with the Fubon Group subsidiaries, etc.

(2) Loan Business

Fubon Bank (Hong Kong) will continue to focus on large enterprises and syndicated loans, addressing financing needs in key sectors including energy transition, logistics, digitalization and aging demographics, also actively develop markets in Australia, the Middle East, and ASEAN markets.

For SME lending, Fubon Bank (Hong Kong) will leverage the SME Financing Guarantee Scheme ("SFGS") to drive sustainable credit expansion. Since the implementation of the streamlined credit approval process, new loan cases have been steadily increased. Loan growth drives cross-selling opportunities, particularly in wealth management, TMU revenues and demand deposits. The Corporate Mobile Banking APP, which is scheduled for launch in the first half of 2026, will further boost SME business growth.

(3) Capacity Building

To reinforce its long-term competitive edge, Fubon Bank (Hong Kong) is accelerating digital transformation by building a modern enterprise data platform, developing AI agent infrastructure and practical applications, and launching a new Corporate Mobile Banking App. Concurrently, Fubon Bank (Hong Kong) is enhancing its talent strategy through cultivating a high-performance culture, strengthening talent acquisition and retention efforts, expediting professional development, and improving AI literacy across the organization via training and hands-on practice - thereby enhancing overall operational efficiency and innovation capabilities.

4.6.3 Industry overview

In 2025, Hong Kong's banking sector developed steadily amid the global economic recovery, with global GDP growth at approximately 2.8%, advanced economies at about 1.5%, and emerging markets at around 4%. Hong Kong's GDP grew by 3.5%, driven by a 12.1% surge in exports and a 6.3% increase in service exports, particularly in electronic products and cross-border financial services. The banking sector's assets remained stable, with 175 authorized institutions (including 149 licensed banks), and the service sector accounting for 93.5% of GDP. In terms of policy, the Hong Kong Monetary Authority advanced the "Fintech 2025" initiative, with 95% of banks fully digitized, strengthening green bonds and innovative technology financing.

The Asia-Pacific region's economic resilience was strong, but the easing of U.S.-China trade tensions helped Hong Kong maintain its status as an Asian financial hub. In the domestic market, steady growth in China's economy drove the expansion of Hong Kong's cross-border business.

4.6.4 Research and development spending and accomplishments in the last two years

(1) Research and development spending in the last two years

Unit: HK$ million

Year	2024	2025
Amount	48	129

(2) Research and development accomplishments

Key IT initiatives completed in 2025:

a. Mobile Banking App Revamp (Phase 2 Part 1) Project
b. Enterprise Data Warehouse Project
c. Swift ISO20022 Enhancement
d. Credit Card Mobile Payment - Apple Pay/Google Pay Project
e. Replacement of the core SAN storage system and upgrade of the end-of-life SAN disk storage

4.6.5 Future research and development plans

While effective cost control measures are being exercised, Fubon Bank (Hong Kong) will continue to invest in digital innovation and technology to enhance the competitive advantage in the virtual channels and the quality of banking products and services to maintain stable business growth.

(1) Expected research and development spending

Unit: HK$ million

Item	Estimated cost of research and development for 2026
Amount	291

(2) Future research and development plans

a. Following Fubon Bank (Hong Kong)'s digitalization roadmap, the major FinTech projects are planned to be implemented or started the development process in 2026:
   (a) Enterprise Data Platform
   (b) Fubon+ Enhancement 2026
   (c) Corporate Mobile Banking
   (d) Enterprise AI Adoption
   (e) AML AI Risk Scoring
   (f) Mobile Banking Revamp Phase 3 - Integrate Digital Onboarding Feature and Other Enhancements
   (g) Credit Application Processing System for Corporate Banking
b. Summit Transformation Project
c. New China Branch IT Setup
d. Delivery Center of Excellence 2026
e. Credit Risk Management Platform & Marketing Campaign Management System
f. Mobile Corporate App Phase 2 (New Initiatives)
g. Account Ledger System Replacement
h. New Human Resource Management System
i. AIX Servers Consolidation
j. Enhancements and Problem-fixing (if applicable) for AML systems
k. Event-Based Marketing via Digital Channel
l. Electronic/Digital Approval Workflow for SME Credit Program
m. TM-E-1 & measures for evolved Malware Scams Targeting eBanking Activities
n. ASCCEND AS400 Upgrade End of Life
o. Customer Due Diligence Replacement Project
p. Enterprise Data Warehouse
q. A new system to run ECL calculation under HKFRS 9

4.6.6 Long and short-term business plans

(1) Short-term business plans

In Corporate and Institutional Banking and Commercial Banking, Fubon Bank (Hong Kong) will continue to focus on improving customer returns, optimizing corporate loan portfolios as well as increasing loan pricing and fee income. To drive the continued expansion of new corporate customers, Fubon Bank (Hong Kong) will explore new business opportunities in different industries and other regions and increase customer coverage and strengthen business development. Fubon Bank (Hong Kong) will launch the first phase of mobile banking system for corporate banking to meet customer needs and maintain stable business growth. Fubon Bank (Hong Kong) will improve credit analysis and monitoring through automation and AI-assisted decision-making tools to enhance operational efficiency. Fubon Bank (Hong Kong) will participate in leveraged financing transactions to increase loan profitability. Fubon Bank (Hong Kong) will also continue to expand medium and large corporate loan business, actively increase ESG loans and SME Financing Guarantee Scheme (SFGS) loans, and strive to develop new high-quality or secured loan customers and aiming to become a primary banking for its customers to increase revenue. At the same time, Fubon Bank (Hong Kong) will promote the business development of the Shenzhen Branch and develop the cross-selling opportunities for customers and loan portfolios outside Hong Kong to drive loan growth and optimize assets portfolio.

In Retail Banking, Fubon Bank (Hong Kong) will enhance its digital banking business through the adoption of artificial intelligence technologies and big data to improve efficiency and market penetration. Fubon Bank (Hong Kong) will enhance digital banking services through mobile banking enhancements to achieve a seamless customer experience. Fubon Bank (Hong Kong) will continue to expand new revenue channels by expanding the branch network and offshore banking capabilities, as well as diversifying the range of insurance products to enhance wealth management income. Fubon Bank (Hong Kong) will work closely with its business partners to expand the customer base and asset management scale as well as to seize wealth management opportunities in Taiwan and Mainland China. At the same time, Fubon Bank (Hong Kong) will explore corporate cards for small and medium-sized enterprises (SMEs), offering installment loans to cardholders in designated industries to improve customer retention. Fubon Bank (Hong Kong) will continue to make use of Fubon Credit to provide unsecured personal loan services through digital platforms to accelerate the growth personal loan business and expand market position. Fubon Bank (Hong Kong) will continue to increase non-conventional mortgage loan to enhance the overall yield.

(2) Long-term business plans

Fubon Bank (Hong Kong) strives to improve its product and service quality. Fubon Bank (Hong Kong) will strengthen artificial intelligence development and continuously enhance its digital platforms and its virtual service channels to capture FinTech opportunities and address customers' increasing demand for digital banking services. Fubon Bank (Hong Kong) will maintain close collaboration with other affiliates of the Fubon Group to expand customer base and deepen customer relationships, so as to realize its medium and long-term business targets.

4.6.7 Market and business overview

(1) Locations where products (services) are mainly sold (provided)

Key Financial Products (Services)	Major Sales Area
Corporate and Institutional Banking Services	Hong Kong
Retail Banking Services	Hong Kong

(2) Future market supply and demand

Hong Kong's banking sector focuses on retail banking, corporate financing, and wealth management. In 2025, total loans remained stable, with real estate loans reaching HK$3.4 trillion and demand gradually bottoming out and rebounding. Future market supply and demand: On the supply side, intense competition among banks, with net interest margins still facing narrowing pressure in a rate-cutting environment; on the demand side, it is expected that in 2026, demand for trade financing and green investments will rise, but in the short term, it will be suppressed by the high-interest environment. Private consumption grew by 2.1%, investment increased by 4.3%,

demand for tourism and financial services recovered, and the real estate market is expected to emerge from its lowest point.

(3) Business goals

Looking ahead to 2026, the global economy is expected to see subdued but resilient growth with projected growth of 3.3% by the IMF. Global headline inflation is projected to fall slightly. With a broadly stable market environment and outlook, Fubon Bank (Hong Kong) will strategically allocate resources to core strategic areas for high-quality and efficient growth. In terms of financial metrics, the Bank aims to achieve high double-digit growth in net profit after tax, supported by solid increases in fee income and net interest income, while containing operating expenses and impairment losses. Additionally, the Bank targets to achieve over 10% increase in total assets, reflecting the continuous expansion of business scale and the effectiveness of strategic initiatives.

(4) Opportunities and threats

a. Opportunities

(a) The continuation of interest rate cut cycle and the trend of declining deposit rates will drive stronger client demand for wealth management products.
(b) The positive momentum in the stock market, coupled with a notable increase in large-scale IPOs, reflects heightened investor confidence and strong investment appetite.
(c) Rapid developments in AI, big data analytics, and blockchain technologies offer significant potential to enhance innovation and efficiency, support digital transformation and customer-centric offerings.

b. Threats

(a) The sustained interest rate cut cycle will narrow banks' net interest margins.
(b) Despite a gradual easing of U.S.-China tariff concerns, on-going geopolitical tensions including U.S.-China strategic rivalry, the Russia-Ukraine war and instability in the Middle East, continue to impact market sentiment and macroeconomic stability.
(c) An increasing number of bankruptcy petitions in Hong Kong signal deteriorating consumer financial health, which could lead to higher credit losses and non-performing loans for the Bank, particularly in the SME and retail lending segments.
(d) Persistent weakness in demand, coupled with excess supply in both the retail shop and office sectors, continues to exert downward pressure on rental performance, affecting commercial real estate financing and asset quality.

4.7 Business overview of Fubon Asset Management

4.7.1 Scope of business

(1) Business activities

a. Securities investment trust service.
b. Full fiduciary discretionary investment service.
c. Securities investment consulting service.
d. Futures trust service.
e. Other related services permitted by the competent authority.

(2) Weight of business activities

Unit: NTD millions

Item	2024		2025	
	Amount	Weight	Amount	Weight
Management fee income	2,296	94%	3,258	96%
Sales fee income	154	6%	139	4%
Other operating income	6	0%	10	0%
Total	2,456	100%	3,407	100%

(3) New products and services planned for the future

As Taiwan's equity market breaks a historical high, there exists many uncertainties about how the market and popular products will perform in 2026. On a positive note, the authority's deregulation efforts and support for the "Asian Asset Management Center" are helpful for the development of new products, and Fubon Asset Management, with its extensive track record and diverse active and passive fund offerings, is well-positioned to meet investors' needs at a time when both the domestic and foreign environments present unprecedented challenges and opportunities. In the future, Fubon Asset Management will explore new channels and customers for the active and passive products offered, and it will strive to earn investors' recognition amidst a competitive market by bringing a broader variety of products that align with market trends. Furthermore, Fubon Asset Management plans to introduce TISA funds in 2026 in support of government policy.

4.7.2 Business plans for the year

Fubon Asset Management made extensive efforts to capitalize on market trends and work with securities firms both within and outside the group in 2025, and it was able to achieve significant growth in the number of Taiwan equity and multi-asset funds offered. Following the FSC's deregulation of active ETFs on December 25, 2024, Fubon Asset Management launched an active bond ETF in October 2025, establishing active bond ETF product line to satisfy customers' needs. Meanwhile, offshore equity ETFs continued to perform as U.S. tech stocks delivered strong returns; for this reason, related offerings of Fubon Asset Management have been widely popular among institutional and individual investors. Although volatility of the global equity, exchange, and bond markets is expected to continue into 2026, Fubon Asset Management is confident about weathering the storm with its multi-year expertise, diverse product lines, and the government's initiative for the "Asian Asset Management Center". Despite ongoing changes in the internal and external environments, Fubon Asset Management looks forward to further increasing the size of assets under management, and it will leverage the expertise of its professional team to monitor changes in the financial market. A wider variety of products will be introduced to meet investors' needs at appropriate times to strengthen recognition of the Fubon brand. With regard to business investments, Founder Fubon Fund Management continues to explore new sales channels and potential customers, and it aims to increase the size of assets under management by focusing on the distribution of money market funds and equity funds to institutional investors through diverse sales channels and online financial platforms. The subsidiary, Fubon Fund Management (Hong Kong), remains focused on core ETF offerings, and it will strive for product innovation and differentiation while strengthening collaboration with channel partners. The subsidiary also strives to become the key promoter of asset management services in the Greater China Region by leveraging group resources and engaging group affiliates in regional coordination. The subsidiary, Fubon Private Equity, supports government policies and works with group affiliates, as well as external strategic

partners, to plan private equity funds, establishing its role as an alternative investment platform. With respect to new business activities: Regulatory amendments for REIT are still being reviewed by the Legislative Yuan, and the subsidiary will closely monitor the amendment progress and market movements.

4.7.3 Industry overview

As of the end of 2025, there were a total of 36 investment trust firms, 1,065 securities investment trust funds, and 15 futures trust funds in Taiwan; the total assets under management amounted to NT$11.4 trillion, up 19% from 2024. AI technology continues to take the world by storm; not only have tech giants committed immense capital spending to the benefit of the production supply chain, the technology is also starting to show promising potential in real applications. Meanwhile, uncertainties surrounding the U.S. trade barriers and tariffs have dissipated, whereas countries around the world are reporting strong GDP growth without significant rise in inflation, which gives major central banks, including the Fed, room to cut interest rates. All of the above developments have been favorable and contributed to record-high gains in major equity markets around the world. Under such favorable market conditions, investment trust firms made additional fund offerings and were met with enthusiastic subscriptions from investors, which resulted in a significant increase in the amount of assets under management. Of all the funds that are currently available, ETFs still exhibited the strongest growth, and the introduction of active ETFs in 2025 had contributed to the growth. In 2025, the total size of ETFs had reached NT$7.5 trillion, representing an increase of NT$1.2 trillion or 18% compared to the previous year. ETFs now consistently account for more than 60% of the total mutual funds.

[Overall Mutual Fund AUM by Category]

Unit: in multiples of NT$100 million

Year	2021	2022	2023	2024	2025
ETF scale	21,060.9	23,365.2	38,542.1	63,818.6	75,382.5
ETF growth rate	21%	11%	65%	66%	18%
ETF weight	43%	48%	57%	66%	66%
General bond fund scale	4,244.3	3,712.4	3,714.1	3,171.0	2,116.0
General bond fund growth rate	(11%)	(13%)	0.05%	(15%)	(33%)
General bond fund weight	9%	8%	6%	3%	2%
Total mutual funds and ETFs	49,552.0	48,568.0	67,361.8	95,993.2	113,764.3
Mutual fund and ETF growth rate	10%	(2%)	39%	43%	19%

Source of data: Securities Investment Trust & Consulting Association of the R.O.C.(Note: Futures trust funds excluded)

4.7.4 Research and development spending and accomplishments in the last two years

(1) Research and development spending in the last two years

Unit: NTD millions

Year	2024	2025
Amount	30	45

(2) Research and development accomplishments

a. Wealth Management Seminars

(a) In an attempt to provide investors with a more complete investment perspective, Fubon Asset Management collaborated with Chung-Hua Institution for Economic Research (CIER) in 2025 to produce quarterly videos titled “Investment Frontier”,during which the Vice President of CIER was invited to comment on Taiwan’s economic forecasts released in the beginning of each quarter. Animations and short videos relating to funds were introduced on the official YouTube channel to promote products and explain professional investment knowledge to investors in a fun and easy-to-understand manner.

(b) In 2025, Fubon Asset Management hosted two seminars titled “Bond Market Outlook and ETF in Practice” and “ETF Investing in a Rate-Cut Cycle” in collaboration with the TPEx, which investors were able to attend free of charge to learn about market trends and gain professional knowledge.

(c) In light of the growing popularity of ETF investment in recent years, Fubon Asset Management hosted the “2025 Investment Forum – Wealth Creation Through ETF” in collaboration with Economic Daily News and the “ETF Investment Summit” with the Commercial Times to convey proper investment knowledge to the public.

b. Fubon Asset Management official website

(a) Information such as fund details and real-time NAV is made accessible to investors through Fubon Asset Management’s official website and the ETF investment network; ongoing efforts are being made to optimize the interface to give users the best browsing experience.

(b) A section dedicated to investments (Investment Park) has been created on the official website to help visitors understand the various investment features of an active fund. In addition to providing in-depth analysis on the advantages of various fund features and suitable investors, Fubon Asset Management also produced tutorial videos and summaries to explain to users the differences between single subscription, regular (unscheduled) subscriptions, and master-feeder funds in a way that is easy to understand. With this information, Fubon Asset Management hopes to strengthen investors’ understanding of and confidence in fund investments, and reduce information asymmetry for an optimal service experience.

c. Promotion via social network platform

(a) LINE official account: Provides the latest product information, investment news, and online videos; there is even an “ETF quick search” function that allows investors to inquire information on a particular ETF simply by inputting the stock code. By the end of 2025, the LINE official account had accumulated 49,958 friends.

(b) Facebook fan page: Provides the latest product information, investment news, and online videos; the fan page had 67,000 followers as of the end of 2025.

(c) YouTube official channel: Provides videos on the latest trends, products, Q&A, and interviews with prominent figures; explains financial issues through Shorts, the most popular form of content delivery. The channel had 3,360 subscribers as of the end of 2025.

(d) Fubon Asset Management APP: The APP offers real-time services and functions including fund overview, my holdings, ETF section, online trading, regular fixed-sum investment, trial calculation, online audio and video, and market news. The APP had accumulated 13,492 downloads as of the end of 2025.

4.7.5 Future research and development plans

(1) Expected research and development spending

Unit: NTD millions

Item	Expected research and development spending for 2026
Amount	52

(2) Future research and development plans

a. Digital financial service: Given the increasing popularity of mobile devices and the uprise of new payment methods, Fubon Asset Management will continue introducing new financial services that take advantage of this growing trend, including collaboration with electronic payment service providers for account opening and account-debiting over mobile devices, thereby giving customers a better account-opening experience.

b. Master-feeder fund investment: Fubon Asset Management introduced master-feeder fund investments to cater to investors’ needs for diversity and to complete the existing lineup of trading instruments. Online trading for this type of fund was made available in 2025. Through the use of a one-stop investment system, investors are automatically guided to take advantage of the automated profit-taking feature, thereby saving them the hassle of monitoring market movements.

c. Investment seminars: Delivery and quality of investment seminars will be improved to expand customers' access to information. Additionally, seminars will be hosted online in the form of livestream to accommodate the latest trends, thereby giving investors more opportunities to participate.

d. Product-exclusive websites: Uses of exclusive website, social network, and video streaming will help customers learn more about the new products offered, and provide them with greater range of tools for asset allocation.

e. Website and social network optimization: In order to deliver a more complete experience on mobile devices, new functions such as mutual fund trial calculation will be introduced to the website so that investors can quickly estimate potential returns before making a subscription. This increased transparency of investment risks and returns not only supports investment decision-making and boosts confidence but also helps investors set financial goals suitable to them. The "ETF quick search" function has been optimized on the LINE official account, AI technologies are being incorporated into video production, whereas the user interface has been further optimized for improved user experience.

4.7.6 Long and short-term business plans

(1) Short-term business plans

a. Strengthen and raise the level of brand identification: In addition to growing the current lineup of active and passive funds, Fubon Asset Management continues to strengthen its R&D team, monitor changes in the financial market, and offer a wide variety of products to meet investors' needs, thereby raising customers' recognition of the Fubon brand.

b. Enhance intra-group coordination and expand collaboration with external channels: The market remains highly competitive; therefore, Fubon Asset Management aims to not only support and cooperate with group members at a higher level but also maintain relationships with external channel partners and expand sales channels for broader customer reach.

c. Asset management services in the Greater China Region: Founder Fubon Fund Management will focus on building its core capacity, making upgrades to the R&D system while exploring more diverse sales channels, and further expanding its online platform further to achieve a daily average of more than NT$100 billion AUM for public funds. As for Fubon Fund Management (Hong Kong), the subsidiary will continue to strengthen the brand position of its core funds, and takes the initiative to engage overseas partners for cross-border opportunities, thereby playing its key role as the group's offshore product center.

d. Private equity services: Fubon Asset Management will continue expanding its current line of private equity funds to support government policies and to meet the needs of high-net-worth customers.

(2) Long-term business plans

a. Sale and diversification of existing product line: Fubon Asset Management had 49 ETFs in 2025 that made up a broad and comprehensive product line. Fubon Asset Management will continue to monitor market trends and enhance collaboration with local and international securities firms, striving to grow sales by building on the success of its existing product line. In terms of product strategy, Fubon Asset Management plans to introduce active ETFs in the first half of 2026 as it aligns with international trends and the ongoing deregulation. Considering that the Taiwan equity market remains at the center of investors' focus, Fubon Asset Management will continue to serve the existing market and customers by launching products that offer exposure to prominent growth trends. Furthermore, in light of prevailing tariffs and geopolitical risks, the subsidiary will be launching fund-of-funds and multi-asset funds in the second half of the year to help investors navigate changing conditions and meet their diverse investment preferences.

b. Complement and synergy from the acquisition of Jih Sun Securities Investment Trust: By acquiring Jih Sun Securities Investment Trust, Fubon Asset Management is able to expand sales channels for its active funds, and provide greater distribution support for a growing product line. The additional sales channels also magnify the effect of media marketing and online channel campaigns, and contribute synergy to Fubon Asset Management's sales and service efforts.

c. Asset management service in the Greater China Region: Fubon Asset Management will leverage its competitiveness in product development to build a product line featuring diverse offerings from around the world while working closely with Founder Fubon Fund Management and Fubon Fund Management (Hong Kong) to maximize the advantages as an integrated asset management platform in the Greater China Region. By tapping into the Fubon Group's expansive network of channels in the Greater China Region, Fubon Asset Managementaims to provide investors with more complete and diverse options for asset allocation.

d. Private equity services: Fubon Asset Management aims to build a complete lineup of private equity funds that satisfies the demand for alternative investments from high-net-worth customers and institutions.

4.7.7 Market and business overview

(1) Locations where products (services) are mainly sold (provided): Taiwan

(2) Future market supply and demand

Investors may require products and allocation strategies that offer upside potential as well as down side protection in order to cope with the possible changes and volatility that the financial market may endure throughout 2026. As the scale and frequency of Fed rate cuts – and the resulting impact on exchange rates – become uncertain, investors will likely favor high-risk assets for the bulk of their portfolios. For this reason, investors in general should have a greater demand for products that are associated with growth trends throughout 2026. Furthermore, with the deregulation of active ETFs, Fubon Asset Management expects active ETFs to make up a key part of investors' portfolios. While active and passive ETF offerings are expected to flourish, multi-asset funds, too, will continue to appeal to investors at times of high volatility as their balanced allocation between equity and bonds offers upside potential as well as downside protection.

(3) Business goals

Unit: NTD millions

Item	2026
Management fee income	3,354
Sales fee and other operating income	154

(4) Opportunities and threats

a. Opportunities

(a) Strengthen and raise the level of brand identification: In addition to growing the current lineup of active and passive funds, Fubon Asset Management continues to strengthen its R&D team, monitor changes in the financial market, and offer a wide variety of products to meet investors' needs, thereby raising customers' recognition of the Fubon brand.

(b) Major central banks around the world have cut rates and shifted to a slightly expansionary monetary policy since 2025; furthermore, as the evolution of AI technology and the growth of business earnings continue, the state of the economy and business fundamentals remain favorable for the financial market overall.

b. Threats

(a) Differences in industry performance and monetary policy have resulted in the diversion of growth paths between nations. Furthermore, there is potential risk of geopolitics fueling inflation to the point that hinders economic growth, not to mention the fluctuations that the financial market may go through if the Fed cuts rates at times that do not match market expectations. Overall, market volatility is still of concern.

(b) In 2025, the demand and issuance of active/passive Taiwan equity funds have risen to the highest level in recent years. Considering that the market already has high-dividend and non-dividend products of virtually every category, there may be little room for innovative offerings in the future, and issuance of new products may become challenging.

4.8 Business overview of Fubon Financial Holding Venture Capital

4.8.1 Scope of business

(1) Business activities

a. Venture capital.
b. Investment consultancy.
c. Management consulting services.
d. Industry and commerce credit bureau services.
e. All business items that are not prohibited or restricted by law, except those that are subject to special approval.

(2) Weight of business activities

The subsidiary generates revenues primarily from venture capital and investment management consulting services. Capital is mainly used for making long-term equity investments in non-listed companies that exhibit growth potentials, which account for more than 50% of total investments. Key investment focuses for the last two years:

Unit: NTD millions

Item	2024		2025	
	Amount	Weight	Amount	Weight
Private consumption	1,855	22%	1,896	22%
Medicine and biotech	2,576	31%	2,800	33%
Environmental protection and energy conservation	1,362	16%	1,345	16%
Finance	339	4%	40	0%
Technology	2,316	27%	2,482	29%
Total	8,448	100%	8,563	100%

(3) New products and services planned for the future: Not applicable.

4.8.2 Business plans for the year

(1) Investment

Continue supporting the government's industry development plans, such as the five trusted industries (including semiconductors, AI, military, security control, and next-generation communication), and direct ongoing focus to fields such as biotech, medicine, and green energy.

Support business investments with capital, business administration advice and consultancy services; establish new businesses in the form of joint ventures and invest primarily into non-TWSE and non-TPEx listed companies of high growth potential; and assist investees in improving their business performance.

(2) Investment management consultancy service

a. The subsidiary will develop and recommend investments that offer long-term, consistent yields in line with the government's industry support policies, and assist with post-investment management.
b. Valuation service for unlisted shares: The subsidiary assists group subsidiaries in their regular valuation of unlisted investment portfolio.

The FSC's amendment of the "Regulations Governing Use of Insurer's Funds in Special Projects, Public Utilities, and Social Welfare Enterprises" in 2025 has expanded the scope of "special projects" in which insurance businesses may allocate capital, as well as increased the total limit of investments in special projects, public utilities, and social welfare enterprises. The subsidiary will help customers search for new investment opportunities in line with the amended regulations.

4.8.3 Industry overview

Between January and December 2025, 38 new venture capital companies were established in Taiwan, with the total capital of NT$15.1 billion. Another 45 companies made cash issues, raising NT$35.2 billion in capital, whereas 28 companies reduced capital by a total of NT$2.25 billion. Lastly, there were 10 companies that had liquidated or changed names, representing a NT$190 million reduction in capital. In 2025, the amount of capital held by Taiwanese venture capital companies increased by approximately NT$57.57 billion compared to 2024. As of the end of December, the entire industry had approximately NT$252.9 billion in paid-up capital, and 366 companies were actually in operation.

4.8.4 Research and development spending and accomplishments in the last two years

Unit: NTD thousands

Year	2024	2025
Amount	70	130

4.8.5 Future research and development plans

Mainly involved in investment and management consultancy services, the subsidiary continues to target fields that offer high growth potential, and it plans to invest in technologies used in next-generation industries such as AI, cybersecurity, and 6G communication.

4.8.6 Long and short-term business plans

(1) Short-term business plans:

Capital will primarily be allocated for strategic and treasury investments. The subsidiary invests in the early or middle stages of a business, helping it establish a competent management team and relationships with key customers while providing consultation services as needed. Additionally, the subsidiary works with investees to explore growth and transformation opportunities.

(2) Long-term business plans:

Through flexible investment strategy and capital allocation, the subsidiary aims to help new startups succeed and support growth of Taiwan's industries while creating value for shareholders.

4.8.7 Market and business overview

(1) Locations where products (services) are mainly sold (provided):

Primarily in Taiwan.

(2) Future market supply and demand

The government has been supporting innovation in 5+2 industries (namely Asian Silicon Valley, biomedicine, green energy, smart machinery, national defense, and new agriculture and circular economy) since 2016. The government later introduced "Support for Six Core Industries" (namely, information and digital, cybersecurity, precision healthcare, green power and renewable energy, national defense and strategies, and staples and battle readiness) in 2021, and followed up with the promotion of "The Five Trusted Industries" (semiconductors, artificial intelligence, military, security control, and next-generation communication) in 2024, hoping to inspire innovations that would allow businesses to thrive. In 2025, the government amended the "Statute for Industrial Innovation" with the hope of encouraging low-carbon and digital transformation among businesses. The government's proactive support for industry upgrade and investment will present abundant investment opportunities for the venture capital industry.

(3) Business goals

The subsidiary will continue increasing investments into new startups in Taiwan, and aim to deliver ideal returns for shareholders in line with government support, industry upgrade, and transformation trends.

(4) Opportunities and threats

a. Opportunities: New technologies and applications stimulate growth across many industries, and the government's support for "The Five Trusted Industries", combined with deregulation of investment laws, helps create investment opportunities, expand investment horizons, and increase investment volume. Meanwhile, Taiwan's IPO market expanded further in 2025, and the increase in market activity has enabled a more flexible flow and more efficient use of capital.

b. Threats: Donald Trump and his America First initiative have escalated trade conflicts around the world and brought uncertainties to the economy and financial markets. Meanwhile, the global economy is now so highly dependent on AI investments for growth that the market has become sensitive to risk events. Any slowdown in economic growth or any escalation in market volatility will hinder the development of new technologies.

4.9 Business overview of Fubon AMC

4.9.1 Scope of business

(1) Business activities

a. Acquisition of accounts receivable.

b. Management of overdue accounts receivable.

c. Leasing services.

d. Real estate leasing and trading.

e. Handler of advance payment or builder of urban renewal or shoddy construction/hazardous building rebuild projects.

f. Real estate broker.

(2) Weight of business activities

a. Operating revenues

Unit: NTD millions

Items	2024		2025	
	Amount	Weight	Amount	Weight
Income from disposal of NPL	280	84%	259	79%
Rental income	44	13%	45	14%
Income from upfront payment for urban renewal	9	3%	24	7%
Total	333	100%	328	100%

b. Non-operating income

Unit: NTD millions

Items	2024		2025	
	Amount	Weight	Amount	Weight
Bad debt recovery	73	86%	108	89%
Gain on disposal of investment property	9	10%	11	9%
Others	2	4%	2	2%
Total	84	100%	121	100%

(3) New products and services planned for the future

To facilitate urban renewal and reconstruction of hazardous buildings, the Banking Bureau, Financial Supervisory Commission, amended "Operating Principles for Asset Management Subsidiaries of Financial Holding Companies (Banks)" on March 12, 2025 that broadened the scope of business activities available to asset management companies. For this reason, the subsidiary may expect more business opportunities in the future. The subsidiary will be supporting the government's urban renewal policy and initiatives to reconstruct old, hazardous buildings while at the same time assisting financial institutions in resolving non-performing loans. In doing so, the company hopes to diversify business activities and fulfill its share of social responsibilities.

In light of the government's ongoing policy support for urban renewal, Fubon AMC will actively lend to urban renewal/reconstruction projects and look for opportunities to purchase court-

auctioned real estate at low prices and make more active use of group assets to diversify business activities and broaden profit sources.

4.9.2 Business plans for the year

(1) Debt management

a. Improvement of debt recovery: The subsidiary will make more rigorous investigations of property and income data to improve the efficiency with which recoverable cases are handled, and will track salary deduction cases more closely, offering flexible installment plans and settlement solutions to encourage debt fulfillment by debtors.

b. Cost control and efficiency enhancement: The subsidiary will make more active use of the government's lawsuit e-filing system to shorten the turnaround time and save on paperwork costs. The subsidiary will also make broader use of digital household registration transcripts to minimize human interaction with household registration offices regarding legal and court-related affairs.

(2) Real estate investment

a. Increase of property investments: The subsidiary will target commercial office units in areas of high potential and place active bids to expand property investments for stable cash flow, long-term gain potential, and additional income.

b. Expansion of lending service: The subsidiary will cooperate with Taipei Fubon Bank to lend to urban renewal/reconstruction projects with a balance of risk and reward, and it will closely monitor capital requirements during the “consolidation phase” or “construction phase” to achieve higher utilization of credit facilities, thereby increasing operating revenues.

c. Active use of group assets: For any properties held in possession by the subsidiary and the group, the subsidiary will identify those that meet the criteria for urban renewal and hazardous building reconstruction, and take initiative in making plans while inviting nearby landlords to take part.

4.9.3 Industry overview

(1) Shrinking non-performing loans portfolio

Starting in May 2006, asset management companies could no longer transfer non-performing consumer loans to third parties in the secondary market. In March 2013, the competent authority stipulated that banks may sell non-performing loans only if the NPL ratio has exceeded 3% for 4 consecutive quarters. By the end of December 2025, the average NPL ratio across the domestic banking industry was reported at 0.15%, which left no non-performing debt to be purchased by asset management companies.

(2) Regulatory restrictions on business activities of asset management companies

According to FSC’s amendments to –“Operating Principles for Asset Management Subsidiaries of Financial Holding Companies (Banks)” dated Wednesday, March 12, 2025, the subsidiary’s business activities include the following:

a. May invest in companies that provide urban renewal service;

b. May engage in business activities relating to non-performing loans, including acquisition of non-performing loan, commissioned collection of receivables, commissioned bidding for foreclosed properties, and consultation service on non-performing loans;

c. May be commissioned to lease, sell or maintain real estate properties owned by the group, and to execute urban renewal projects with respect to the abovementioned properties;

d. Acquisition of collateral on non-performing loans and investment in court-auctioned properties or properties auctioned by government agencies or government-controlled companies (or foundations) for the purpose of resale; and investment in and making more active as well as value-added use of idle group assets, including temporary leasing prior to sale;

e. Take part in urban renewal, reconstruction of old building, and rebuild of buildings that are considered to be shoddy, hazardous, plagued by chlorine diffusion, or pose concern for public safety; rendering of advisory and management consultancy service; assistance with debt consolidation or stand-in payment; and serving the role of executor in an urban renewal project or executor-appointed capital contributor in a government-initiated urban renewal project.

4.9.4 Research and development spending and accomplishments in the last two years

None.

4.9.5 Future research and development plans

None.

4.9.6 Long and short-term business plans

(1) Short-term business plans

a. Take initiative in assessing opportunities and placing bids; continue participating in real estate court auctions and government auctions to increase the portfolio of real estate properties under management.

b. Following the implementation of Combined Housing and Land Tax 2.0, the subsidiary will adopt the principle of "leasing instead of selling investment properties that are held for less than 5 years;" more proactive efforts will be made in the disposal and leasing of investment properties to increase business income.

c. Actively grow opportunities in urban renewal and reconstruction of old and hazardous buildings for sources of profit.

d. Commit full efforts into promoting stand-in payment service, and help existing residents or developers obtain the capital needed to expand construction.

(2) Long-term business plans

In response to the industrial development trend, the subsidiary will be shifting its long-term business focus toward generating operating revenue from real estate properties, and exploring new business activities permitted by law in a way that complements its short-term plans. By broadening the scope and scale of business operations, the company expects to establish itself as an omnibus and multi-functional professional asset management company.

4.9.7 Market and business overview

(1) Locations where products (services) are mainly sold (provided): Taiwan.

(2) Future market supply and demand

a. Debt management

Overdue loan ratios have fallen across the local banking industry, and following the FSC's amendment to the "Notes on Sale of Non-performing Loans" in March 2013, financial institutions are required to "manage debts as the first priority and sell debts only under exceptional circumstances." The source of non-performing loans has decreased as a result.

b. Real estate investment

According to statistics published by Ministry of the Interior as of Wednesday, December 31, 2025, Taiwan had 3,601,091 property units that were 40 years or older (representing 38% of all property units nationwide); 1,136,076 of these units were located in Taipei City and New Taipei City (representing 32% of old property units aged 40 and above). Therefore, Fubon AMC makes the best effort to engage in the urban renewal business. Given the enforcement of the government's urban renewal policy, the subsidiary should expand the source of earnings.

(3) Business goals

a. Enhance debt collection and negotiation efforts, and strive to negotiate lump-sum collection for faster recovery.

b. Take initiative in assessing opportunities in court auction and government auctions, and aim to expand the size of assets under management.

c. Participate in urban renewal and reconstruction of old/hazardous buildings, and help make active use of group assets for additional revenues, earnings, and long-term growth targets.

(4) Opportunities and threats

a. Opportunities

(a) Fubon AMC possesses the experience, the expertise, and time-tested procedures to manage non-performing loans. It will continue to manage existing portfolio positions and maximize performance by applying advanced negotiation skills and streamlined processes, and

sharing its techniques with other subsidiaries of the financial holding group or assisting them in debt collection.

(b) To facilitate urban renewal and reconstruction of hazardous buildings, the Banking Bureau, Financial Supervisory Commission, amended "Operating Principles for Asset Management Subsidiaries of Financial Holding Companies (Banks)" on Wednesday, March 12, 2025, which broadened the scope of business activities available to asset management companies. For this reason, there is still room for asset management companies to grow in the future.

b. Threats

Non-performing loan management is a withering business, while other new business activities are medium and long-term based, meaning that performance yields and earnings cannot be realized over a short horizon.

4.10 Business overview of Fubon Insurance Agency Co., Ltd.

4.10.1 Scope of business

Fubon Insurance Agency has long been introducing inclusive insurance products as a way to meet the protection needs of an aging society across all stages in life. Fubon Insurance Agency focuses primarily on health and accident insurance; it draws on the advantages of its affiliated enterprises in terms of product design and resource integration to develop inclusive insurance products that offer high protection at low premiums, and it makes use of digital technologies to effectively broaden product and service reach. In terms of operations, the subsidiary continues to adopt technologies such as AI, big data, and process automation to improve operating efficiency, risk management capacity, and service quality while delivering an optimal customer experience. In the future, the subsidiary aims to further enforce its business model of inclusive insurance and digital relationship management, improving its competitive advantage and business practices in ways that drive sales growth while undertaking social responsibilities to generate long-term, foreseeable values and returns for shareholders.

(1) Business activities

a. Fubon Insurance

Automobile/motorcycle insurance, omnibus personal insurance, personal accident insurance, health insurance, cancer insurance, and enterprise insurance.

b. Fubon Life

Life insurance, health insurance, investment-linked insurance, Interest-sensitive insurance, annuity insurance, and participating insurance.

(2) Weight of business activities

Unit: NTD millions

Item	2024		2025	
	Amount	Weight	Amount	Weight
Property insurance	624	68%	653	66%
Life insurance	298	32%	338	34%
Total	922	100%	991	100%

(3) New products and services planned for the future

Due to the rapid aging of the population, Taiwan officially became a hyper-aged society (with the elderly representing more than 20% of the population) in 2025. Fubon Insurance Agency capitalizes on the growth of the silver economy through the persistent development and optimization of inclusive health insurance and accident insurance products that are specifically designed for the elderly, and in doing so, it satisfies the increasing need for risk protection among elderly.

4.10.2 Business plans for the year

(1) Focus on the core market: Maximize group synergies and create value for customers.

Leverage the Fubon Group's ecosystem of diverse financial services, integrate resources across different fields of expertise, and strive to create value for customers.

(2) Promote inclusive finance: Emphasize health and sustainability and fulfill social responsibilities.

Adhere to the focus on health and accident insurance, and develop insurance products of high protection and popular demand as a way to fulfill corporate social responsibilities.

(3) Enhance digital engagement: For deeper brand influence and customer interaction.

Integrate the use of digital platforms and new media to develop a highly effective marketing and communication model that exerts brand influence and strengthens customers' attachment.

(4) Faster digital transformation: Adopt technology as a form of empowerment to drive service upgrades.

Drive service innovations and improve operational efficiency with technology.

4.10.3 Industry overview

Demand for insurance has been growing at a consistent rate in Taiwan; the aging demographics and rising health awareness bring new demands, whereas technological advancements provide strong support for product innovation and service improvement. The industry still presents strong growth potential overall.

4.10.4 Research and development spending and accomplishments in the last two years

(1) Research and development spending in the last two years

R&D spending was made to create an information system capable of supporting business requirements, and to improve system efficiency and security for performance enhancements.

Unit: NTD millions

Year	2024	2025
Amount	8	6

(2) Research and development accomplishments

a. Construction of AI infrastructure
The introduction of advanced GPU supports AI applications such as speech-to-text, AI-assisted customer service, and large language model (LLM).
b. Enhancement of R&D process and efficiency
c. GitHub Copilot has been introduced for AI-assisted development and improved productivity.
d. Development of framework technologies for the communication/customer service platform
A comprehensive health check and a detailed count of existing technologies were conducted on the overall framework of IP PBX, interactive voice response (IVR), softphone, and related communication modules. Upgrade paths were then devised to provide a solid foundation for digital transformation.
e. Development of new business model for digital contents
Develop production modules for “low cost, highly replicable” stock media, and analyze and make use of YouTube's digital footprint data for more precise marketing.

4.10.5 Future research and development plans

(1) Expected research and development spending

Unit: NTD millions

Item	Expected research and development spending for 2026
Amount	5

(2) Future research and development plans

a. Digital upgrade of the customer service platform
The IP PBX and IVR framework will be renewed with optimized softphone and interfaces to achieve improvements in both “service experience” and “operating efficiency”.
b. AI empowerment and process integration
Enhance AI Coach and voice recognition technology, and integrate with the LINE ecosystem for automated interfacing; adopt the use of an AI-assisted sales pipeline to enable more precise segment interaction and service diversion, and integrate the technology into the life and non-life insurance sales processes to lower sales barriers and improve the productivity of the sales team.
c. Development of online insurance application system
Develop a highly flexible and expandable online insurance platform featuring an optimized application process and service experience to broaden the coverage of digital services and quickly respond to the market need for more efficient customer sourcing through digital channels.

4.10.6 Long and short-term business plans

(1) Short-term business plans

a. Focus on developing the group digital financial platform through cross-industry collaboration; aim to satisfy group customers' needs for inclusive insurance products.

b. Develop insurance products that are in high demand in an aged society.

c. Increase the pace of digital transformation; adopt technologies such as AI, big data, and process automation to improve operating efficiency, risk management capacity, and service quality while delivering an optimal customer experience.

(2) Long-term business plans

a. Continue enforcing the business model of inclusive insurance and digital relationship management; strive to improve competitive advantages and business practices in ways that drive sales growth while undertaking social responsibilities.

4.10.7 Market and business overview

(1) Locations where products (services) are mainly sold (provided)

Products and services are currently sold (provided) in Taiwan.

(2) Future market supply and demand

Due to rapid changes in consumers' needs and preferences, the market now has greater demand for diverse and customized insurance solutions, and more attention will have to be directed to developing products that conform to market trends. Furthermore, the evolution of digital technologies and AI compels businesses to adopt new technologies for improved service efficiency and customer experience.

(3) Business goals

Business targets by product line

Unit: NTD millions

Insurance category Written premiums	2026
Property insurance	2,260
Life insurance	490

(4) Opportunities and threats

a. Opportunities

(a) Market demand

Tap into the current trends of aging demographics and inflating medical costs by targeting real insurance needs; diversify product lines to increase market share.

(b) Technology application

Make use of AI and big data technologies to optimize the insurance agency service process for an improved customer experience, and drive sales growth through digital transformation.

b. Threats

Intensive competition: Fast development of FinTech provides customers with easier access to information; the insurance agency service industry now faces intensive competition from peers as well as businesses from other industries.

4.11 Cross-selling and joint marketing

Joint marketing synergy

Joint marketing among subsidiaries of the Fubon Financial Holdings has always been an important business model for the Company. 2025 was a fruitful year for the Fubon Financial Holdings; Fubon Life and Taipei Fubon Bank, in particular, were the main profit contributors and the largest cross-selling channels, having delivered exceptional performance in the cross-selling of non-life and life insurance products, respectively.

Key synergies from cross-selling are explained as follows:

(1) Life insurance products: Fubon Life has been focusing its product strategies on high-CSM offerings and health/accident insurance in response to the ever-changing market environment and the adoption of IFRS 17 and Taiwan Insurance Solvency (TIS) standards. Participating and interest-sensitive life insurance featuring high protections are being introduced in line with market trends to give customers better selections and protection. Meanwhile, by leveraging the channels and asset allocation services of Taipei Fubon Bank and other subsidiaries, the subsidiary aims to accomplish its goal of product transformation. In 2025, cross-selling accounted for 25% of all life insurance products sold.

(2) Banking products: Taipei Fubon Bank remained focused on promoting Fubon credit card products, including “Costco Card”, “J Card”, and “momo Card” throughout 2025. By engaging subsidiaries in active cross-selling, it cross-sold about 15% of the new cards for the year. Cross-selling of personal loans, too, saw a year-on-year growth of 128%, with the life insurance subsidiary being the main cross-seller, representing about 87% of the total cross-selling transactions. The above sales performance was achieved through a combination of incentives and experience sharing among sales representatives.

(3) Securities products: Active trading activities of the equity market in 2025 had enabled Fubon Securities to achieve growth in the number of brokerage accounts opened. In 2025, cross-selling accounted for 34% of all securities trading accounts opened. Taipei Fubon Bank, in particular, referred about 70% of customers through the digital channel, making it an important contributor to the growth of securities brokerage accounts.

(4) Non-life insurance products: In addition to adjusting the composition of business activities and enhancing quality control, Fubon Insurance continued working closely with Fubon Life and was able to achieve steady growth in sales mainly in the forms of automobile insurance and accident/health insurance, and build stronger relationships with SME customers. Fubon Insurance also strengthened its collaboration with Taipei Fubon Bank to expand corporate insurance services to institutional customers. In 2025, cross-selling accounted for 28% of all non-life insurance products sold.

4.12 Employees and Labor-management Relations

4.12.1 Employee backgrounds

(1) Fubon Financial Holdings

Year		2024	2025	Year-to-date until February 28, 2026
Employee size		245	354	355
Average age		41.93	43.16	42.99
Average years of service		4.94	4.03	4.16
Academic Background Distribution Ratio	Doctoral Degree	2.45%	1.41%	1.41%
	Master's Degree	48.57%	46.89%	47.61%
	College	48.98%	50.85%	50.42%
	High school	-	0.85%	0.56%
	Below high school	-	-	-
Professional certificates held by employees	Certified Internal Auditor (CIA)	4	4	4
	Certified Information Systems Auditor (CISA)	1	1	1
	Financial Risk Manager (FRM)	9	12	12
	Project Management Professional (PMP)	26	43	43
	Life Insurance Representative	54	82	82
	Investment-Linked Insurance Sales Agent	23	28	28
	Non-Life Insurance Representative	48	79	80
	Bank Internal Controller and Internal Auditor	62	103	99
	Trust Personnel	29	53	52
	Futures Specialist	18	20	20
	Securities Specialist (including Senior Securities Specialist)	46	60	58
	Certified Public Accountant	9	9	9
	Attorney at Law	5	8	8

(2) Fubon Life

Year		2024	2025	Year-to-date until February 28, 2026
Employee size	Back office staff	3,955	4,038	4,062
	Sales staff	18,494	17,909	17,660
	Total	22,449	21,947	21,722
Average age of back office staff		42.84	42.94	43.05
Average age of sales staff		40.58	41.23	41.45
Average years of service - back office staff		12.80	12.81	12.87
Average years of service - sales staff		9.14	9.75	9.92
Academic Background Distribution Ratio	Doctoral Degree	0.05%	0.05%	0.06%
	Master's Degree	6.50%	6.82%	6.92%
	College	64.41%	64.85%	65.04%
	High school	28.54%	27.82%	27.51%
	Below high school	0.50%	0.46%	0.47%
Professional certificates held by employees	Certified Internal Auditor (CIA)	15	15	15
	Certified Information Systems Auditor (CISA)	6	5	5
	Financial Risk Manager (FRM)	13	13	13
	Project Management Professional (PMP)	73	67	70
	Certified Anti-Money Laundering Specialist (CAMS)	29	31	31
	Certified Financial Services Auditor (CFSA)	4	4	4
	Life Insurance Representative	20,712	20,049	19,916
	Investment-Linked Insurance Sales Agent	14,670	14,682	14,679
	Non-Life Insurance Representative	19,412	18,869	18,685
	Life Fellow of Actuarial Institute of Chinese Taipei (FAICT/ Life)	11	14	14
	Life Associate of Actuarial Institute of Chinese Taipei (AAICT/ Life)	5	6	7
	Fellow of the Society of Actuaries (FSA)	11	11	11
	Associate of the Society of Actuaries (ASA)	35	36	36
	Personal Risk Manager	5	5	5
	Trust Personnel	460	454	461
	Proficiency test for Certified Financial Planner	298	289	288
	Certified Public Accountant	47	47	47
	Attorney at Law	25	26	26

(3) Taipei Fubon Bank

Year		2024	2025	Year-to-date until February 28, 2026
Employee size		9,255	9,574	9,629
Average age		41.67	41.55	41.66
Average years of service		10.52	10.24	10.32
Academic Background Distribution Ratio	Doctoral Degree	0.13%	0.13%	0.13%
	Master's Degree	18.80%	19.51%	19.69%
	College	76.32%	75.62%	75.46%
	High school	4.70%	4.70%	4.68%
	Below high school	0.05%	0.04%	0.04%
Professional certificates held by employees	Certified Internal Auditor (CIA)	4	4	5
	Certified Information Systems Auditor (CISA)	2	3	3
	Financial Risk Manager (FRM)	19	18	18
	Certified Anti-Money Laundering Specialist (CAMS)	185	166	166
	Certified Securities Investment Analyst (CSIA)	41	41	40
	Chartered Financial Analyst	26	27	27
	Certified Financial Planner	159	184	185
	Bank Internal Controller and Internal Auditor	4,043	4,211	4,282
	Proficiency test for Certified Financial Planner	979	973	977
	First-stage Credit Assessment Personnel	1,287	1,269	1,281
	Proficiency test for Advanced Credit Personnel	63	60	62
	Proficiency test for Junior Foreign Exchange Personnel	834	840	840
	Trust Personnel	4,833	4,997	5,061
	Proficiency test for Bond Specialist	43	42	42
	Life Insurance Representative	4,086	4,269	4,292
	Investment-Linked Insurance Sales Agent	2,012	2,198	2,204
	Non-Life Insurance Representative	4,061	4,337	4,349
	Personal Insurance Broker	8	8	8
	Property Insurance Broker	8	8	8
	Personal Insurance Agent	9	8	8
	Property Insurance Agent	9	9	9

Year		2024	2025	Year-to-date until February 28, 2026
	Securities Specialist (including Senior Securities Specialist)	1,391	1,479	1,479
	Futures Specialist	615	612	610
	Certified Securities Margin Trading Specialist	2	2	2
	Securities Investment Trust/Consulting Service Sales	446	451	453
	Bill Finance Specialist	89	93	93
	Information Security (ISO 27001) Auditor / Lead Auditor	15	85	87
	Business Continuity Management (BCMS, ISO 22301) / Lead Auditor	11	23	23
	Sustainability and Climate Risk	2	2	2
	Proficiency test for Stock Affairs Specialist	38	34	34
	Level B Technician for Labor Safety Management	1	1	1
	Personal Risk Manager	2	2	2
	Certified Public Accountant	20	26	30
	Attorney at Law	16	16	16

(4) Fubon Bank (China)

Year		2024	2025	Year-to-date until February 28, 2026
Employee size		1,105	1,110	1,110
Average age		36.98	37.78	38.02
Average years of service		7.17	7.77	7.90
Academic Background Distribution Ratio	Doctoral Degree	0.45%	0.45%	0.45%
	Master's Degree	29.14%	30.54%	30.63%
	Bachelor's Degree	65.62%	65.05%	64.96%
	College	4.07%	3.51%	3.51%
	High school	0.54%	0.27%	0.27%
	Below high school	0.18%	0.18%	0.18%
Professional certificates held by employees	Banking Professional Certification	169	130	130
	Wealth Management Intermediaries Certification	255	525	525
	Anti-Counterfeit Certification	70	57	57
	Foreign Exchange Certification	111	55	55
	Accounting Certification	150	131	131
	Securities & Futures Intermediaries Certification	209	223	223
	Insurance Intermediaries Certification	90	138	138

(5) Fubon Securities

Year		2024	2025	Year-to-date until February 28, 2026
Employee size		2,672	2,665	2,669
Average age		45.90	45.24	45.22
Average years of service		14.42	13.35	13.35
Academic Background Distribution Ratio	Doctoral Degree	0.15%	0.11%	0.11%
	Master's Degree	16.69%	18.20%	18.25%
	College	73.04%	71.82%	71.82%
	High school	10.12%	9.87%	9.82%
	Below high school	-	-	-
Professional certificates held by employees	Certified Internal Auditor (CIA)	4	4	4
	Certified Information Systems Auditor (CISA)	4	5	5
	Financial Risk Manager (FRM)	2	3	3
	Project Management Professional (PMP)	40	38	38
	Certified Anti-Money Laundering Specialist (CAMS)	38	34	33
	Certified Securities Investment Analyst (CSIA)	39	39	40
	Securities Specialist (including Senior Securities Specialist)	2,984	2,923	2,916
	Futures Specialist	1,661	1,594	1,594
	Securities Investment Trust/Consulting Service Sales	681	651	653
	Life Insurance Representative	1,867	1,795	1,802
	Investment-Linked Insurance Sales Agent	1,424	1,381	1,386
	Non-Life Insurance Representative	1,678	1,599	1,598
	Trust Personnel	1,550	1,516	1,513
	Bank Internal Controller and Internal Auditor	293	290	290
	Certified Public Accountant	9	9	9
	Attorney at Law	3	4	4

(6) Fubon Insurance

Year		2024	2025	Year-to-date until February 28, 2026
Employee size		2,901	2,900	2,901
Average age		41.56	41.78	41.90
Average years of service		14.35	14.43	14.53
Academic Background Distribution Ratio	Doctoral Degree	-	-	-
	Master's Degree	13.13%	13.86%	14.06%
	College	84.39%	83.93%	83.73%
	High school	2.48%	2.21%	2.21%
	Below high school	-	-	-
Professional certificates held by employees	Certified Information Systems Auditor (CISA)	2	2	2
	Financial Risk Manager (FRM)	1	1	1
	Project Management Professional (PMP)	10	9	12
	Non-Life Insurance Representative	2,862	2,842	2,847
	Life Insurance Representative	2,759	2,750	2,752
	Investment-Linked Insurance Sales Agent	1,599	1,561	1,561
	Insurance Assessor and Claim Adjuster	1,482	1,530	1,530
	Non-Life Fellow of Actuarial Institute of Chinese Taipei (FAICT/ Non-Life)	3	2	2
	Non-Life Associate of Actuarial Institute of Chinese Taipei (AAICT/ Non-Life)	1	1	1
	Fellow of Casualty Actuarial Society (FCAS)	2	2	2
	Associate of Casualty Actuarial Society (ACAS)	-	-	-
	Certified Public Accountant	2	2	2
	Attorney at Law	1	1	1

(7) Fubon Bank (HK)

Year		2024	2025	Year-to-date until February 28, 2026
Employee size		888	885	877
Average age		44.94	45.07	45.32
Average years of service		7.11	7.24	7.38
Academic Background Distribution Ratio	Doctoral Degree	0.23%	0.23%	0.23%
	Master's Degree	14.86%	15.71%	15.62%
	College	67.45%	67.45%	67.62%
	High school	16.90%	16.05%	15.96%
	Below high school	0.56%	0.56%	0.57%
Professional certificates held by employees	HKMA Relevant Individual Registration	153	164	164

(8) Fubon Asset Management

Year		2024	2025	Year-to-date until February 28, 2026
Employee size		207	297	297
Average age		42.87	43.86	44.04
Average years of service		9.12	8.80	8.97
Academic Background Distribution Ratio	Doctoral Degree	-	-	-
	Master's Degree	44.44%	41.75%	41.75%
	College	54.59%	57.24%	57.24%
	High school	0.97%	1.01%	1.01%
	Below high school	-	-	-
Professional certificates held by employees	Certified Internal Auditor (CIA)	2	2	2
	Financial Risk Manager (FRM)	6	6	6
	Project Management Professional (PMP)	2	3	3
	Certified Anti-Money Laundering Specialist (CAMS)	5	5	5
	Certified Securities Investment Analyst (CSIA)	10	12	12
	Certified Futures Trading Analyst(CFTA)	3	4	4
	Securities Investment Trust/Consulting Service Sales	108	159	159
	Securities Specialist (including Senior Securities Specialist)	103	156	156

Year		2024	2025	Year-to-date until February 28, 2026
	Investment Trust and Consulting Regulations(including Self-disciplinary Rules)	47	72	75
	Trust Personnel	87	137	137
	Futures Specialist	86	114	115
	Certified Public Accountant	1	1	2

(9) Fubon Financial Holding Venture Capital

Year		2024	2025	Year-to-date until February 28, 2026
Employee size		22	23	23
Average age		44.25	43.27	43.45
Average years of service		7.23	5.52	5.67
Academic Background Distribution Ratio	Doctoral Degree	-	-	-
	Master's Degree	54.55%	52.17%	52.17%
	College	40.90%	43.48%	43.48%
	High school	4.55%	4.35%	4.35%
	Below high school	-	-	-
Professional certificates held by employees	Trust Personnel	2	2	2
	Securities Specialist (including Senior Securities Specialist)	1	4	4
	Certified Public Accountant	1	1	1

(10) Fubon AMC

Year		2024	2025	Year-to-date until February 28, 2026
Employee size		24	26	26
Average age		45.58	45.20	45.36
Average years of service		8.87	8.95	9.11
Academic Background Distribution Ratio	Doctoral Degree	-	-	-
	Master's Degree	8.33%	3.85%	3.85%
	College	83.34%	88.46%	88.46%
	High school	8.33%	7.69%	7.69%
	Below high school	-	-	-
Professional certificates held by employees	First-stage Credit Assessment Personnel	8	8	8
	Bank Internal Controller and Internal Auditor	10	10	10
	Trust Personnel	9	9	9
	Life Insurance Representative	6	7	7
	Non-Life Insurance Representative	7	8	8
	Securities Specialist (including Senior Securities Specialist)	3	3	3

(11) Fubon Insurance Agency

Year		2024	2025	Year-to-date until February 28, 2026
Employee size		372	360	367
Average age		45.17	45.32	45.49
Average years of service		10.05	9.85	9.82
Academic Background Distribution Ratio	Doctoral Degree	-	-	-
	Master's Degree	4.03%	4.44%	4.63%
	College	78.23%	77.78%	77.38%
	High school	17.74%	17.78%	17.99%
	Below high school	-	-	-
Professional certificates held by employees	Project Management Professional (PMP)	1	1	1
	Life Insurance Representative	331	324	324
	Investment-Linked Insurance Sales Agent	72	81	81
	Non-Life Insurance Representative	344	338	339

4.12.2 Employee Welfare Measures and Retirement System, and Implementation Status

The Company pays ongoing attention to changes in the external environment and how it affects employees' welfare. In addition to complying with government regulations, the Company has also implemented welfare measures to meet employees' requirements. These welfare measures include a festive bonus, an employee shareholding trust, subsidies (for purposes such as weddings, funerals, births, recreational activities, entertainment, children's education, birthdays, and club activities), annual leave, labor/national health/group insurance, health checkups, compassionate pay, occupational hazard compensation, general accidental death benefits, internal/external training, language courses, professional certification subsidies/rewards, and recognition for long-service employees. As for the retirement policy, employees of Fubon Financial Holdings are entitled to retirement terms and pension payments equivalent to those stipulated in the Labor Standards Act and Labor Pension Act. Furthermore, managers with outstanding service records may be rewarded with service credits of up to 10 pension basis points upon retirement.

4.12.3 Enforcement of labor agreements and employee rights

Fubon Financial Holdings has always respected its communication with employees, and hosts quarterly labor–management meetings as a way to maintain employment relations. The Company was the first private financial holding company to sign a collective bargaining agreement with the union back in 2015 and has since been negotiating for new agreements with the union upon the expiry of the existing agreement. The negotiations were conducted in good faith, and the two parties discussed issues from employment terms to welfare measures. Fubon Financial Holdings has introduced several employment terms and employee benefits that are more favorable than what the laws require, such as 10 weeks of full-pay maternity, 12 days of full-pay funeral leave, birth subsidies, and shareholding trust. The Company takes care of all its employees with real action. Taipei Fubon Bank, Fubon Securities, Fubon Futures, Fubon Insurance, and Fubon Life have all signed collective bargaining agreements with unions, and among all financial holding companies in Taiwan, Fubon Financial Holding has the greatest number of subsidiaries with collective bargaining agreements. The Group will continue maintaining communication with unions to create a harmonious work environment that benefits both the employer and the employees.

Fubon Financial Holdings has implemented "Fubon Financial Holding Co., Ltd. and Subsidiaries Guidelines for Handling Employee Grievance" and created a grievance mailbox along with an employee grievance section on the intranet, thereby allowing employees to speak out using a variety of channels such as the grievance hotline, fax, and e-mail. Dedicated personnel would then be assigned to rate the issue in question by severity and handle it according to proper procedures in the employees' best interests.

4.12.4 Employees' continuing education, training and career development planning

The Company has devoted much of its efforts to talent development to meet the needs of the changing financial environment and to support its operational strategies. It has created a learning platform that accommodates the different duties and careers of its employees, and supports them with a multitude of learning resources to raise the level of innovation, banking professionalism, risk control, and promote understanding towards changes and best practices of the global banking industry.

The Company organizes leadership programs using internal as well as external resources to enhance leadership and vision among managerial staff. Out of respect for the importance of talent reserves, the Company has implemented a management associate (MA) program and uses a broad diversity of tools to identify top performers and talents of high potential to undergo training and certification for management position in the future. The Company remains active in the training of globalized management talents, and regularly refers top-performing managers to participate in overseas leader training courses where they can exchange experience with elites from other industries and develop a visionary mindset. In response to the digital banking era, the Company organizes courses on database application, commercial data analysis, and AI literacy, and also trengthens information security knowledge to provide employees with the necessary professionalism and mindset to adapt to new financial technologies. Meanwhile, training courses on the topics of environmental and financial sustainability are being organized persistently to develop sustainability mindset across employees, and thereby enforce the Company's sustainability vision and ESG roadmap. The Company places great

emphasis on internal transfer of knowledge and experience, and establishes an internal instructor system to help employees grow in various professions. The Company also provides employees with self-development programs and subsidizes/rewards their diploma studies, language development, and certification efforts with respect to finance, information technology, information security, and ESG. Meanwhile, the learning platform is constantly optimized and enriched with digital learning resources, and new digital learning platforms are being introduced from outside the organization to bring in courses of more diverse themes. In 2025, the financial holding company and its subsidiaries spent a total of NT$ 229.516 million on training, and delivered a total of 1,167,434 person-sessions. By implementing a systematic training program and creating a multi-learning environment, the Company aims to raise employees' professional standards and build a team of talents that delivers the best financial services.

(1) Qualification of personnel involved in financial transparency

Personnel involved in financial transparency		Certification	Number of holders
Job nature	Head count		
Financial/Accounting Personnel	46	Certified Public Accountant	7
Internal Auditors	18	Bank Internal Control and Internal Audit exam	12

(2) Managers' corporate governance training

Name	Title	Subject	Hours
Jerry Harn	President	Corporate Governance Forum - [Fubon Fair Customer Treatment Practice Enhancement Course] - Fair Customer Treatment and Sustainable Governance, A Consumer Protection Perspective	3
		Fubon AML Forum - International Trends	3
		Digital Transformation and AI Application	3
Wey-Chyng Yang	Senior Executive VP	Financial Holding Company Internal Audit Seminar	3
		Audit Personnel Workshop	27
Chung-Ping Liu	Senior Executive VP	Commonwealth Summit (CWS)	7
		Financial Holding Company Compliance Training	8
		Compliance, Legal Affairs, and AML Conference for Financial Holding Company and Subsidiaries	11
		Fubon AML Forum - Financial Crimes	3
		Fubon AML Forum - Financial Technologies	6
		Fubon AML Forum - International Trends	3
Jerry Hsu	Senior Executive VP	ICS Workshop	6
		IFRS17 Course for Directors, Supervisors, and Senior Managers	3
		Training for Performance Management Personnel	3

Name	Title	Subject	Hours
Chin-Yi Liu	Senior Executive VP	Course on Important Updates of IFRS Sustainability Disclosure Standards	2
		Human Resources Seminar for Financial Holding Companies and Subsidiaries - Prevention Against Workplace Harassment	3
Chin-Wen Lo	Senior Executive VP	Commonwealth Summit (CWS)	7
		Training Conference for Accounting and Taxation Personnel	3
		Training for Performance Management Personnel	3
Wei Lo	Senior Executive VP	Fubon AML Forum - International Trends	3
Ching-Chin Wang	Executive VP	Fubon AML Forum - Financial Crimes	3
		Fubon AML Forum - Financial Technologies	3
Ching-Wei Su	Executive VP	Commonwealth Summit (CWS)	7
Vincent Dern	Executive VP	Training Conference for Accounting and Taxation Personnel	3
		Training for Performance Management Personnel	3
Wen-Yen Chen	Managing Director	Corporate Governance Forum - [Fubon Fair Customer Treatment Practice Enhancement Course] - Fair Customer Treatment and Sustainable Governance, A Consumer Protection Perspective	3
		Fubon AML Forum - Financial Technologies	3
Douglas Tsai	Executive VP	Corporate Governance Forum - [Fubon Fair Customer Treatment Practice Enhancement Course] - Fair Customer Treatment and Sustainable Governance, A Consumer Protection Perspective	3
Cindy Lin	Executive VP	TIPS Self-audit Training	3
Tony Chen	Executive VP	Introduction to IFRS 18 and Explanation on Practical Implications and Impact Assessment	3
		Course on Important Updates of IFRS Sustainability Disclosure Standards	2
		Rules on Material Information, Press Conference, and Trade Suspension/Resumption	1
		Fubon Financial Holding Co., Ltd. Asset Acquisition or Disposal Procedures	1
		Continuing Education for Securities Issuers, Securities Firms, and TWSE Chief Accounting Officer	12
		Training Conference for Accounting and Taxation Personnel	3
		Training for Performance Management Personnel	3
Emily Wang	Executive VP	Ways to Develop Effective and Efficient Internal Control for KYC	4
		Financial Holding Company Compliance Training	16
		Human Resources Seminar for Financial Holding Companies and Subsidiaries - Prevention Against	3

Name	Title	Subject	Hours
		Workplace Harassment	
		Compliance, Legal Affairs, and AML Conference for Financial Holding Company and Subsidiaries	11
		Rules on Material Information, Press Conference, and Trade Suspension/Resumption	1
		Fubon AML Forum - Financial Crimes	3
		Fubon AML Forum - Financial Technologies	3
		Fubon AML Forum - AML in Practice	3
		Fubon AML Forum - International Trends	3
		AML for Virtual Assets	3
Ming Ju Tsai	Executive VP	Human Resources Seminar for Financial Holding Companies and Subsidiaries - Prevention and Handling of Sexual Harassment	3
		Human Resources Seminar for Financial Holding Companies and Subsidiaries - Prevention Against Workplace Harassment	3
		Fubon AML Forum - Financial Technologies	3
Ching Hui Lin	Senior VP	Course on Important Updates of IFRS Sustainability Disclosure Standards	2
		Financial Holding Company Compliance Training	6

4.12.5 Any losses suffered by the Company for the most recent year up to the publication date of the annual report due to labor disputes, and estimated losses thereof, current or in the future, and any response measures taken shall be disclosed

By company	Date of Decision	Decision No.	Violated Provision/Contents	Decision Content	Remarks
Taipei Fubon Commercial Bank Co., Ltd.	March 21, 2025	Correspondence No. Fu-She-Lao-1140052798	Paragraph 1, Article 24 of the Labor Standards Act; wages were not paid for extended work hours according to the rules.	NT$ 50,000	

4.12.6 Work environment and employees' safety

The following measures have also been taken to assure employees a healthy, safe and comfortable working environment and to promote workplace safety and health policies:

(1) Fubon subsidiary Taipei Fubon Bank and Fubon Life have established the "Occupational Safety & Health Committee" comprising department heads, workers' representatives, and employee health and safety officers has been assembled. The committee holds regular meetings to devise policies that minimize risk and ensure the safety of the workplace, thereby reducing damages and losses due to occupational hazards.

(2) Four primary safety plans, the "Maternal Health Plan", "Plan to Prevention Unlawful Harassment in the Workplace Plan", "Ergonomic Hazards Prevention Plan", and "Plan to Prevent Illness Caused by Excessive Workload" have been implemented to ensure employees' physical and mental health.

(3) A set of "Guidelines for Investigating Sexual Harassment Complaints and Disciplining offenders" has been established and all grievances are being handled in an appropriate manner. The issue of sexual harassment prevention is being addressed in courses that are mandatory for all employees, so that employees may develop proper awareness on the prevention of sexual harassment, and create a work environment that is free of discrimination and harassment.

(4) Other measures taken include regular health inspections for all employees, occupational health training, regular maintenance of workplace safety and health related systems, workplace environment inspections, and moreto protect employees' health and the safety of the workplace.

(5) Professional nurses are hired to manage the "on-site health consultation", where employees may seek medical consultation and assistance. Convey health information and promote employees' awareness towards maintaining health and preventing diseases.

(6) Health seminars are organized regularly to improve employees' health awareness and behavior.

(7) Automated external defibrillators (AED) have been installed at building lobbies to serve as emergency aid for employees, customers, and community residents.

The Company also makes health promotion arrangements such as fitness center, group education, mental and legal consultation, massage station, club activities, family day, basketball tournament, hiking etc. to create a healthy and safe workplace.

4.13 Corporate Responsibilities and Ethics

Fubon Financial Holdings consolidates resources across its subsidiaries and five foundations to addressing issues related to education promotion, health promotion, care for socially disadvantaged, etc., and provides various forms of support for people of all ages including those who are deprived of learning resources, with disabilities, or being financially challenged. In 2025, Fubon launched the ” One Vision Act” volunteering program, inviting employees to participate in charity activities and contribute to a sustainable future through action.

Education Promotion

Fubon Cultural & Educational Foundation, Fubon Art Foundation, and Fubon Life Art Museum Foundation commit themselves to providing high-quality financial education and supporting the development of culture and creativity in Taiwan.

(1) Fubon Cultural & Educational Foundation has been committed to children and youth empowerment for more than 30 years. Through various campaigns, the foundation draws public attention to various issues and helps young people develop strong character in media, finance, and sustainability spheres.

a. The “Future Tycoon Outreach Program”: The program has hosted 425 forums over 14 years, benefiting more than 45,000 students; and has introduced the “Financial Literacy Online Learning School” free course to promote accurate understanding and knowledge about money and investment.

b. The "Fubon EDU": The program collaborates with social enterprises and NPOs, invites employees and their families to learn together. The program fosters awareness and understanding of public issues such as the environment, culture, and sustainability.

c. The "Young Voice Project": The project helps young people develop independent thinking and creative expression. Furthermore, Fubon hosts workshops, camps, and exhibitions to showcase the talents of Taiwan’s youth. In 2025, Youngvoice.tw was transformed into an open database that houses a collection of past course content, design concepts, and execution experience, which education workers may search, extract, and reproduce with ease.

d. The “momo mini-Family Theater”: The program continues to source high-quality films from children’s film festivals worldwide, screening them at educational venues and on media platforms to broaden children’s vision and imagination through films. In 2025, Fubon was invited to hold outdoor cinema events for the Ministry of Environment《World Environment Day》、《Taipei Children’s Month》.

e. The “Momo mini-incubation program:” The program contributes resources to the production of children's TV shows and talent development in Taiwan; it also hosts workshops to facilitate the exchange of experience with international counterparts. WhooGuPo, a newly launched pop music show for children, introduced a fresh IP character – a pink tiger – that reimagines a traditionally scary figure in a playful and friendly way. An immersive family playground themed on the tiger was established in the National Taiwan Science Education Center, and it has attracted 35,000 visitors to date.

(2) Fubon Art Foundation believes that, “Art is life and life is Art,” and it is committed to working with artists and partners from different fields of expertise to create an open and approachable cultural space. The foundation also supports local creators and encourages the public to take part in exchanging ideas so that art may continue to thrive in the city.

a. Light & Love Art Fair: The campaign invited 40 artists to express their views of the world through contemporary artworks, thereby bridging communication between the public and the art world.

b. A coffee shop named "Still Light" was established at Fubon Xinyi A25 Pavilion to serve beverages and present art displays. The shop has since been used by external partners to promote artistic activities and exhibitions, which helps bring artistry into urban spaces and people's lives.

(3) Driven by the mission of promoting "Art as a Common Value," the Fubon Life Art Museum Foundation continues to support international exhibition, literature research, and public education, and strives to create a cultural space that offers global visibility, academic significance, and social influence.

a. Fubon Art Museum organized several exhibitions in collaboration with foreign partners in 2025, including: "Louise Bourgeois" with Mori Art Museum from Japan; "Frontiers of Impressionism" with Worcester Art Museum from the U.S.; an immersive exhibition of art using digital technology by British-born U.S. artist Anthony McCall; "Into Eternity" with Fondation Maeght from France; and "Fubon Collection-Resonance" featuring contemporary artists from multiple countries. Through international collaboration, Fubon Art Museum bridges the connection between Taiwan and artists from around the world, and takes progressive steps toward building a reputation and cultural character for the city. The 4 exhibitions attracted 300,000 visits by the end of the year.

b. Enforcement of "Education as an integral part, not an afterthought, of exhibition:" By adopting the research-based approach and by incorporating resources, such as the guidance system, keynote speech, learning roadmap for family and teenagers, and collaboration with schools, the exhibition was turned into useful knowledge that the audience was motivated to explore on their own. Systematic training was organized for guides and group volunteers to encourage participation of the public and employees in Fubon's cultural efforts. A total of 357 people underwent training during the year. Additionally, more than 30 sessions of teacher camps and school visits were organized for the benefit of approximately 1,200 people.

Health Promotion

Fubon Financial Holdings encourages everyone to engage in exercise, with more than NT$500 million investment into sport sponsorship in 2025. By being the title sponsor/lead organizer of several large tournaments and sports events, Fubon promotes health as part of its sustainable development goals. At the same time, Fubon Financial Holdings has been rewarded with the Sports Activist Award – Gold for 17 consecutive years, and also has one of the largest collections of “Taiwan iSports Enterprise Certification”. Fubon owns Fubon Braves (basketball team) and Fubon Guardians (baseball team), and sponsors Fubon Bulls (baseball team of National Taiwan University of Sport). The long-term commitment to nurturing sports talents has contributed to improving Taiwan’s competitiveness in international games.

To promote “Sports for all,” Fubon Financial Holdings is the only financial institution to sponsor all four major marathon events in Taiwan, namely Taipei Marathon, New Taipei City Wan Jin Shi Marathon, Tianzhong Marathon, and Kaohsiung Fubon Marathon. In 2021, Fubon introduced the ESG initiative “Run For Green®.” Apart from making green transformations to the races, Fubon has vouched to plant one tree for every 40 km completed in any of the four major marathons and other designated games. Fubon set a goal to plant 100,000 trees in 5 years, and by the end of 2025, around 406,000 runners had participated in the activity, with more than 100,000 trees planted at 14 locations in 8 counties and cities, including New Taipei City, Taoyuan, Taichung, Changhua, Tainan, Kaohsiung, Hualien, and Pingtung.

The performance of promoting green race and sports equality in 2025：

(1) Taipei Marathon – participant count: 28,705. The event is awarded the Road Race Gold Label from World Athletics, and in addition to distributing environment-friendly singlets, plastic-free water cups, and digital handbooks and certificates of completion. During the race, associations were made with sustainability stations (for clothing recycling) and the Food Bank's charity initiative as a way to rally runners toward a common cause.

(2) Wan Jin Shi Marathon – participant count:12,022. The event completed the ISO 14067 – carbon footprint of product survey, received ISO 14068-1 – Carbon Neutrality certification; and is awarded the Road Race Gold Label and the first Athletics For A Better World Bronze Standard in Taiwan from World Athletics. Fubon also expanded the scope of its plogging event to cover 20 districts in New Taipei City, and took the opportunity to invite the local neighborhood to support sustainability.

(3) Tianzhong Marathon – participant count:16,148 for the physical event and 987 online. The marathon receives the first Social Return on Investment (SROI) Evaluation in Taiwan. By making local purchases, the marathon supported local businesses and promoted tourism as well as related industries. It also continued making race singlets with recycled plastics.

(4) Kaohsiung Fubon Marathon– participant count: 13,234. A Visual Impairment Division and a Wheelchair Division have been added to improve the race's inclusivity. Bibs made from renewable materials, low-carbon supplies, and EV transportation were adopted to make the event more sustainable. A "Sustainable Division" without bibs was introduced for the first time; the NT$136,480 in savings were donated to the Kaohsiung City Sports Development Fund.

Care for the Disadvantaged

(1) Fubon Charity Foundation adopts the mission of helping the socially disadvantaged, and is the first unit of the Fubon Group to devote itself to public welfare undertakings with the aim to help the socially disadvantaged groups. It has been an important "corporate social responsibilities" arm of the Group.

a. The "Making Friends with Love" student aid activity has raised NT$125 million in 2025, benefiting more than 200,000 students.

(a) In collaboration with 19 rural schools and after-school service institutions, Fubon provided after-school care and sport-empowerment support to 41,345 students, helping narrow the urban-rural divide in terms of education and talent development.

(b) The remote nutrition supplementation program collaborates with 13 rural schools and after-school service institutions, providing daily supplies and nutritional supplements to 101,022 students.

(c) The"Exchanging Points for Love" project cooperates with Taipei Fubon Bank , collecting NT$ 485,950 and benefiting 7 social wealfare organizations。

b. The "Emergency Relief Fund" activities: This measure is intended to ensure efficient distribution of social resources, and address the urgent needs of socially disadvantaged individuals. Fubon provided many forms of emergency relief, including individual financial assistance, a medical fund account, the 206 Education Fund, typhoon relief in Hualien, the micro insurance project, "Han Shi Chi Bao 30" by Genesis Social Welfare Foundation, and donations to other social welfare organizations. The activities assisted over 140,000 beneficiaries.

c. The "Social Well-Being" program calls on Fubon employees to serve as volunteers.

(a) The "Give a Wish, Build a Future" campaign: Fubon helped make wishes come true for 8,103 students, and sponsored tuition and living supplies through the "Making Friends with Love" campaign.

(b) The foundation has held 38 blood donation activities and collected near 5,000 bags of blood.

(c) The 2025 "Fubon Social Welfare Ambassador" activity has subsidized 146 nonprofits and social welfare enterprises.

(d) Through collaboration with Momo.Com Inc., Fubon donated its own supplies to three charity organizations, thereby making the most out of precious resources. A cumulative total of 4,191 items have been donated to date, which was equivalent to more than NT$340,000.

(e) Title-sponsored the "Angel Cup Little Tee-Ball League Baseball Training Program & Tournament," which was held by the Chinese Taipei Baseball and Softball Association for the Disabled. Through this sponsorship, the foundation takes part in promoting equal rights in sports and protects the right to participate in sports for persons with disabilities.

(2) Taipei Fubon Bank Charity Foundation is dedicated to the public welfare activities such as caring for the elderly and people with disabilities for a long time and hopes to become a source of help and support for the underprivileged.

a. Events such as "Fubon Jiazi Cup" (table tennis, croquet and go games) and the "Fubon Elderly Lohas Train Program" were organized to promote health and interpersonal interaction among elders. More than 2,000 people participated in the events.

b. "Fubon Elders Music Companion Program" was organized to address the issue of elderly care and to motivate elders living in nursing institutions. Furthermore, events such as "Fubon Family Caregiver Breather Journey" were organized to help relieve stress for family caregivers and improve the quality of care. More than 5,000 people benefited from the program.

c. To give people with disabilities an opportunity to showcase their talents, Fubon hosts the 12th "Fubon Artistic Achievement Awards for the Disabled," and supports the "All-Love Orchestra" comprising winners of the Performance Category of the awards delivered charity performances. Arts club and career exploration camp were organized to give the residents of the Taipei City Yangming Home for the Disabled and the students of Taipei School for the Visually Impaired more opportunities to learn. For the hearing impaired, Fubon offered hearing check services, lifestyle improvement consultation, and career preparation to address the hearing health of people living in remote areas. In total 230 activities were held and benefiting 24,313 people.

The " One Vision Act" Volunteering Program

Fubon gives employees every opportunity to express their charitable spirit, and it has been systematically expanding the scope of volunteer services in "environmental protection, financial education, sports competition, and caregiving" through the long-term sponsorship of sports events and collaboration with non-profit organizations. More than 41,000 hours of service were accumulated in 2025, which represented an increase of 83% compared to 2024.

(1) Financial education volunteers: A 10-hour campus instructor course was organized to train more than 200 employees to serve as financial instructors. Meanwhile, a set of teaching materials was created exclusively for Fubon in accordance with the 2019 national curriculum guidelines by drawing on the expertise of various subsidiaries. In 2025, the volunteers visited 40 elementary and junior high schools in remote areas to help children develop sound financial knowledge. Through collaboration with www.104.com.tw (a job search website), the volunteers showed senior high school and vocational high school students what it is really like to work in digital banking, financial advisory, insurance advisory, and securities brokerage. A total of 42 courses were completed in 2025.

(2) Race volunteers: Fubon encourages employees to take part in sports events and provide support as volunteers. In 2025, more than 500 volunteers provided services during important events such as the World Masters Games 2025 Taipei & New Taipei City, four big marathons, and triathlon.

(3) Environmental volunteers: Motivated by the Run For Green® spirit, Fubon continued inviting employees to assist the Association of Taiwan Forest Restoration in planting native trees or raising seedlings in areas such as Hualien and Taichung. Having planted a total of 100,000 trees over 5 years, the project is contributing to the restoration of the local ecosystem.

(4) Caregiving volunteers: In addition to the foundation's three main campaigns, namely: "Making Friends with Love, Emergency Reliefs, and Charity Support," the foundation also arranged opportunities for online volunteer services, such as companion service for persons with disability at the Eden Social Welfare Foundation, e-book review for the Parents Association for the Visually Impaired, etc. These arrangements have enabled Fubon volunteers to deliver services without being constrained by time or space.

The Donation Overview of the Year from Fubon Financial Holdings and its subsidiaries

Mr. Wan-Tsai Tsai, the founder of the Fubon Group, had long been a believer of "giving back society what we have gained from it." As we progress into the future, Fubon Financial Holdings will carry on its legacy and commit to fulfill the corporate social responsibilities and spread positive influence.

(1) Donations made by the Company and its subsidiaries

The Company and all subsidiaries specified in its business license donated a total of NT$ 596,343,159 in 2025, NT$98 million higher than in 2024. The increase was mainly attributed to an NT$75 million donation from Fubon Life to Fubon Art Foundation and Fubon Life Art Museum Foundation, and an NT$20 million of donation made to relieve the Wang Fuk Court fire in Hong Kong. Further, the Company and the subsidiaries specified in its business license did not donate to any political party. Below are details of donations made by Fubon Financial Holding Co., Ltd. and the subsidiaries specified in its business license in 2025:

(NTD)

Company	Amount	Percentage
Fubon Financial Holdings	0	0.00%
Fubon Life	320,716,448	53.78%
Taipei Fubon Bank	196,704,138	32.99%
Fubon Securities	32,021,450	5.37%
Fubon Insurance	21,124,200	3.54%
Fubon Bank (Hong Kong)	22,100,923	3.71%
Fubon Asset Management	2,387,000	0.40%
Fubon Financial Holding Venture Capital	1,189,000	0.20%
Fubon AMC	0	0.00%
Fubon Insurance Agency	100,000	0.02%
Total	596,343,159	100.00%

Below are details about the purpose of the donations made by Fubon Financial Holding Co., Ltd. and the subsidiaries specified in its business license in 2025:

(NTD)

Purpose of donation	Amount	Percentage
Financing of activities organized by the group's five foundations during the year	368,870,000	61.86%
Donations to non-profit organizations and others (including stakeholders)	227,473,159	38.14%
Total	596,343,159	100%

4.14 Number of full-time non-supervisor employees, average and median salaries, and the difference between the first three and the previous year

Full-time non-supervisor employee information	2024	2025	Difference
Head count	16,873	17,445	3.39%
Average salary (NTD thousand)	1,624	1,727	6.34%
Median salary (NTD thousand)	1,293	1,372	6.11%

4.15 IT Equipment

(1) IT system management (hardware, software and maintenance)

The Company assigns personnel with international professional certifications to plan, maintain, integrate and support various systems and networks used for its businesses. On the other hand, all systems are constructed using mainstream brands and specifications, and are supported by equipment vendors' contractual service level agreements in line with the operating requirements.

(2) Future developments and procurements

a. Innovative technologies development

Continuously promote the adoption of intelligent and automated technologies, covering process automation (such as Robotic Process Automation, RPA), GenAI (Generative Artificial

Intelligence) tools (such as Microsoft M365 Copilot and GitHub Copilot), and the use of AI for cross-system or cross-subsidiary data queries (such as Knowledge Retrieval Engines system), in order to improve work efficiency and operation quality. Meanwhile, through big data analytics, AI technologies, and social network platforms (such as LINE Business Connect), we aim to identify potential customers, improve marketing effectiveness, and strengthen the identification of high-risk customers. Key relevant planned projects for this year include the design and implementation of a GenAI Agent Development and Management Platform, which will support multi-scenario generative AI agents' development and workflow orchestration, under governance and management, thereby accelerating GenAI application research and deployment. Furthermore, the existing data analysis platform will be migrated to MLOps (Machine Learning Operations) Platform, to integrate and automate model development and deployment process, while ensuring compliance with AI governance requirements.

b. Risk management
Market risk and credit risk management systems are integrated across subsidiaries to provide a comprehensive overview of risk exposure. By consolidating information such as customers' credit limits, repayment capabilities, and the Company's subsidiaries and overseas branches, the system is intended to provide the management with immediate and comprehensive knowledge of value-at-risk among other risk indicators. Given the possibility that the financial market may continue to exhibit high volatility in the future, Fubon continues to upgrade and optimize its market risk management system for more timely assessment of market risks. Moreover, continuously optimize the interface of the list of stakeholders and strengthen the data verification mechanism and mitigate compliance risk as well as keep enhancing customer cross-reference system management functions to assist CDD (customer due diligence) process and periodicic reviews to solidify Anti-Money Laundering mechanism.

c. Resource and service sharing
Shared platform has been developed to consolidate various systems used by subsidiaries, to facilitate the sharing of software and hardware resources and reduce costs, including fubon.com, enterprise information portal, human resource management, compliance system, IRA (Institutional Risk Assessment) system, Auditor data management, Employee training management, e-mail, digital correspondence, general affairs management, e-procurement, fixed asset management, data analysis platform, GIS (Geographic Information System) positioning application, IT management systems, Customer Data Platform, Volunteer Management System, Knowledge Retrieval Engines system etc. We have also developed Apps to provide more convenient and useful functions to employees of all subsidiarie, adopting international standards FIDO (Fast Identity Online) to strengthen the safety and diversity of identity authentication, such as Fubon AppStore, eHR App, Academy App, Official Document System App and Fubon Helper App, etc.

d. Cloud development
With hybrid and multi-cloud architecture as core strategic objective, the Financial Holding Company will continue to develop multi-cloud management capabilities, enhance environmental observability, support the modernization and transformation of application systems, enable emerging technologies and AI applications, and institutionalize FinOps (Cloud Financial Operations) cost management. Through standardized management frameworks and talent development mechanisms, the Group aims to strengthen overall cloud capabilities and enhance operational resilience across the entire financial holding organization.

(3) Data & Innovative Technology Governance mechanism

a. IT has established "Data Governance Platform", to provide functions such as data lineage, data quality checking, data issues dispatching and tracking workflow, to ensure data standards and qualities are reinforced, so as to support FHC data governance mechanism with less manpower.
b. The Company has established Open APIs governance mechanism, to clarify roles and responsibilities of FHC and subsidiaries for API management, as well as to establish guidelines governing the review of third-party service providers and API technical and security standards.

The above have been implemented through the APIM platform to mitigate related risks associated with Open Finance.

c. Based on the Financial Holding Company's hybrid multi-cloud architecture, a cloud governance framework will be established to comply with the requirements of finance industry cloud security monitoring standards.
d. Established relevant operational guidelines and monitoring rules for Robotic Process Automation (RPA) to mitigate potential risks of automation and ensure a stable improvement in the efficiency of digital process operations.
e. Management and operational procedures for GenAI tools (such as Microsoft M365 Copilot and GitHub Copilot) have been built. IT will also collaborate with the data science team to establish AI governance guidelines and mechanisms.
f. In accordance with relevant AI regulations, an AI Governance Committee has been estalished and internal policies are underway to ensure that the adoption of AI technologies appropriately balances risk management and compliance requirements.

(4) Disaster recovery and protective measures

Information systems are being supported by high availability of on-site or off-site systems and backup routines of varying intensities and risk levels to ensure uninterrupted service and secured critical data. Backup data are regularly replicated and transferred to an off-site location for secure storage. Simulations, tests and drills are being conducted regularly to ensure proper functioning in the event of an emergency. These exercises reduce the risk of unexpected system disruption caused by natural disasters and human errors and ensure continuity of critical business activities.

(5) Financial impact and responsive measures in the event of system failure

By conducting annual business impact analyses on key procedures and supporting systems/services, the Company is able to evaluate risks and quantify impacts on different aspects such as finance, laws and regulations, and customers. Based on the level of risk identified, the Company will make appropriate plans, enhance its software environment and hardware equipment, and improve operating procedures so that any damage to the information system can be recovered quickly at minimal loss.

4.16 Information security management

(1) Cybersecurity risk management framework

a. Fubon Financial Holdings created an Information Security Division on April 1, 2019. An employee at the vice president level has been assigned to serve as the Chief Information Security Officer (CISO), whose responsibilities are to supervise the coordination, planning, and execution of cybersecurity tasks within the Group and make regular reports to the Board of Directors regarding the execution of the cybersecurity plan and overview of cybersecurity risks. Members of the Board of Directors possess the professional cybersecurity background needed to supervise governance and are capable of improving the quality of decisions and supervisory efforts regarding cybersecurity issues. All subsidiaries have established their own cybersecurity departments that are staffed with dedicated personnel to handle cybersecurity-related matters. At the end of 2025, the financial holding company and its subsidiaries had 92 cybersecurity personnel in total. They were assigned responsibilities in policy planning, system management, technology, protection, etc., and were tasked with various duties ranging from system/network security planning and monitoring to protection and maintenance. Together, they uphold the cybersecurity management system of the Fubon Group.

b. The "IT and Information Security Governance Committee" has been assembled at the Chairperson level to enhance IT and cybersecurity governance throughout the Group. The group president serves as the convener of the committee, whereas the rest of the committee members consist of the highest ranking IT and cybersecurity officers from the Company and its subsidiaries. The committee convenes meetings once every quarter to discuss issues concerning the IT/cybersecurity governance strategy, framework, major investment plans, and cybersecurity performance, as well as to keep up to date on the latest developments. The committee promotes coordination of resources across companies and ensures consistency of the decisions made.

c. Considering that cybersecurity incidents are highly time-sensitive and affect several parts of an organization, the financial holding company and its subsidiaries have developed their own response systems and assembled response teams to ensure the timely recognition of risk patterns, quick response times, and minimization of operational impact whenever a cybersecurity incident occurs. Furthermore, the Group convenes monthly “Group Cybersecurity Joint Defense Meetings” to review subsidiaries' cybersecurity management practices, new technology risks, and experiences with incidents so that rolling adjustments can be made to refine the protection strategy and responses, thereby improving the resilience and stability of the Group's cybersecurity system while enhancing joint defenses across Group members.

d. Fubon observes policies of the competent authority and trends of the financial industry, and it has assembled an "Implementation Team for Five Main Cybersecurity Functions" to oversee critical tasks such as "Assessment of Effectiveness for Cybersecurity Monitoring and Protection," "Zero Trust Network Deployment with Enhanced Connection Authentication and Authorization Control," and "Supply Chain/Third-Party Service Provider Risk Management." Through the integration of group resources and by establishing common management standards and assessment systems, Fubon has been able to improve the robustness of its cybersecurity governance practices.

e. Fubon continues to maintain conformity with international standards, including but not limited to ISO 27001 - Information Security Management, ISO 22301 - Business Continuity Management System, and BS 10012 - Personal Information Management System. By adopting the P-D-C-A (Plan-Do-Check-Action) management cycle, the Group makes persistent improvements to cybersecurity management and ensures that the system functions in ways that support business development.

(2) Cybersecurity policy

Fubon Financial Holdings has created a cybersecurity policy, standards, and guidelines that are applied consistently throughout the organization to ensure that information is handled according to cybersecurity rules. The Company reviews its cybersecurity policy and guidelines annually to determine whether they meet the requirements of the business environment and the authorities, and conducts assessments on major cybersecurity issues. The financial holding company and its subsidiaries have each assembled their own cybersecurity response teams. By hosting regular Cybersecurity Joint Defense Meetings, subsidiaries can align their cybersecurity strategies with those of the financial holding company. The Group has adopted a cybersecurity joint defense system featuring a “centralized management and distributed execution” approach to ensure conformity with the prevailing regulations, technologies, organizational policies, and the latest business practices. Overall, the cybersecurity system is being duly enforced within the organization to minimize cybersecurity risks.

(3) Management solutions and commitment of cybersecurity management resources

a. Fubon exercises supervision over the cybersecurity units of each subsidiary from a group perspective. Every single detail from planning, assessment, specification, procurement, system implementation to process design has been carried out under the coordination of the financial holding company. This approach ensures that all cybersecurity measures conform with standards and complement the overall cybersecurity strategy to optimize the performance of cybersecurity infrastructures and achieve consistency in management practices across the Group.

b. To promote cybersecurity awareness and shape proper cybersecurity culture among employees, Fubon requires general staff to undergo at least 3 hours of cybersecurity courses each year. All employees are required to complete training on cybersecurity, social engineering, e-mail security, etc. on a yearly basis, whereas social engineering drills are organized every six months to examine employees' alertness and response to simulated attacks. Cybersecurity management measures are then optimized based on the outcome of the drills. As for cybersecurity specialists, they are required to complete at least 15 hours of professional cybersecurity training each year. Through these requirements, Fubon makes every employee a part of the protection system. Additionally, a "Cybersecurity and Anti-Scam Newsletter" is sent to the financial holding company and its subsidiaries on a monthly basis to raise employees' alertness and keep them up to date on the latest cybersecurity threats, scams, and preventive measures. With the implementation of the "Cybersecurity Officer" system, each department is required to designate a cybersecurity officer whose responsibilities are to: serve as the contact window and promoter for cybersecurity matters, assist in the communication of cybersecurity policies, report risks, and exercise control over daily routines. Through systematic training and cross-department collaboration, Fubon helps these officers improve their cybersecurity management capacity in ways that contribute to the resilience of business operations.

c. The financial holding company implements a cybersecurity governance roadmap each year and makes rolling adjustments in accordance with regulations, internal policies, cybersecurity technology trends, and international developments to accomplish main goals such as prevention against hacker attacks, removal of vulnerabilities, proper response, compliance, business continuity, and customer safety. Personnel, technologies, processes, etc., are specially planned to ensure that the roadmap is executed in a manner that aligns with the cybersecurity strategy and business targets. Fubon Financial Holdings also pays particular attention to adopting international standards on information security management (ISO 27001), personal information management system (BS 10012), and business continuity management system (ISO 22301) as a means to improve cybersecurity governance practices over time. The financial holding company influences how subsidiaries should adjust their cybersecurity strategies, and evaluates the cybersecurity efforts of its subsidiaries so that cybersecurity management systems of the entire group may work cohesively toward enhancing “overall cybersecurity protection.” A set of “cybersecurity performance indicators” have been implemented uniformly across the group, which provide the quantitative data needed to

monitor the effectiveness of cybersecurity management efforts, and ultimately ensure that cybersecurity risks are manageable while increasing the security and level of trust in financial services.

d. Cybersecurity progress is reported to the Group Chairman and Group President on a monthly basis. With regard to the overall cybersecurity protection plan, the financial holding company observes the vision conveyed in FSC's Financial Information Security Action Plan to "deliver secured, accessible, and uninterrupted financial service" and drives subsidiaries toward "enhancing cybersecurity monitoring," "enforcing data governance," "strengthening financial resilience," and "supporting joint defense." Progress is regularly reported to the board of directors.

(4) Cybersecurity risks and response measures

a. With regard to cybersecurity strategies and plans, Fubon Financial Holdings has developed multi-layer security protection using the five functions (identify, protect, detect, respond, and recover) of NIST's network security framework to plan and implement cybersecurity protections that adequately support the digital financial environment. The framework uses a combination of antivirus software, malicious mail filters, webpage filters, intrusion detection systems, application firewalls, and risk tracking tools. Cybersecurity defense measures have also been enhanced for individual networks, information environments, servers, and terminals, with cybersecurity monitoring rules and indicators implemented to support risk monitoring. Monitoring rules are constantly adjusted, and operational logs of key servers, network equipment, and cybersecurity hardware are tracked closely. Cybersecurity reporting and response have been duly enforced; information, alerts, records, and intelligence gathered from cybersecurity protection equipment are thoroughly observed, analyzed, and associated to determine whether a cybersecurity incident has occurred, and any findings discovered are converted into valuable intelligence for sharing. The organization keeps track of the latest cybersecurity trends and rules around the world, and it makes ongoing optimizations to minimize the occurrence of cybersecurity incidents that may pose high risks. Furthermore, in light of future financial deregulations and the need to use application programming interface (API) for external services, Fubon has developed its own API security monitoring, API inventory management, access behavior monitoring, and abnormal data flow detection systems to support the identification and control of risks concerning unauthorized access, data leaks, or interface misuse. Together, these measures strengthen security protection at the application layer and improve the performance of defense measures in place.

b. The terminal detection/response and automated event investigation systems deployed in personal computers and servers work in coordination with the network threat detection and response system to monitor computer activities and network connections in real time. Artificial intelligence is being used to analyze signs of abnormal behavior and to cross-reference threat intelligence. Any significant finding is transmitted to the visual platform, and an alert is triggered in the event of a cybersecurity incident, providing information about what happened and the scope of impact. The group implements proper precautions and responses to quickly obtain information for post-event recovery. The group also engages independent third parties to conduct regular cybersecurity assessments, such as red team assessments, DDoS drills, simulated intrusions/attacks, and assessments of cybersecurity in computer systems. These assessments examine the completeness and appropriateness of overall computer system controls, share the attackers' mindset, and test the effectiveness of cybersecurity monitoring and defenses. Meanwhile, the Company continues to develop responses for new technologies and new forms of cyber attack, such as IoT equipment, third-party components, and ransomware.

c. Cybersecurity threats are evolving at such a high rate that they are increasing risks across supply chains. For this reason, the financial holding company and its subsidiaries make rigorous decisions when choosing IT service providers, and adopts measures such as contract signing, management practice, supervision, and auditing to ensure that its suppliers meet the cybersecurity requirements. Fubon Financial Holdings also states in its contracts the specific cybersecurity management mechanisms to be adopted by service providers, and its rights to

exercise supervision and audit rights over suppliers to ensure compliance with relevant cybersecurity rules. Following recent deregulations on cloud banking services, financial institutions are progressively adopting cloud computing and cloud storage technologies as means to improve operating efficiency and flexibility. For the security of the cloud environment, the Group has developed a cloud security management system that incorporates the cloud environment into the cybersecurity governance framework. Actions are then taken to ensure that the cloud infrastructure conforms with the cybersecurity and compliance requirements. Through the use of cloud native security protection and monitoring, Fubon continually identifies potential risks and optimizes parameters and settings to strengthen the risk control and management of the cloud environment. In the future, Fubon will evaluate the potential of adopting a multi-cloud structure depending on business development requirements, and it shall progressively integrate cybersecurity monitoring efforts for cloud and non-cloud activities, thereby improving the robustness and consistency of cloud security governance practices throughout the Group.

d. The issue of cybersecurity is gathering attention in the business world as new technologies and digital transformation grow in popularity. Due to technological advancements, cyber attacks are occurring at an unprecedented frequency, speed, scale, and diversity, making cybersecurity a real threat in the world. According to online surveys, banking, healthcare, and IT have been identified as the three industries most susceptible to cyber attack in recent years, and for this reason, the financial holding company has instructed its subsidiaries to purchase cybersecurity insurance to ensure recoverability in the event of an attack, and thereby protect customers' assets.

e. In light of the new cybersecurity risks that may arise following the rapid development of generative AI technologies, Fubon Financial Holdings has committed additional resources to improving its AI governance system. It is constantly observing international risk management guidelines as well as trends of financial supervision in Taiwan. Rolling adjustments are being made to the cybersecurity management framework to include AI security as part of cybersecurity governance. By adopting enhanced risk identification, asset inventory, and classification for AI applications, Fubon is able to refine its AI security assessment and control procedures and make ongoing optimizations based on the actual performance. With regard to the development of an AI cybersecurity strategy, Fubon Financial Holdings will be adopting a two-way governance mindset that combines "AI for Security" and "Security for AI." This means that AI technology will be adopted as an enhancement to cybersecurity protection and as a way to optimize threat detection, behavior analysis, and automated responses to cybersecurity incidents for an overall improvement in defense performance. Meanwhile, attention will also be directed to ensuring that the AI application conforms to security and compliance requirements and meets the supervisory expectations of the FSC, as well as regulations, for which Fubon is required to develop security controls and defenses accordingly. In the future, Fubon looks forward to progressively introducing AI for technological innovation and risk management, provided that cybersecurity protection is in place to ensure the stability of business operations.

(5) Losses and possible impacts as a result of major cybersecurity incident in the last year up until the publication date of annual report, and response measures: Fubon Financial Holdings and subsidiaries encountered no major cybersecurity incident in 2025 up until the publication date of annual report.

4.17 Major Contracts

(1) Fubon Financial Holdings: None

(2) Fubon Life

Nature of Contracts	Parties	Contract beginning and end date	Main contents	Restrictive clauses
Real estate leasing	Merlin Attractions Operations Limited	2015/08/25-2042/07/04 (Note 1)	Real estate lease contract (Madame Tussauds, London, UK)	None
Real estate leasing	Europäische Zentral bank (Central Bank of Europe)	2019/06/01-2025/12/31 (Note 2)	Real estate lease contract (Frankfurt, Germany Eurotower)	None
Real estate construction consultancy contract	Arup Deutschland GmbH	2022/10/06-2025/12/31	Planning and execution of preventive maintenance for Eurotower at Frankfurt, Germany	None
Real estate construction consultancy contract	CIT Blaton SA	2025/01/24-2026/06/30 (Note 3)	Brussels, Belgium Renovation contract for Ellipse Building	None
Real estate construction consultancy contract	Ikon Group Limited	2025/02/21-2026/06/30 (Note 3)	Contract for necessary maintenance of Bow Bells House, London, UK	None
Real estate construction	J. J. Pan and Partners, Architects and Planners	2021/02/19-2028/03/31 (Note 3)	Construction design and supervision contract for new construction project of Fubon Life at Yucheng Section, Nangang District	None
Real estate construction	Dehwa Construction Co., Ltd.	2023/01/07-2027/08/31 (Note 3)	Sundry works for Fubon Life's new construction project at Yucheng Section, Nangang District	None
Real estate construction	(1) Dehwa Construction Co., Ltd. (2) SGM STONE CO., LTD.	2024/09/12-2030/03/31 (Note 3)	Turnkey contract for Fubon Life's new construction project at Yucheng Section, Nangang District	None
Real estate construction	Pin-Hsuan Chen & Architects	2023/03/24-2030/12/31 (Note 3)	Mandate contract for design and supervision service for the new construction of southern foundation for Fubon Life's Chengde Building	None
Real estate construction	(1) Dehwa Construction Co., Ltd. (2) Da-Link Architects and Associates	2023/02/16-2028/12/20 (Note 3)	Turnkey contract for the new construction of northern foundation for Fubon Life's Chengde Building	None

Nature of Contracts	Parties	Contract beginning and end date	Main contents	Restrictive clauses
Real estate construction	LI JIN ENGINEERING CO., LTD.	2019/03/15-2025/12/01	Turnkey contract for the new construction of Project A25	None
Real estate construction	Dehwa Construction Co., Ltd.	2020/03/25-2026/10/17 (Note 3)	Turnkey contract for the new construction project of Fubon Life at Xinmin Section, Beitou District	None
Real estate construction	Da-Ju Architects & Associates	2023/09/22-2027/09/30 (Note 3)	Mandate contract for design and supervision service for Fubon Life's Hsinchu Hukou development project	None
Real estate construction	C. Y. Lee & Partners	2019/04/11-2027/07/23 (Note 3)	Mandate contract for design and supervision service for Fubon Life's KRTC Aozihdi Station commercial development project	None
Real estate construction	Mitsubishi Jisho Sekkei Inc.	2019/09/17-2027/07/23 (Note 3)	Mandate contract for design of Fubon Life's KRTC Aozihdi Station commercial development project	None
Real estate construction	Feng Yu United Engineering Co., Ltd.	2021/01/29-2028/04/09 (Note 3)	Sundry works for Fubon Life's KRTC Aozihdi Station commercial development project	None
Real estate construction	Feng Yu United Engineering Co., Ltd.	2021/11/09-2028/04/09 (Note 3)	Top-down construction of foundation pile for Fubon Life's KRTC Aozihdi Station commercial development project	None
Real estate construction	(1) Samsung C&T Corporation Taiwan Branch-Korea (2) Formosa Builders, Inc.	2023/06/19-2029/07/23 (Note 3)	Turnkey Construction Contract for Fubon Life's KRTC Aozihdi Station commercial development project	None
Real estate construction	HCCH & Associates Architects Planners & Engineers	2023/09/04-2025/03/31 (Note 3)	Mandate contract for design and supervision service for Fubon Life's Songshan District Dunhua Section development project	None
Real estate construction	China Real Estate Management Co., Ltd.	2024/04/08-2037/03/31 (Note 3)	Proxy mandate contract for Fubon Life's urban renewal project at Dunhua Section, Songshan district	None
Real estate leasing	Humble House Hotel Co., Ltd.	2013/06/14-2033/11/06	Real estate lease contract (A10)	None
Real estate	Breeze Property Co.,	2013/10/16-	Real estate lease contract	None

Nature of Contracts	Parties	Contract beginning and end date	Main contents	Restrictive clauses
leasing	Ltd.	2029/04/15	(A10)	
Real estate leasing	Breeze Property Co., Ltd.	2013/09/01-2028/08/31	Real estate lease contract (Asia World Building)	None
Real estate leasing	(1) ShareHope Medicine Co., Ltd. (2) Min-Sheng General Hospital	2007/05/16-2032/05/15	Real estate lease contract (Min-Sheng General Hospital)	None
Real estate leasing	TRK Corporation	2020/05/01-2035/12/31	Real estate lease contract (Taroko Mall)	None
Real estate leasing	Farglory Retail Management & Service Co., Ltd.	2026/01/01-2035/06/30	Real estate lease contract (Taroko Mall)	None.
Real estate leasing	Shin Kong Mitsukoshi Department Store Co., Ltd.	2023/08/01-2033/07/31	Real estate lease contract (A11)	None
Real estate leasing	momo.com Inc.	2023/08/01-2028/07/31	Real estate lease contract (momo Building)	None
Real estate leasing	UNIQLO Taiwan Ltd.	2012/09/03-2025/10/31	Real estate lease contract (Wan Guo Building)	None
Real estate leasing	UNIQLO Taiwan Ltd.	2025/11/01-2035/10/31	Real estate lease contract (Wan Guo Building)	None
Real estate leasing	Times Square International Corporation	2020/06/12-2040/06/11	Real estate lease contract (Fubon Linsen Hotel Building)	None
Real estate leasing	Standard Chartered Bank (Taiwan) Limited	2021/04/01-2031/07/31	Real estate lease contract (Standard Chartered Bank Building)	None
Real estate leasing	Fubon Insurance Co., Ltd.	2021/09/01-2026/09/30	Real estate lease contract (Standard Chartered Bank Building)	None
Real estate leasing	Shin Kong Mitsukoshi Department Store Co., Ltd.	2015/12/23-2027/12/31	Real estate lease contract (Shinkong Mitsukoshi Tower A8)	None
Real estate leasing	Sunrider Taiwan LLC.	2020/08/12-2027/08/11	Real estate lease contract (Dunbei Building)	None
Real estate leasing	Hanshin Shopping Plaza Co., Ltd.	From the day after expiry of renovation grace period (inclusive; also referred to as the lease start date) and lasting for 20 lease-accruing years	Real estate lease contract (development project near KRTC Aozihdi Station)	None
Real estate leasing	Analog Devices, Inc.	2023/08/01-2029/01/31	Real estate lease contract (Fubon Life Building)	None
Real estate	CARAT MEDIA	2025/02/01-	Property lease agreement	None

Nature of Contracts	Parties	Contract beginning and end date	Main contents	Restrictive clauses
leasing	TAIWAN LTD.	2042/01/31	(Fubon Life Building)	
Real estate leasing	momo.com Inc.	Lease term for this agreement begins on the day the handover is completed after the building receives its use permit (the lease start date) and lasts for 20 years	Hsinchu Hukou Logistics Park	None
Real estate transaction	(1) Xing Ju Dian First Co., Ltd. (2) Kai Yang Investment Co., Ltd.	2025/08/19-2025/10/03 (Handover day)	Real estate purchase agreement (Xing Ju Dian KTV Taipei Flagship)	None
Reinsurance contract	Swiss Re Asia Pte. Ltd.	2006/01/01 to present	Reinsurance for individual life insurance business	None
Reinsurance contract	Central Reinsurance Corporation	2010/01/01 to present	Reinsurance for individual life insurance business and Catastrophe excess of loss	None
Reinsurance contract	Munich Reinsurance Company	2010/01/01 to present	Reinsurance for individual life and dismemberment care insurance products business	None
Reinsurance contract	General Reinsurance AG	2006/10/01 to present	Reinsurance for individual life and health insurance business	None
Reinsurance contract	Hannover Rück SE	2014/10/24 to present	Reinsurance for critical illness and dismemberment care insurance products business	None
Reinsurance contract	RGA Global Reinsurance Company Limited	2009/03/30 to present	Reinsurance for individual life and health insurance business	None

Note 1: The lease arrangement was assumed by subsidiary – Fubon MTL Property (Jersey) Limited.
Note 2: The lease arrangement was assumed by subsidiary – Fubon Eurotower (Luxembourg) S.à r.l.
Note 3: Represents the estimated completion date, as contract completion date is undetermined

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(3) Taipei Fubon Bank

Nature of Contracts	Parties	Contract beginning and end date	Main contents	Restrictive clauses
Taipei City Government treasury services contract	Taipei City Government	2023/11/10-2030/11/09	Taipei City Government commissions Taipei Fubon Bank for treasury services	None
Lease contract	Fubon Real Estate Management Co., Ltd.	Lease tenor: 2024/05/01-2027/04/30	Fubon Real Estate Management Co., Ltd. is the management company of "Fubon No. 2 REIT"; this transaction is intended to provide office space. Asset: Parts of 1Fand 2F , and 7F, 8F, and 9F, No. 62, Ruihu Street, Neihu District, Taipei City	None
Lease contract	Chung Shing Development Co., Ltd	Lease tenor: 2025/01/01-2027/12/31	This transaction is intended to provide office space Asset: 6F-12F, 13F (partial), and 14F-23F, No. 169, Section 4, Renai Road, Da'an District, Taipei City	None
Lease contract	Fubon Life Insurance Co, Ltd.	Lease tenor: 2023/07/01-2033/06/30	This transaction is intended to provide office space for branch Asset: B1-1, No. 77, Songgao Road, Xinyi District, Taipei City	None
Subscription agreement for privately placed shares	LINE Bank Taiwan Limited	2025/06/09	Participation in the NT$1.755-billion cash issue of LINE Bank Taiwan Limited	None
Outsourcing agreement	TAIWAN SECURITY CO., LTD.	2023/05/08-2025/05/07	Transportation service for cash, securities, commemorative coins, stored value cards, gold bars etc.	Subject to comply with "Regulations Governing Internal Operating Systems and Procedures for the Outsourcing of Financial Institution Operation."
Outsourcing agreement	LEEBAO SECURITY CO.	2023/05/08-2025/05/07	Transportation service for cash, securities, commemorative coins, stored value cards, gold bars etc.	Subject to comply with "Regulations Governing Internal Operating Systems and Procedures for the Outsourcing of Financial Institution Operation"
Outsourcing agreement	MITAKE INFORMATI	2023/07/01-2026/06/30	Distribution of SMS on "credit card	Subject to comply with "Regulations

Nature of Contracts	Parties	Contract beginning and end date	Main contents	Restrictive clauses
	ON CORPORATION		cancellation, tuition loan, insurance expiry, insurance premium reminder, loan disbursement, debt collection, etc.”	Governing Internal Operating Systems and Procedures for the Outsourcing of Financial Institution Operation"
Outsourcing agreement	LEEBAO SECURITY CO. An Feng Enterprise Co., Ltd.	2025/10/01-2028/09/30	Cash loading for ATMs (including coin changer machines)	Subject to comply with "Regulations Governing Internal Operating Systems and Procedures for the Outsourcing of Financial Institution Operation"
Outsourcing agreement	TAIWAN SECURITY CO., LTD. TAI-PO SERVICE TECHNOLOGY CO., LTD	2025/10/01-2028/09/30	Cash loading for ATMs	Subject to comply with "Regulations Governing Internal Operating Systems and Procedures for the Outsourcing of Financial Institution Operation"
Outsourcing agreement	China Express Co., Ltd.	2024/03/01-2026/02/28	Collection and delivery of negotiable instruments and correspondences	Subject to comply with "Regulations Governing Internal Operating Systems and Procedures for the Outsourcing of Financial Institution Operation"
Outsourcing agreement	SYSTEX Corporation	2026/01/01-2028/12/31	Printing, enveloping, and mailing of statements and notifications	Subject to comply with "Regulations Governing Internal Operating Systems and Procedures for the Outsourcing of Financial Institution Operation"
IT procurement contract	TATA CONSULTANCY SERVICES LIMITED TAIWAN BRANCH (INDIA)	Effective from July 17, 2015	Software licensing agreement for the core banking system	None
IT procurement contract	TATA CONSULTANCY SERVICES LIMITED TAIWAN BRANCH	2022/04/15-2027/04/14	Software maintenance contract for the core banking system (deposit, loan, and foreign exchange operations)	None

Nature of Contracts	Parties	Contract beginning and end date	Main contents	Restrictive clauses
	(INDIA)			
IT procurement contract	TATA CONSULTANCY SERVICES LIMITED TAIWAN BRANCH (INDIA)	2024/10/30-2027/10/29	Software maintenance contract for the core banking system (online execution and development of compiling software)	None

(4) Fubon Securities

Nature of Contracts	Parties	Contract beginning and end date	Main contents	Restrictive clauses
Acquisition of right-of-use assets by Fubon Securities from Taipei Fubon Commercial Bank Co., Ltd.	Taipei Fubon Commercial Bank Co., Ltd.	Lease tenor: 2024/05/01-2026/07/31	This transaction is intended to provide office space Asset: 2F, No. 169, Section 4, Renai Road, Da'an District, Taipei City	None
Acquisition of right-of-use assets by Fubon Securities from Chung Shing Development Co., Ltd.	Chung Shing Development Co., Ltd.	Lease tenor: 2023/08/01-2026/07/31	This transaction is intended to provide office space Asset: 3F and 5F, No. 169, Section 4, Renai Road, Da'an District, Taipei City	None
Acquisition of right-of-use assets by Fubon Securities from Chung Shing Development Co., Ltd.	Chung Shing Development Co., Ltd.	Lease tenor: 2023/11/16-2026/11/30	This transaction is intended to provide office space Asset: Parts of 6F and 15F, No. 169, Section 4, Renai Road, Da'an District, Taipei City	None

(5) Fubon Insurance

Nature of Contracts	Parties	Contract beginning and end date	Main contents	Restrictive clauses
Reinsurance contract	Main reinsurers of this agreement include: CENTRAL REINSURANCE CORPORATION), SWISS Re Asia Pte. Ltd., MUNICH REINSURANCE COMPANY and HANNOVER REINSURANCE COMPANY, etc.	2024/01/01-2024/12/31	Proportional reinsurance agreement and non-proportional reinsurance agreement of each insurance product	As per contract term
Design, consultancy, and construction contract	Hoy Architects & Associates	2019/10/25-2026/08/31 (tentative)	Reconstruction of old and hazardous buildings located at "land lots No. 493, 494, 495, 495-1, and 515-1, 2nd Subsection, Huaisheng Section, Da'an District, Taipei City"	None
	Rogers Stirk Harbour + Partners LLP	2019/10/01-2026/08/31 (tentative)		None
	Yu, Tai-Sheng Architects & Associates	2019/11/26-2026/08/31 (tentative)		None
	DACIN Construction Co., Ltd.	2021/04/23-2026/08/31 (tentative)		None
	Fubon Land Development Co., Ltd.	2023/01/11-2028/01/10		None
Property leasing agreement	Fubon Life Insurance Co, Ltd.	2021/09/01-2026/09/30	Agreement for the lease of office premise located at 7F-14F, No. 179, Liaoning Street, Zhongshan District, Taipei City, to be used as Fubon Insurance's head office.	None
Urban renewal contract	Formosa Plastics Construction Corporation	2023/05/26-2029/12/31 (tentative)	Construction and urban renewal execution contract for the "proposed urban renewal project and change of rights involving 6 land lots including lot 150, Minsheng Section, Songshan District, Taipei City"	None

(6) Fubon Bank (HK): None.

(7) Fubon Asset Management: None.

(8) Fubon Financial Holding Venture Capital: None.

(9) Fubon AMC

Nature of Contracts	Parties	Contract beginning and end date	Main contents	Restrictive clauses
Capital increase agreement	(1) CITIC Asset Management Corporation Ltd. (2) Beijing Guorun Venture Capital Development Co., Ltd. (3) Oriental Express International Limited (4) Fubon AMC, Ltd.	2014/11/21 to present (Until all parties have unanimously agreed in writing to terminate the agreement.)	To participate in the rights issue for cash of Xinyuan Fortis Financial Leasing Co., Ltd. (former name: CITIC Futong Financial Leasing Co., Ltd.) for a sum totaling RMB 270 million or USD equivalent. In return, Fubon AMC, Ltd. obtained 25% shareholding, two directorships, and one supervisor position.	1. The agreement may be effected only if approved by the Financial Supervisory Commission, the Investment Commission, and all relevant authorities within 180 working days after it is signed. 2. This agreement may not be transferred to any third party unless consented by all parties.
Mandate contract	Taipei Fubon Commercial Bank Co., Ltd.	2019/06/14 to present	Fubon AMC, Ltd. is contracted to act as the enforcer of the urban renewal projects involving the three lots of land at Land No. 322, 1 st Subsection, Wanhua Section, Wanhua Dist., Taipei City	Prohibition against kickback of commission.
Mandate contract Supplementary agreement	Taipei Fubon Commercial Bank Co., Ltd.	2022/12/21 to present	With regard to Fubon AMC's role as the	None

Nature of Contracts	Parties	Contract beginning and end date	Main contents	Restrictive clauses
			enforcer of the urban renewal projects involving the three lots of land at Land No. 322, 1 st Subsection, Wanhua Section, Wanhua Dist., Taipei City, the two contract parties have agreed to make the following changes: to calculate the percentage of shared expenses according to the equity conversion guidelines published by Taipei City Government.	
"Urban renewal or reconstruction of old and hazardous buildings" Advance payment agreement	Party A: Te Cheng International Development Co., Ltd. Party B: Fubon AMC, Ltd.	2021/08/27-2025/07/05	Fubon AMC, Ltd. agrees to finance Te Cheng International Development Co., Ltd. for the capital needed for development activities up to One Hundred and Eight Million New Taiwan Dollars.	1. Party B may terminate this agreement if the criteria for advance payment is not met and the advance payment is otherwise not made within six months after the agreement is signed. 2. Party A agrees not to return the advance payment and terminate this agreement within six

Nature of Contracts	Parties	Contract beginning and end date	Main contents	Restrictive clauses
				months after Party B has made the advance payment according to the terms of the agreement, unless agreed by Party B. Otherwise, Party A will still be required to compensate Party B for services that fall short of six months according to Article 3 of the agreement.
"Urban renewal or reconstruction of old and hazardous buildings" Advance payment agreement – supplementary agreement	Party A: Te Cheng International Development Co., Ltd. Party B: Fubon AMC, Ltd.	2024/01/26-2026/09/30 May not exceed 6 months after obtaining building use permit	Fubon AMC, Ltd. agrees to finance Te Cheng International Development Co., Ltd. for the capital needed for development activities up to One Hundred and Fifty-four Million and Five Hundred Thousand New Taiwan Dollars.	None
"Urban renewal or reconstruction of old and hazardous buildings" Advance payment agreement	Party A: Ruo Shuei Environmental Construction Co., Ltd. Party B: Fubon AMC, Ltd.	2021/08/27-2025/07/05	Fubon AMC, Ltd. agrees to finance Ruo Shuei Environmental Construction Co., Ltd. for the capital needed for development activities up to One Hundred and	1. Party B may terminate this agreement if the criteria for advance payment is not met and the advance payment is otherwise not

Nature of Contracts	Parties	Contract beginning and end date	Main contents	Restrictive clauses
			Eight Million New Taiwan Dollars.	made within six months after the agreement is signed. 2. Party A agrees not to return the advance payment and terminate this agreement within six months after Party B has made the advance payment according to the terms of the agreement, unless agreed by Party B. Otherwise, Party A will still be required to compensate Party B for services that fall short of six months according to Article 3 of the agreement.
"Urban renewal or reconstruction of old and hazardous buildings" Advance payment agreement – supplementary agreement	Party A: Ruo Shuei Environmental Construction Co., Ltd. Party B: Fubon AMC, Ltd.	2024/01/26-2026/09/30 May not exceed 6 months after obtaining building use permit	Fubon AMC, Ltd. agrees to finance Ruo Shuei Environmental Construction Co., Ltd. for the capital needed for development activities up to Sixty-one Million and Five Hundred	None

Nature of Contracts	Parties	Contract beginning and end date	Main contents	Restrictive clauses
			Thousand New Taiwan Dollars.	
"Urban renewal or reconstruction of old and hazardous buildings" Advance payment agreement	Party A: Ruo Shuei Environmental Construction Co., Ltd. Party B: Fubon AMC, Ltd.	2025/05/14-2029/05/14 May not exceed 6 months after obtaining building use permit	Fubon AMC, Ltd. agrees to finance Ruo Shuei Environmental Construction Co., Ltd. for the capital needed for development activities up to One Hundred and Thirty-four Million New Taiwan Dollars.	Party B may terminate this agreement if the criteria for advance payment is not met and the advance payment is not made six months after the agreement is signed.
"Urban renewal or reconstruction of old and hazardous buildings" Advance payment agreement	Party A: YI LIAN Construction Co., Ltd. Development Co., Ltd. Party B: Fubon AMC, Ltd.	2023/04/11-2024/10/11	Fubon AMC, Ltd. agrees to finance YI LIAN Construction Co., Ltd. for the capital needed for development activities up to One Hundred Million New Taiwan Dollars.	1. Party B may terminate this agreement if the criteria for advance payment is not met and the advance payment is otherwise not made within six months after the agreement is signed. 2. Party A agrees not to return the advance payment and terminate this agreement within six months after Party B has made the advance payment according to the terms of the agreement, unless agreed

Nature of Contracts	Parties	Contract beginning and end date	Main contents	Restrictive clauses
				by Party B. Otherwise, Party A will still be required to compensate Party B for services that fall short of six months according to Article 3 of the agreement.
"Urban renewal or reconstruction of old and hazardous buildings" Advance payment agreement - Supplementary Agreement	Party A: YI LIAN Construction Co., Ltd. Party B: Fubon AMC, Ltd.	2024/10/11-2030/12/31 May not exceed 6 months after obtaining building use permit	Fubon AMC, Ltd. agrees to finance YI LIAN Construction Co., Ltd. for the capital needed for development activities up to Two Hundred Million New Taiwan Dollars.	None
"Urban renewal or reconstruction of old and hazardous buildings" Advance payment agreement	Party A: Yue Long Construction Co., Ltd. Party B: Fubon AMC, Ltd.	2023/12/04-2029/12/04 May not exceed 9 months after obtaining building use permit	Fubon AMC, Ltd. agrees to finance Yue Long Construction Co., Ltd. for the capital needed for development activities up to One Hundred and Eighty Million New Taiwan Dollars.	Party B may terminate this agreement if the criteria for advance payment is not met and the advance payment is not made six months after the agreement is signed.
"Urban renewal or reconstruction of old and hazardous buildings" Advance payment agreement	Party A: Zhu Feng Co., Ltd. Party B: Fubon AMC, Ltd.	(1) Chungyang Road Project 2024/09/18-2029/09/18 May not exceed 6 months after obtaining building use permit for the Chungyang Road Project. (2) Beining Road Project	Fubon AMC, Ltd. agrees to finance Zhu Feng Co., Ltd. for the capital needed for development activities up to One Hundred and Seventy-six Million New	Party B may terminate this agreement if the criteria for advance payment is not met and the advance payment is otherwise not made within six months after the

Nature of Contracts	Parties	Contract beginning and end date	Main contents	Restrictive clauses
		2024/09/18-2026/09/18 May not exceed 6 months after obtaining building use permit for the Beining Road Project.	Taiwan Dollars.	agreement is signed.
"Urban renewal or reconstruction of old and hazardous buildings" Advance payment agreement	Party A: Chu Hung Ho Development Co., Ltd. Party B: Fubon AMC, Ltd.	2024/09/18-2027/03/18 May not exceed 3 months after obtaining building permit	Fubon AMC, Ltd. agrees to finance Chu Hung Ho Development Co., Ltd. for the capital needed for development activities up to One Hundred and Fifty Million New Taiwan Dollars.	Party B may terminate this agreement if the criteria for advance payment is not met and the advance payment is otherwise made within six months after the agreement is signed.
"Urban renewal or reconstruction of old and hazardous buildings" Advance payment agreement	Party A: North-City Construction Co. Party B: Fubon AMC, Ltd.	2024/09/24-2029/09/24 May not exceed 6 months after obtaining building use permit	Fubon AMC, Ltd. agrees to finance North-City Construction Co. for the capital needed for development activities up to Two Hundred and Twenty Million New Taiwan Dollars.	Party B may terminate this agreement if the criteria for advance payment is not met and the advance payment is otherwise not made within six months after the agreement is signed.
"Urban renewal or reconstruction of old and hazardous buildings" Advance payment agreement	Party A: Jing Yao Construction Co., Ltd. Party B: Fubon AMC, Ltd.	2025/07/30-2029/07/30 May not exceed 6 months after obtaining building use permit	Fubon AMC, Ltd. agrees to finance Jing Yao Construction Co., Ltd. for the capital needed for development activities up to One Hundred and Twenty Million New Taiwan Dollars.	Party B may terminate this agreement if the criteria for upfront payment is not met or if payment is not made six months after the agreement is signed.

(10) Fubon Insurance Agency: None.

5. Review and analysis of financial position and financial performance, and risk management

5.1 Financial position

(1) Consolidated balance sheet

Unit: NT$ thousand

Items	2024	2025	Variation	Variation (%)
Cash & cash equivalents, due from the central bank and call loans to banks	819,364,441	922,185,721	102,821,280	12.55%
Financial assets measured at fair value through profit or loss	1,863,630,999	1,793,787,041	(69,843,958)	(3.75%)
Financial assets measured at fair value through other comprehensive income	733,541,220	1,031,225,888	297,684,668	40.58%
Debt investments measured at amortized cost	3,856,151,849	3,871,063,738	14,911,889	0.39%
Financial assets for hedging	14,986,278	8,998,259	(5,988,019)	(39.96%)
Securities purchased under resell agreements	102,323,717	135,285,278	32,961,561	32.21%
Receivables, net	403,483,429	417,301,468	13,818,039	3.42%
Current tax assets	3,546,918	3,252,724	(294,194)	(8.29%)
Assets classified as held for sale, net	3,590,521	4,168,387	577,866	16.09%
Discounts and loans, net	3,063,157,625	3,469,093,531	405,935,906	13.25%
Reinsurance contract assets, net	38,420,772	42,239,274	3,818,502	9.94%
Investments accounted for using equity method, net	60,641,958	63,900,871	3,258,913	5.37%
Other financial assets, net	565,223,802	564,981,957	(241,845)	(0.04%)
Investment property, net	297,642,364	312,265,435	14,623,071	4.91%
Property and equipment, net	71,840,154	77,403,337	5,563,183	7.74%
Right-of-use assets, net	13,960,568	14,064,488	103,920	0.74%
Intangible assets, net	33,733,010	34,500,404	767,394	2.27%
Deferred tax assets	59,484,052	51,806,617	(7,677,435)	(12.91%)
Other assets, net	62,587,530	57,953,736	(4,633,794)	(7.40%)
Total assets	12,067,311,207	12,875,478,154	808,166,947	6.70%
Deposits from the central bank and banks	142,686,385	259,008,296	116,321,911	81.52%
Due to the central bank and banks	1,341,114	256,109	(1,085,005)	(80.90%)
Financial liabilities measured at fair value through profit or loss	105,790,101	102,085,269	(3,704,832)	(3.50%)
Financial liabilities for hedging	19,124,183	21,028,745	1,904,562	9.96%
Securities sold under repurchase agreements	64,379,975	63,807,390	(572,585)	(0.89%)
Commercial papers issued, net	88,331,474	87,852,587	(478,887)	(0.54%)
Payables	231,041,142	285,867,143	54,826,001	23.73%
Current tax liabilities	11,573,299	20,914,621	9,341,322	80.71%
Liabilities related to assets classified as held for sale	154,973	189,870	34,897	22.52%
Deposits and remittances	4,447,223,581	4,843,406,367	396,182,786	8.91%
Bonds payable	360,530,634	478,228,667	117,698,033	32.65%

Items	2024	2025	Variation	Variation (%)
Other borrowings	9,243,640	12,889,821	3,646,181	39.45%
Provisions	4,826,219,473	4,928,081,545	101,862,072	2.11%
Other financial liabilities	609,592,672	610,963,919	1,371,247	0.22%
Lease liabilities	21,437,041	21,673,552	236,511	1.10%
Deferred tax liabilities	63,177,508	48,269,631	(14,907,877)	(23.60%)
Other liabilities	99,669,257	93,146,695	(6,522,562)	(6.54%)
Total liabilities	11,101,516,452	11,877,670,227	776,153,775	6.99%
Share capital	152,657,119	156,073,549	3,416,430	2.24%
Capital surplus	159,094,995	155,059,332	(4,035,663)	(2.54%)
Retained earnings	645,589,960	705,475,148	59,885,188	9.28%
Other equity interests	(6,216,472)	(34,026,345)	(27,809,873)	(447.36%)
Non-controlling interests	14,669,153	15,226,243	557,090	3.80%
Total equity	965,794,755	997,807,927	32,013,172	3.31%

Analysis of variations exceeding 20%:

a. Financial assets measured at fair value through other comprehensive income increased mainly due to an increase in holdings of government bonds and corporate bonds.
b. Financial assets for hedging decreased mainly due to a decrease in interest rate swap contracts.
c. Securities purchased under resell agreements increased mainly due to an increase in such positions.
d. Deposits from the central bank and banks increased mainly due to an increase in call loans from banks.
e. Due to the central bank and banks decreased mainly due to a decrease in due to the banks.
f. Payables increased mainly due to an increase in payables for securities settlements.
g. Current tax liabilities increased mainly due to an increase in income tax payable.
h. Liabilities related to assets classified as held for sale increased mainly due to an increase in reserve for land value increment tax.
i. Bonds payable increased mainly due to the issuance of corporate bonds.
j. Other borrowings increased mainly due to additional borrowings undertaken for funding purposes.
k. Deferred tax liabilities decreased mainly due to unrealized foreign exchange losses.
l. Other equity interests decreased mainly due to unrealized valuation losses on financial assets reclassified by applying overlay approach.

(2) Standalone balance sheet

Unit: NT$ thousand

Items	2024	2025	Variation	Variation (%)
Cash and cash equivalents	182,052	134,222	(47,830)	(26.27%)
Financial assets measured at fair value through profit or loss	19,599,671	19,749,671	150,000	0.77%
Securities purchased under resell agreements	299,628	-	(299,628)	(100.00%)
Receivables, net	597,777	637,774	39,997	6.69%
Current tax assets	11,860,669	18,259,775	6,399,106	53.95%
Investments accounted for using equity method, net	1,096,821,738	1,149,044,162	52,222,424	4.76%
Property and equipment, net	59,626	41,891	(17,735)	(29.74%)
Right-of-use assets, net	255,291	210,954	(44,337)	(17.37%)
Intangible assets, net	7,092	8,165	1,073	15.13%
Deferred tax assets	252,781	903,058	650,277	257.25%
Other assets, net	63,606	70,476	6,870	10.80%
Total assets	1,129,999,931	1,189,060,148	59,060,217	5.23%
Commercial paper issued, net	25,854,662	21,133,672	(4,720,990)	(18.26%)
Payables	1,679,099	2,268,573	589,474	35.11%
Current tax liabilities	26,571,506	38,796,637	12,225,131	46.01%
Bonds payable	109,950,268	128,130,596	18,180,328	16.54%
Other borrowings	6,000,000	6,000,000	-	-%
Lease liabilities	270,948	228,283	(42,665)	(15.75%)
Deferred tax liabilities	8,543,068	9,907,768	1,364,700	15.97%
Other liabilities	4,778	12,935	8,157	170.72%
Total liabilities	178,874,329	206,478,464	27,604,135	15.43%
Share capital	152,657,119	156,073,549	3,416,430	2.24%
Capital surplus	159,094,995	155,059,332	(4,035,663)	(2.54%)
Retained earnings	645,589,960	705,475,148	59,885,188	9.28%
Other equity interests	(6,216,472)	(34,026,345)	(27,809,873)	(447.36%)
Total equity	951,125,602	982,581,684	31,456,082	3.31%

Analysis of variations exceeding 20%:

a. Cash and cash equivalents decreased mainly due to the utilization of funds.
b. Securities purchased under resell agreements decreased mainly due to a decrease in investment positions.
c. Current tax assets increased mainly due to an increase in tax receivable from subsidiaries.
d. Net Property and equipment decreased mainly due to depreciation of leasehold improvements.
e. Deferred tax assets increased mainly due to combined corporate income tax return filing.
f. Payables increased mainly due to increases in accrued interest and bonuses payable.
g. Current tax liabilities increased mainly due to an increase in income tax payable arising from combined corporate income tax return filing.
h. Other liabilities increased mainly due to an increase in temporary receipts.
i. Other equity interests decreased mainly due to unrealized valuation losses on financial assets reclassified by applying overlay approach.

5.2 Financial performance

(1) Consolidated comprehensive income statement

Unit: NT$ thousand

Items	2024	2025	Variation	Variation (%)
Interest revenue	305,364,856	308,106,931	2,742,075	0.90%
Less: interest expense	(123,620,016)	(117,717,843)	5,902,173	4.77%
Net interest revenue	181,744,840	190,389,088	8,644,248	4.76%
Revenue other than net interest revenue	165,718,655	190,917,047	25,198,392	15.21%
Net revenue	347,463,495	381,306,135	33,842,640	9.74%
Bad debt expenses and guarantee liability provisions	12,926,807	11,514,179	(1,412,628)	(10.93%)
Net change in provision for insurance liabilities	68,382,783	135,253,603	66,870,820	97.79%
Operating expenses	93,846,014	97,475,702	3,629,688	3.87%
Net income before tax from continuing operations	172,307,891	137,062,651	(35,245,240)	(20.45%)
Income tax (expense)benefits	(21,446,852)	(16,080,865)	5,365,987	25.02%
Net income(losses)	150,861,039	120,981,786	(29,879,253)	(19.81%)
Other comprehensive income (losses) (net of tax)	33,389,868	(25,877,524)	(59,267,392)	(177.50%)
Total comprehensive income (losses) for the period	184,250,907	95,104,262	(89,146,645)	(48.38%)

Analysis of variations exceeding 20%:

a. Net change in provision for insurance liabilities increased mainly due to an increase in the net change of foreign exchange valuation reserves.
b. Net income before tax from continuing operations decreased mainly due to an increase in foreign exchange losses.
c. Income tax expense decreased mainly due to a decrease in pre-tax profit.
d. Other comprehensive income (net of tax) decreased mainly due to a decrease in other comprehensive income reclassified by applying overlay approach.
e. Total comprehensive income for the period decreased mainly due to decrease in net income and other comprehensive income for the current period.

(2) Standalone statement of comprehensive income

Unit: NT$ thousand

Items	2024	2025	Variation	Variation (%)
Revenue				
Share of profit of associates and joint ventures accounted for using equity method	153,587,251	127,489,974	(26,097,277)	(16.99%)
Other revenues	607,642	953,372	345,730	56.90%
	154,194,893	128,443,346	(25,751,547)	(16.70%)
Expenses				
Operating expenses	1,548,513	1,828,092	279,579	18.05%
Other expenses and losses	1,736,508	2,162,084	425,576	24.51%
	3,285,021	3,990,176	705,155	21.47%
Net income before tax from continuing operations	150,909,872	124,453,170	(26,456,702)	(17.53%)
Income tax (expense) benefits	(89,737)	(3,509,191)	(3,419,454)	(3,810.53%)
Net income (losses)	150,820,135	120,943,979	(29,876,156)	(19.81%)
Other comprehensive income (losses) (net of tax)	33,479,898	(26,092,653)	(59,572,551)	(177.94%)
Total comprehensive income (losses)	184,300,033	94,851,326	(89,448,707)	(48.53%)

Analysis of variations exceeding 20%:

a. Other revenues increased mainly due to an increase in gains on financial assets measured at fair value through profit or loss.
b. Other expenses and losses increased mainly due to higher interest expenses.
c. Income tax expense increased mainly due to higher income tax on undistributed earnings.
d. Other comprehensive income (net of tax) decreased mainly due to a decrease in share of other comprehensive income of subsidiaries, associates and joint ventures accounted for using equity method.
e. Total comprehensive income decreased mainly due to decreases in net income and other comprehensive income for the current period.

5.3 Cash flow

(1) Liquidity analysis for the last 2 years

a. Consolidated cash flow analysis

Year / Items	2024	2025	Variation %
Cash flow ratio (%)	12.07	1.78	(85.29)
Cash flow adequacy ratio (%)	120.41	81.69	(32.16)
Cash flow reinvestment ratio (%)	Note	Note	-

Note: This ratio is not disclosed because either the numerator or the denominator is negative.

Explanation of major variations:

(a) The cash flow ratio decreased during the period, due to a decrease in net cash flows from operating activities.
(b) The cash flow adequacy ratio decreased during the period, due to lower net cash flows from operating activities over the last five years and higher cash dividends over the last five years.

b. Standalone cash flow analysis

Items \ Year	2024	2025	Variation %
Cash flow ratio (%)	94.81	162.42	71.30
Cash flow adequacy ratio (%)	72.65	76.25	4.95
Cash flow reinvestment ratio (%)	Note	16,295.26	-

Note: This ratio is not disclosed because either the numerator or the denominator is negative.

Explanation of major variations:

The cash flow ratio increased during the period, due to an increase in net cash flows from operating activities.

(2) Liquidity analysis for the next year

February 28, 2026
Unit: NTD thousand

Opening cash balance	Projected net cash flow from operating activities	Projected net cash flow from investing and financing activities	Cash surplus (deficit)	Plans for cash deficits	
				Investment plans	Financing plans
134,222	41,361,416	(41,261,325)	234,314	None	None

Note: Projected cash flow may change depending on the actual circumstances.

a. Cash flow analysis for the current year:

Operating activities: this amount mainly comprises projected cash dividends from subsidiaries net of corporate bond interest and operating expenses.

Investing activities: this amount mainly represents long-term assets that the Company expects to acquire in the current year.

Financing activities: this amount represents the net effect of projected capital raising, funding and cash dividend payments.

b. Remedies and analyses for cash deficit: None.

5.4 Financial and business impacts of material capital expenditures in the last year

(1) Fubon Life

a. Major capital spending and source of capital:

(a) Fubon Life acquired ownership in "Xing Ju Dian KTV Taipei Flagship" for NT$2,800,000 thousand on September 17, 2025; the property was acquired mainly as a real estate investment.

(b) Development of Fubon Life's new construction project at Yucheng Section, Nangang District is ongoing; the project had incurred a cumulative cost of NT$15,061,954 thousand.

(c) Fubon Life's Chengde Building project was divided into southern and northern site and were developed separately.

◎ With regard to the construction of the southern site for Chengde Building, the project is currently undergoing urban renewal, urban design review, and construction design, and a cumulative sum of NT$198,719 thousand has been spent on this project.

◎ With regard to the construction of the northern site for Chengde Building, construction activities are currently ongoing, and a cumulative sum of NT$2,992,032 thousand has been spent on this project.

(d) With regard to the development of Fubon Life's KRTC Aozihdi Station commercial development project, construction activities are currently ongoing, and a cumulative sum of NT$38,268,296 thousand has been spent on this project.

(e) With regard to Fubon Life's Songshan District Dunhua Section development project is currently in the planning stage and a cumulative sum of NT$931,160 thousand has been spent on this project.

(f) With regard to Fubon Life's Hsinchu Hukou development project, the construction works are being outsourced and a cumulative sum of NT$176,245 thousand has been spent on this project.

(g) The remodelling work and leasing fit-out of subsidiary – Fubon Ellipse (Belgium) S.A., is currently ongoing and a cumulative sum of EUR 47,698 thousand has been spent on this project.

(h) The necessary maintenance works and leasing fit-out of subsidiary – Bow Bells House (Jersey) Limited, is currently ongoing and a cumulative sum of GBP 13,301 thousand has been spent on this project.

(i) All above projects were funded using Fubon Life's available capital.

b. Expected benefits:

Investment properties that Fubon Life owns or expects to invest in will provide the subsidiary with consistent rental income as well as future development potential. The purpose of investment and risk assessment outcomes are in conformity with Fubon Life's property investment strategies.

(2) Taipei Fubon Bank

a. Major capital spending and source of capital:

Taipei Fubon Bank and its subsidiaries incurred capital expenditure totaling NT$2,703,781 thousand in 2025. The expenditure was funded by proprietary capital and was used for the purchase of machinery and computer equipment (including software).

b. Expected benefits:

The acquired machinery and computer equipment may improve the quality of information services rendered by the Bank, enable delivery of a wide variety of digital financial services, improve customer experience, support the authority's FinTech development roadmap, and facilitate new services and digitalization.

(3) Fubon Securities

a. Major capital spending and source of capital:

The subsidiary incurred IT capital expenditure totaling NT$618,080 thousand in 2025. The expenditure was funded by proprietary capital and was used for the purchase of computer equipment, software, network switches, and cybersecurity systems.

b. Expected benefits:
Enables introduction of new systems and platforms, optimization of digital service experience, expansion of customer base and business size, total upgrade of transaction security, and provides customers with a robust digital banking and investment environment.

(4) Fubon Insurance

a. Major capital spending and source of capital:

(a) On April 23, 2021, the Board of Directors of Fubon Insurance approved the execution of the Fubon Insurance Building Turnkey Reconstruction Project. The contract sum was set at NT$2,794,394 thousand based on Fubon Insurance's 95.85% share of rights. On September 7, 2021, Fubon Insurance signed a turnkey construction contract with DACIN Construction Co., Ltd. and the co-owner – Fubon Securities. A cumulative sum of NT$1,886,573 thousand, including advanced payment, had been spent on this project in 2025.

(b) To accommodate office activities while the new building is being constructed, Fubon Insurance leased partial floor areas of Liaoning Building from Fubon Life to serve as office space for Fubon Insurance's head office. The lease tenor was set to start from September 1, 2021 and end on September 30, 2026 (totaling 5 years and 1 month); total contract value amounts to NT$746,728 thousand.

(c) On February 6, 2018, the board of directors of Fubon Insurance passed a resolution to participate in the "urban renewal of Formosa Plastics Building" through "encashment of underlying rights." On May 26, 2023, the board of directors approved the deal with stakeholders of this project and signed a construction contract with "Formosa Plastics Construction Corporation," the project executor, which temporarily set the amount of construction expenses to be borne by Fubon Insurance at NT$88,664 thousand. The project obtained building permit from Taipei City Government on November 15, 2024, and Fubon Insurance made its first payment of construction expenses totaling NT$13,300 thousand in December 2024.

(d) Fubon Insurance incurred IT capital expenditure totaling NT$239,542 thousand in 2025. The expenditure was funded by proprietary capital and was used for the purchase of computer hardware and software, development of application systems, replacement of networking equipment, and acquisition of cybersecurity systems.

b. Expected benefits:

(a) After the reconstruction of hazardous/old buildings, Fubon Insurance Building may substantially increase floor areas to accommodate office and parking needs; some of the floor areas may even be leased out for additional income and to increase overall asset value.

(b) To meet office space requirements for the head office of Fubon Insurance.

(c) Participation in the "urban renewal of Formosa Plastics Building" will generate consistent rent revenues and present development potentials in the future, which conform with Fubon Insurance's real estate investment strategy.

(d) Purchase of computer hardware/software, development of application systems, and replacement of networking equipment may improve the quality and efficiency of the subsidiary's IT services and are helpful to the subsidiary's efforts in exploring new businesses, promoting digitalization, and providing more convenient and complete mobile services to customers. Acquisition of a cybersecurity system reduces cybersecurity risks and ensures compliance with regulations of the authority.

5.5 Causes of profits or losses incurred on investments in the last year, and any improvements or investments planned for the next year

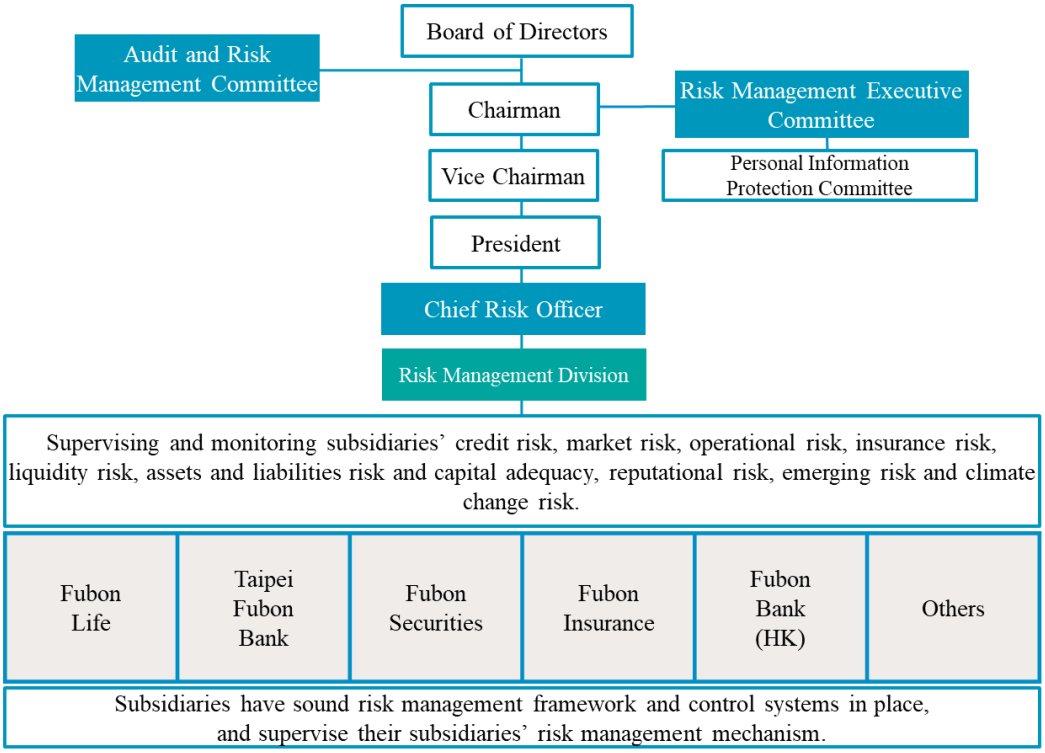
In addition to subsidiaries accounted for using the equity method, the Company also holds investment interest in "Xiamen Bank Co., Ltd.". Xiamen Bank Co., Ltd. provides commercial banking services in China, and has delivered consistent performance and profitability throughout the years.

5.6 Risk Management

5.6.1 Risk management framework and policies

(1) Risk management framework

The Company has established a robust risk management framework. The Board of Directors governs and supervises the Company's risk management and control systems, and ensures effective implementation of the systems. The board approves the Company's risk management policies and reviews key risk management reports. The Board of Directors has an Audit and Risk Management Committee that assists the board in supervising the Company's risk management practices. A Risk Management Executive Committee has been assembled under the direct supervision of the Chairman to review the Company's overall risk management strategy, framework, system, policy and the Company and subsidiaries' risk appetite. The Committee is also responsible for supervising credit risk, market risk, operational risk, insurance risk, liquidity risk, assets and liabilities risk and capital adequacy risk, reputational risk, emerging risk, and climate change management within the Company and subsidiaries, also regularly submit the Company's risk management report to the Audit and Risk Management Committee and the Board of Directors 4 times per year. 2024 risk management reports were submitted on 2025.03.14, 2025.05.29, 2025.08.21, 2025.11.20 respectively. A Personal Information Protection Committee has been assembled under the Risk Management Executive Committee to supervise protection of personal information within the Company and across its subsidiaries to strengthen the management of personal data protection.



(2) Risk management policy

The Company has a comprehensive set of risk management policies in place, it is submitted to the Board of Directors for approval, including credit risk, market risk, operational risk, insurance risk, liquidity risk, assets and liabilities risk, capital adequacy, reputational risk, sustainable finance, emerging risk and climate change management policies. All subsidiaries are required to comply with the above policies so that risks can be identified, measured, responded, monitored and reported in an effective manner. The Company also adopts three lines of defense model to ensure full-scale implementation of risk management. Risk limits, loss limits, and trade authorities have been imposed based on risk attributes. Risk exposures are measured regularly to establish points of control, indicators and alerts. The Company adopts a combination of quantitative and qualitative methods to monitor and manage various types of risk associated with its business activities.

5.6.2 Methods of risk assessment and control

The Company's risk management strategy has been developed based on its overall business plan. It involves the use of effective procedures and controls to identify, measure, manage, monitor, mitigate, and report the various types of risk, monitor the ongoing effectiveness of avoidance and offset tools, and thereby maintain the optimal risk-return profile. Risk information is regularly reported to the Company's Risk Management Executive Committee, Audit and Risk Management Committee and the Board of Directors.

(1) Credit risk

By utilizing effective procedures and controls, the Company is able to determine possible impacts given any changes in business characteristic, complexity, or cyclicality of its portfolio. This enables the Company to take pro-active measures against credit risks and monitor its overall asset quality.

The scope of credit risk management covers asset quality, obligor credit risk, issuer credit risk, counterparty credit risk, industry credit concentration risk, single-party and single related party credit concentration risk, and country risk. A multitude of credit risk and country risk indicators and limits have been implemented to monitor and control the various types of risk mentioned above.

(2) Market risk

The Company adopts a market risk management system that effectively manages risks associated with interest rates, exchange rates, equity security/commodity prices, and market liquidity. The Company has developed internal risk management practices in accordance with the market risk management policy, and has taken a pro-active attitude towards managing market risks.

The scope of market risk management covers: risk assessment and management for non-hedging derivatives carried at fair value and securities carried at fair value, valuation for complex financial derivatives, VaR calculation, financial market alerts, tail risk management, critical market risk event reporting, market liquidity risk measurement, stress test etc.

(3) Operational risk

By implementing effective procedures, controls, indicators and self-assessments, the Company is able to identify, measure, control, respond, monitor and report all kinds of operational risks associated with its products, services, processes and systems, take pro-active measures to mitigate them, and monitor the ongoing effectiveness of avoidance and offset tools.

The scope of operational risk management includes regular reviews on the appropriateness of various procedures, controls, indicators and self-assessments that the Company has put in place. By monitoring operational risk incidents, monthly/quarterly self-assessments and risk indicators, the Company is able to quantify existing or potential operational risks and make timely improvements in terms of more robust procedures and enhanced training.

(4) Insurance risk

Insurance risks may include but is not limited to product design risk, product pricing risk, underwriting risk, claims risk, catastrophe risk, reserve risk and reinsurance risk. According to various risk factors and the nature thereof related to the insurance risk, the risk monitoring indicators or risk limits are set, strengthening insurance risk control, and periodically reviewed and monitored the indicators and limits.

(5) Liquidity risk

The Company has implemented liquidity indicators to assess and control liquidity risks. Solvency and liquidity indicators are monitored on a regular basis and reported to the Risk Management Executive Committee to ensure that strategic goals are met.

(6) Assets and liabilities risk and Capital adequacy

By implementing effective systems, indicators and limit controls, the Company is able to manage the various types of risk associated with its assets and liabilities. Indicators such as capital adequacy, double leverage, debt-to-equity etc. are reported regularly to the Risk Management Executive Committee where adjustments are made to ensure sustainability of business operations and to maximize shareholders' value.

(7) Reputational risk

The reputational risk management process begins by identifying potential reputational risk events that may damage the Company's reputation, analyzing the sources of reputational risk, and planning to establish a proper management mechanism. Reputational risk covers widely; the Company's business and operating activities may generate reputational risk.

The Company and its subsidiaries should base on their professional and management experience to identify potential reputational risk events in daily business, assess its possible impact on the Company's operating activities, financial integrity and reputation, and develop measures for reputational risk response.

(8) Emerging risk

Emerging risk themes and probability of occurrence are increasing as global political economy, society, environment, technology etc. have undergone rapid changes. The Company has put in place a comprehensive risk management system encompassing emerging risk. We have established identification procedures for emerging risks and kept an eye on international risks situation to make timely adjustment of the procedures.

The Company refers to the World Economic Forum’s Global Risks Report during its annual overview of the Company’s and subsidiaries’ business development and prospects. The Company and its subsidiaries screen the major long-term emerging risks of concern based on relevance of business, vulnerability, and potential impact. In 2025, the Company identified the major long-term emerging risks as “Economic downturn” in the economic risk category, “Geoeconomic confrontation” and “State-based armed conflict” in the geopolitical risk category and devised appropriate responses to those risks.

Risk	Description of the Risk	Impact	Mitigation Measures
Economic Risk: Economic downturn(recession, stagnation)	In response to elevated inflation caused by interest rate volatility during and after the pandemic, central banks worldwide have implemented restrictive monetary policies, which have constrained economic performance. Global economic growth remains subdued, with the risk of long-term (3-5 years) economic stagnation.	a. Affected by global economic tightening, the economy enters a recession, accompanied by heightened volatility across equity, bond, and foreign exchange markets. This environment dampens investment appetite and exerts pressure on the Company’s long-term revenue performance. b. Slowing economic growth, rising unemployment, increasing living costs, and stagnant GDP growth elevate non-performing loans and write-offs in both	a. The Company sets early-warning indicators and exposure limits, and regularly conducts stress testing and country risk assessments. Investment and lending portfolios are adjusted in a timely manner in response to changes in risk conditions. b. Major risk event reporting mechanisms are in place to enable prompt exposure assessment and the implementation of appropriate risk control measures to

Risk	Description of the Risk	Impact	Mitigation Measures
		corporate and retail lending, which in turn adversely affecting collateral disposal prices.	mitigate potential impacts. c. The Company monitors daily changes of profit and loss movements of its positions and periodically reviews funding liquidity gap limits, total liabilities, current liabilities, and current ratios. d. Macroeconomic conditions and industry trends are continuously monitored, with appropriate adjustments to limits and controls as needed.
Geopolitical Risk: Geoeconomic Confrontation (sanctions, tariffs, investment screening)	Countries seek to constrain competitors or strengthen their own positions by restricting the exchange of goods, knowledge, services, or technologies—such as through trade sanctions, tariffs, or investment screening—with these measures expected to intensity in the long run (3-5 years).	a. It may lead to the reconfiguration of global supply chains, stricter import and export, the implementation of economic sanctions and investment screening regimes, thereby increasing foreign exchange and funding risks as well as operating costs. Additionally, it could impact the credit quality of financial institutions' loan and dampen the investment appetite. b. Financial sanctions and international asset freezes may trigger capital market volatility, undermining global economic growth and financial stability, and resulting in asset price declines and economic deterioration.	a. The Company adopts a country risk grading framework with defined country risk limits, supported by review mechanisms and early-warning alerts, to achieve effective risk control, thereby reducing credit risk and potential losses. b. The Company closely monitors corporates' cost pass-through capabilities and flexibility of their production footprints in assessing potential impact on creditworthiness and adjusts foreign exchange hedging positions to address the escalation of trade tensions. c. The Company closely monitors the developments in U.S. tariff policies and conducts stress testing or special reviews for

Risk	Description of the Risk	Impact	Mitigation Measures
Geopolitical Risk: State-based armed conflict(proxy, civil wars, coups, terrorism, etc.)	Frequent armed conflicts across regions undermines financial market stability and disrupts the normal operations of countries and enterprises, posing challenges to economic development.	a. Escalating political and economic risks may disrupt supply chain stability and drive volatility in commodity and energy prices, further deepening economic downturns and weakening debt repayment capacity. Rising credit risks in sovereign and corporate bonds fuel risk-averse sentiment, trigging volatility in bond yields and ultimately weighing on the Company's earnings. b. Severe fluctuations in global financial markets may result in declining financial asset prices and disruptions to settlement processes, cross-border fund transfers, and foreign exchange operations. These conditions may lead to increased customer trading losses and higher default rates, reduced trading activity, and a negative impact on the Company's income.	potentially affected clients. Within prudent risk management, the Company aligns with government policies by providing financing support to small and medium-sized enterprises to mitigate tariff-related impacts. d. The Company conducts business continuity management processes on an annual basis. In the event of incidents, the Company coordinates with government policies to reduce the likelihood and impact of business disruptions.

(9) Climate change risk

Climate change risks are categorized into transition risks and physical risks. Transition risks refer to potential risks arising from policy actions, technological improvements or innovations, markets, and reputation during the transition to a low-carbon economy. Physical risks are related to the physical impacts of climate change. The Company annually identifies major climate change risks and opportunities and compiles the risk management measures.

5.6.3 Risk Management of subsidiaries

(1) Fubon Life

a. Risk management framework

Fubon Life has a Risk Management Committee assembled directly under the supervision of the Board of Directors. The role of convener is assumed by an independent director, and the responsibility of this committee is to supervise risk management within the company and report regularly to the Board of Directors. Two committees have been assembled to oversee the company's risk management specialized functions, they are: 1. The Asset/Liability Management Committee chaired by the Chairman or his appointed person, the committee sets strategic goals with regards to the allocation of assets and liabilities and monitors accordingly; 2. The Operational Risk Management Committee convened by the President, the committee ensures that proper measures have been adopted by all levels of management to address operational risks. To facilitate coordination of risk management practices across different departments, Fubon Life's Board of Directors has appointed a CRO the Head of the Risk Management Division, who functions independently from business units and assists in the management of risks in accordance with the Risk Management Policy, the Risk Management Committee Foundation Principles and other relevant rules. Fubon Life has implemented risk management policies, risk limits, levels of approval authority, and risk assessment indicators to enable effective management of risks.

b. Risk management strategies and process

Fubon Life's risk management strategies have been developed based on the company's business targets, operating strategies and group risk management guidelines. Its risk management system embodies a set of procedures that enable it to identify, assess, monitor, respond and report on the possible risks it faces.

(a) Credit risk

Credit risk refers to chances of the obligor becoming insolvent or having its credit rating downgraded, and chances of counterparties being unable or refusing to fulfill obligations, to the extent that causes losses to the company. Fubon Life has implemented robust policies and principles to raise the efficiency and value of its risk management efforts. It follows the policies set forth by Fubon Financial Holdings to develop its own credit risk management systems and guidelines. Fubon Life manages credit risks by assigning limits according to counterparties' credit ratings, and by monitoring concentration level, single- issuer/security exposure, country risk exposure, and alert thresholds.

(b) Market risk

Market risk refers to the possibility of losses arising from changes in the market price of the underlying asset within a certain timeframe. To ensure the integrity, balance and efficiency of the company's risk efforts, Fubon Life has followed the policies set forth by Fubon Financial Holdings to develop its own market risk management systems and guidelines. Fubon Life mainly uses forward contracts and foreign exchange swaps to hedge against exchange rate risks associated with foreign investments. The hedging strategy changes according to market conditions and the trade strategy, in which case the company will flexibly adjust its hedging position to offset the loss in the investment position, and follow up by monitoring limit breaches and VaR movements.

(c) Operational risk

Operational risk refers to the risk of direct or indirect losses attributed to human errors, flaws in internal processes, system malfunction, or external risk events. It includes legal risks but excludes strategy risks and reputational risks. Fubon Life has followed the policies set forth by Fubon Financial Holdings to develop its own operational risk management systems and guidelines. To mitigate operational risks, Fubon Life relies on making enhancements to internal controls, providing employees with more intensive training, and using insurance arrangements to transfer risks.

(d) Asset liability matching risk

Asset liability risk management monitors the use of funds (assets) and the sources of funds (liabilities), including assets and liabilities' maturities or durations, positions' interest rate sensitivity, and company's capital adequacy. To achieve adequate asset-liability allocation, liquidity, and return, the Asset/Liability Management Committee establishes rules and mechanism in addition to regulations, and monitors the uses and sources of funds.

(e) Insurance risk

Insurance risk refers to the risk of loss due to unexpected changes when paying claims and related expenses after collecting insurance premiums and underwriting insurance policies. Rules and procedures, in addition to regulations, are established to ensure adequacy on product developments, reserving systems, and loss prevention mechanism. Fubon Life controls insurance risk through stringent underwriting and claims processes. Besides, reinsurance arrangements are also made to enhance mitigation of insurance risk.

(f) Climate change risk

Climate change can refer to the gradual, long-term change in the global climate or regional extreme weather events that occur over short periods of time. Climate risk could be divided into "physical" and "transition" risks. Physical risk represents the direct or indirect losses from natural disasters or changes in long-term climate patterns triggered by climate change. Transition risk represents the potential adverse effects of public policy or regulations, low-carbon technologies, and social preferences during the transition to a low-carbon economy directly on the company's operations or indirectly to the company through its value chain. In light of the potential impact of climate change on the environment and economic activity and the adverse effect it could have on Fubon Life's operations and development, Fubon Life has followed the guidelines set forth by Fubon Financial Holdings and has developed its own climate risk management systems and guidelines, in order to strengthen the awareness and management of climate change.

c. Scope and features of the risk reporting/assessment system

(a) Asset risk management

Fubon Life has developed separate control mechanisms for credit, market, and liquidity risks. There is a unit that specializes in preparing risk management reports and controlling investment exposures, which provide decision makers up-to-date information about changes in asset values, so as to manage and control asset risk.

(b) Credit risk management

Fubon Life manages credit risk that takes into consideration the company's asset quality and counterparties' credit ratings. It has single financial institution credit concentration management indicators and country risk limits in place to guide its practices; in addition, keep tracking and monitoring asset quality, asset exposures and counterparty credit. Using quantitative assessments, the company is able to calculate expected credit losses and unexpected credit losses, and conduct regular stress tests on bonds.

(c) Market risk management

The scope of Fubon Life's market risk management covers interest rate, equity securities, foreign currencies, and commodity. Some of the control measures used include risk limits, valuation, VaR monitoring and backtesting, stress tests, and liquidity. The company continuously monitors market movements, investment gains/losses, and VaR changes. It regularly discloses market risk information categorized by product, risk factor, investment position, gains/losses, and VaR. Through the use of stress tests, the company is able to account for extreme risk events that VaR alone could not capture, and therefore provides a more complete perspective with regards to risk management. Regular backtesting is performed on the VaR model, and any exception will be investigated upon to ensure validity of the VaR model.

(d) Liquidity risk management

Fubon Life's liquidity management covers daily concentration limits, statutory investment limits, and allocation of assets for interest sensitive insurance policies. It has implemented relevant policies, indicators and limits to ensure compliance with the above, and imposed stringent credit quality requirements and risk tracking to monitor whether liquidity has been reduced due to a change in credit risks.

(e) Operational risk management

Fubon Life has developed risk management practices in accordance with its own operational risk policies and those policies of Fubon Financial Holdings. In order to address identified risks and internal control issues that are concerned by senior management, the company established R&CSA (Risk & Control Self-Assessment) framework to embed control points in workflows and perform self-assessment regularly throughout its standard operating procedures ensuring operating effectiveness. So that operational risks can be identified, assessed, improved upon and mitigated as the earliest time as possible. When operational risk events occurred, the company has a robust reporting and crisis management system available to serve as immediate risk response. The risk management regime of the company is able to control existing and potential operational risks as well as quick response to risk incidents.

(f) Management of asset and liability matching risk and interest rate risk

As a means of enhanced management over assets and liabilities, Fubon Life holds regular meetings to discuss issues concerning the source (liability) and use (asset) of capital, the duration of assets and liabilities, interest rate risks, and other topics relating to asset/liability management.

(g) Insurance risk management

All insurance products offered by Fubon Life have been designed in accordance with a set of pricing rules and subjected to verification by authorized managers and signatories to make sure that all details are correct and have complied with laws. Selling may commence only after the product has been approved or filed to the competent authority and the underwriting and solicitation process has been subjected to stringent control. In addition to training professional personnel to perform the tasks, the company conducts risk assessments on every product it offers to prevent moral hazards in customers' choice of insurance and to reject cases that have been characterized as adverse selections. When processing claims, the company has effective monitoring procedures in place to uncover and prevent fraud. Meanwhile, reinsurance plans are reviewed on a yearly basis to ensure the credibility of the company's reinsurance partners and the appropriateness of its risk transfer arrangements. The company has operating procedures, compliance self-audits, and regular tests in place to make sure that reserves have been provided in compliance with laws.

(h) Capital adequacy management

The company manages its capital mainly based on the capital adequacy policy developed by Fubon Financial Holdings. This policy requires the company to maintain adequate levels of capital to meet the risks associated with its business activities. A dedicated unit has been assigned the duty to monitor capital adequacy on a regular basis. When managing capital adequacy, the senior management takes into account the external environment and future trends to make sure that the capital is sufficient for adverse events or market change for the sake of the company's sound operations, and that the capital is allocated in the most appropriate way.

(i) Climate change risk management

Fubon Life identifies and measures climate risks and opportunities on an annual basis through assessments that can make use of internal or external factors, identifying the various risks the company's operations could face because of the effects of climate change, including "physical risks" and "transition risks". The company also analyzes of the likelihood of climate risk events occurring and their potential adverse impact to understand how climate risk can affect the company. Qualitative and quantitative methods can be used to assess those impacts.

(2) Taipei Fubon Bank

a. Risk management framework

Taipei Fubon Bank has implemented a robust risk management framework that operates under the direct supervision of the Board of Directors. The board approves all risk management-related policies and constantly reviews risk management reports, and establishes the "Audit and Risk Management Committee" to review risk management-related policies and assist the board to oversee the Bank's risk management mechanism. Taipei Fubon Bank has also set up "Asset/Liability Management Committee" to oversee the bank's business strategies, assets & liabilities, capital adequacy, and liquidity. The committee is authorized to actively manage sources and uses of capital to maximize yields, within acceptable levels of risk. The "Risk Management Executive Committee" has been established to. review the Bank's overall risk management strategy, evaluate and supervise the Bank's and the subsidiary's the risk-taking capability, the risk status, and the risk-reacting strategies, as well as periodically review the execution of the risk management and internal control system. Furthermore, in order to leverage the brainstorming and reduce the credit risk, the "Credit Committee" has been established to review/approve the credit applications over the designated amount and applications based on business guidelines.

To enhance the objectivity of risk management practices, Taipei Fubon Bank has set up independent Risk Management Units, Institutional Credit Department and Retail Credit Department oversee credit risks. The Risk Management Department- International Banking is in charge of risk management of overseas branches. The Risk Management Department's responsibilities include: planning and managing the bank's risk management system, implementing risk management policies, developing and utilizing effective procedures and controls, performing independent risk monitoring, analysis and reports, providing risk management report to senior management and the Board of Directors (managing directors) regularly.

In addition, Performance Management & Planning Department has been established to monitor capital adequacy.

b. Risk management strategies and process

(a) Credit risk

Taipei Fubon Bank's credit risk strategy takes into consideration a number of factors such as the overall economy, industry developments, global financial markets etc. and based on the bank's business plans to establish concentration limits, exposure cap, risk policies, risk assessment, evaluation, monitoring and reporting procedures to manage credit risk. Taipei Fubon Bank has set the goals of its credit risk management to seek risk and return optimization. For this purpose, a multitude of tools have been adopted to identify, measure, manage and monitor credit risk, including post-approval monitoring program, non-performing assets management, in order to effectively manage expected losses and maintain the assets quality.

Countermeasures against Taipei Fubon Bank’s credit risk can be taken through credit risk avoidance, credit risk mitigation / transfer, credit risk control, credit risk acceptance, etc., which are summarized as below.

◎ Credit Risk Avoidance: directly avoid undertaking high risk business.

◎ Credit Risk Mitigation / Transfer: shift all or partial risks through the third party or other deals, such as requesting collaterals, guarantees, and credit guarantee funds, etc.

◎ Credit Risk Control: prevent or control changes in the borrower’s or counterparty’s credit risk through an agreement, such as establishing credit review, watch list and warning mechanisms on appropriate frequencies, etc.

◎ Credit Risk Acceptance: directly accept the risk and undertake the business since the profits can offset the corresponding risk.

For the purpose of managing concentration risks, Taipei Fubon Bank has set limits on single-customer, single-group, industry, and country exposures to avoid concentration risk to hamper the stability of the company's operations. For more stringent control over credit risks, the subsidiary bank has adopted a strict and centralized credit approval procedure. An internal credit rating system has been developed to more effectively classify customers among different risk segments. The bank obtains collateral depending on lending terms as a form of credit risk mitigation, and performs post-lending management and credit reviews on an ongoing basis.

(b) Market risk

Taipei Fubon Bank has implemented a comprehensive market risk system that monitors transaction execution, clearing, settlement, and exposure cap. The bank's market risk strategy is to manage four different types of exposure in its trading books, namely: interest rate, exchange rate, equity, and commodity instruments. Based upon this strategy, a set of market risk guidelines, exposure caps, and systems were implemented to identify, measure, manage and monitor market risks.

The Trading Department, Risk Management Department, and Settlement Department each perform their independent duties under stringent governance and control. To qualify for a hedging transaction, the company's accounting policy requires the necessary documentation and tests are obtained and executed before a deal is made; the effectiveness of the hedging arrangement needs to be reviewed continuously and regularly.

(c) Operational risk

Taipei Fubon Bank's operational risk strategies is based on its operating plans to actively identify, assess, measure, monitor and control various types of operational risks imbedded in the products or services or in the processes or systems. In addition, the bank has adequate risk mitigation in place. Taipei Fubon Bank has implemented complete risk management systems and policies by the use of self-assessment, controls and key risk indicators to identify and mitigate existing or potential risks. Risk mitigation measures include enhanced internal control, implementation of risk control and monitoring tools, employee training program, and risk transfer to third parties through insurance and outsourcing arrangements.

(d) Asset, liability and liquidity risk

Taipei Fubon Bank' asset and liability strategy has been formulated to ensure the sustainability and consistency of its business. This strategy takes into consideration a number of factors such as interest rate sensitivity, liquidity, capital adequacy etc. and aims to achieve optimal use of capital within acceptable levels of risk.

With regards to liquidity, the bank adopts a strategy that aims to maintain consistent, low-cost capital sufficient to support its growing assets and meet debt obligations. This strategy works to minimize liquidity risks and avoid capital shortage. Taipei Fubon Bank is able to make flexible adjustments to its deposit, lending, treasury and funding activities, maintain adequate funds, mitigate liquidity risk and manage daily liquidity in response to circumstantial changes such as capital supply, central bank policies, deposit/loan balance, major loan disbursements/repayments, allocation of long/short-term securities etc. by constantly monitoring the flow of large-sum deposits, adequacy of funding limits, and breaches against liquidity thresholds. Stress tests are conducted on a regular basis to monitor the bank's tolerance to liquidity risks; meanwhile, Business Crisis Contingency Measures Policy has been developed to effectively manage liquidity risk and any possible liquidity shortage.

(e) Climate change risk

Taipei Fubon Bank climate risk management strategy focuses on enhancing the Bank’s ability to respond to both physical risks and transition risks over the short and long term, in order to mitigate potential negative impacts that may directly affect the Bank’s operations or arise indirectly through its value chain. Taipei Fubon Bank continues to develop climate risk–related management mechanisms and utilize climate risk management systems to identify, measure, manage, and monitor climate-related impacts. At the same time, Taipei Fubon Bank continuously refines its assessment and management frameworks to align with domestic regulatory requirements and international trends, thereby enhance the bank’s resiliency.

c. Scope and features of the risk reporting/assessment system

(a) Credit risk management

Taipei Fubon Bank adopts a credit risk management system that embodies procedures including credit assessment, internal credit ratings, limit control, post-approval monitoring program, pre-settlement limit control, and collection. Concentration exposures of country, single name, industry, etc. have all been managed effectively. In addition, Taipei Fubon Bank adopts stringent review and early alert monitoring program to facilitate immediate responses should any major credit event occur.

Taipei Fubon Bank has been conducting stress test on its credit risk tolerance in accordance with the frameworks and methodologies suggested in FSC's “Stress Test Planning for Banks” and “Credit Risk Stress Testing Guidelines for Banks.” Furthermore, the bank is exploring more advanced analyses and methods to test how it may withstand losses under stressed scenarios, and using this information as a reference in managing its credit portfolio. For qualitative information on credit risk management, please refer to pages 213 to 214 of the fourth quarter of 2025 "Fubon Financial Holdings Co., Ltd. and Subsidiaries Consolidated Financial Statements with Independent Auditors’ Report" on MOPS.

(b) Market risk management

Taipei Fubon Bank monitors market risk limits (including sensitivity measures: Delta, Vega, DV01, VaR etc.) and gains/losses on a daily basis. Its financial instrument valuation model is validated regularly to ensure effectiveness and consistency. A VaR system has been implemented along with supporting policies, procedures and limits to facilitate effective management. Backtesting is conducted regularly to ensure the validity of VaR calculation modules and valuation models. The bank is constantly enhancing its treasury and trading system and bringing new financial tools and risk controls in place. In addition to conducting market risk stress tests using the frameworks and methodologies suggested in FSC's “Stress Test Planning for Banks,” the bank also takes the initiative in developing more advanced stress test methods to determine its tolerance under stressed scenarios and thereby enabling more robust management over extreme market risk events.

(c) Operational risk management

Taipei Fubon Bank has implemented an operational risk system that incorporates a variety of tools to assist the bank in identifying and managing operational risks. Using a risk matrix that comprises seven loss scenarios for each of the eight main business segments, the bank has identified areas that represent high, medium and low levels of risk and subjects them to regular follow-ups and reviews. Quantitative and qualitative reports are prepared regularly to address operational risk events, exposure levels, trends and improvements.

(d) Asset, liability and liquidity risk management

Taipei Fubon Bank reports loan-to-deposit ratios, liquidity reserve ratios, liquidity-gap-to-asset ratios, liquidity coverage ratio, net stable funding ratio, and stress test results to the Asset/Liability Management Committee regularly, giving the management full control of the bank's liquidity position and helping the management to lower liquidity risks.

(e) Capital adequacy management

Taipei Fubon Bank monitors the capital adequacy ratios and leverage ratio regularly. In order to assess the bank’s capital adequacy status, there are capital adequacy assessments under growth and stressed scenarios, as well as response measures for each of the identified circumstances. Results of capital adequacy assessments are reported to the Asset/Liability Management Committee and Board of Directors (managing directors) regularly.

(f) Climate change risk management

Taipei Fubon Bank continues to advance our climate risk management process through identifying and measuring climate risks and opportunities by referencing international and domestic regulations, guidelines and research reports related to climate change. In identifying climate-related risks, Taipei Fubon Bank considers transmission impacts on conventional risks such as credit risk, market risk, operational risk, and liquidity risk and respond with differentiated risk management approaches based on the level or order of identified climate risk.

Taipei Fubon Bank conducts annual financed emission inventory, climate risk scenario analysis, and the identification of material climate-related risks and opportunities, and regularly reviews the potential impacts of climate change. Based on the analysis of potential impact on the portfolio, Taipei Fubon Bank reviews the existing response mechanism formulates differentiated response strategies (such as risk avoidance, mitigation/transfer, control, and acceptance),and develops short-, medium- and long-term risk management measures to monitor and manage material risks. In addition, Taipei Fubon Bank regularly incorporates the assessment result of climate-related risks into Risk Management Reports or ESG Performance Reports, which are reported to the Audit and Risk Management Committee and the Board of Directors.

(3) Fubon Bank (China)

a. Risk management framework

The Board of Directors is the ultimate decision maker and bears the ultimate responsibility with regards to risk management within Fubon Bank (China). The Board of Directors is responsible for ascertaining the level of risks tolerable by Fubon Bank (China), as well as supervising risk assessment practices within the entity. A committee has been assembled under the senior management to execute board-approved risk management policies and to set up relevant procedures and guidelines closely monitor risk exposure and take preventive measures where necessary. The risk management department is responsible for identifying, quantifying and monitoring risk factors, as well as the overall management of risk within Fubon Bank (China). The risk management framework of Fubon Bank (China) has satisfied all three layers of supervision, namely: 1. Board of Directors; 2. the business units; and 3. risk management, compliance and audit departments.

b. Risk management strategies and processes

(a) Credit risk

Fubon Bank (China) adopts a credit risk strategy based on the current economic situation, and characteristics of regional industries. The existence of credit management, credit approval and post-lending policies coupled with the bank's existing risk management framework ensure that credit risks are soundly managed. Fubon Bank (China) has set the goals of its credit risk management to manage expected losses, protect assets, and maintain an optimal risk-return profile. The bank's credit risk procedures embody the identification, quantification, monitoring and control of risks.

(b) Market risk

Under the guidance of laws, Fubon Bank (China) has adopted market risk management policy that outlines the specific strategies, procedures and control standards of risk limits pertaining to market risk management. Through the use of risk management systems, Fubon Bank (China) is able to identify, quantify, monitor and control market risks and ensure that the framework is executed effectively, regulating market risks in sustainable level.

(c) Operational risk

Fubon Bank (China) adopts a “centralized management and divided control” approach to manage operational risks, under the guidance of the board and the senior management. Branches and business departments within the head office are the first lines of defense, and are directly responsible for operational risks associated with their business activities. The risk management department represents the second line of defense against operational risks, and is responsible for the development and implementation of operational risk management within the bank to ensure that operational risks are managed consistently throughout the bank. The audit department is responsible for inspecting the bank's risk practices, and represents the third line of defense against operational risks.

(d) Liquidity risk

Fubon Bank (China) adopts a liquidity management strategy that aims to satisfy regulatory requirements and maintain a sound balance between risks and returns. The bank adjusts between long-term and short-term funding allocation depending on changes in market conditions to diversify its sources of capital to keep liquidity risks within tolerable levels. This provides Fubon Bank (China) with an assured source of capital to support asset growth and meet debt obligation, under normal or stressed circumstances.

c. Scope and features of the risk reporting/assessment system

(a) Credit risk management

There are several functions of credit risk management within Fubon Bank (China), including implementation of credit policies, credit approval, portfolio management, early alert and debt collection. Daily monitor activity at credit risk includes credit risk concentration monitoring (for various regulatory indicators), early warning monitoring, non-performing loan (NPL) ratio monitoring, as well as periodical review on customer rating and loan categories. Results will be reported to senior management, the Board of Directors and its subcommittees at approved frequency.

Fubon Bank (China) conducts regular stress tests on its credit portfolio. Stress test results from uses of different risk drivers are reported regularly to the Board of Directors and the senior management to support risk management decisions of the bank.

The credit risk management system currently used by Fubon Bank (China) has been built with a full set of functionalities including credit approval, loan account management, collateral maintenance, customer rating, and post-lending management. These functions provide Fubon Bank (China) with adequate support in credit risk management.

(b) Market risk management

Fubon Bank (China) manages banking and trading books by developing a market risk quantification model specifically for the type of instrument, risk attribute and complexity involved. Market risk limits have been set at appropriate levels to serve as a means of control. The bank has set a variety of market risk limits to control: 1. Exposures, such as notional principal etc.; 2. Losses, such as the amount of loss a product may accumulate within a certain period of time; 3. Sensitivity, such as DV01 for interest rate products, Delta for FX products etc.; 4. Portfolio potential losses, such as Value-at-Risk etc. Market risk limits are daily monitored, ensuring all business is developed under control.

The risk management department conducts quarterly stress tests on all products outstanding. The purpose of the stress test is to quantify the amount of losses given a sudden adverse change in interest rates or exchange rates, and to assess the ability to withstand the loss.

(c) Operational risk management

Fubon Bank (China) prepares regular and irregular risk reports. The regular report is a summary report made to the management after completing risk identification, assessment, monitoring and control, whereas irregular reports are made only under special circumstances such as the rise of new risks, occurrence of losses, failure of control measures etc. The operational risk management policy & procedure has made clear distinctions on the two situations described above. The risk management department is responsible for submitting quarterly reports to the management and to the parent company so that senior management remains well in control of the overall situation.

(d) Liquidity risk management

Given the scope and complexity of its existing business, Fubon Bank (China) has adopted a centralized approach to manage liquidity risks. Fubon Bank (China) has developed an organizational structure that corresponds to its liquidity risk attributes. The Board of Directors is ultimately responsible for the management of liquidity risks, and it has authorized the Risk and Related Transaction Committee to oversee management of liquidity risks. The senior management is responsible for carrying out actual tasks relating to liquidity management and authorizes its routine duties to the Asset/Liability Committee. The risk management department submits regular reports to the Risk and Related Transaction Committee quarterly about its findings concerning liquidity risk management, and explains in detail how it intends to proceed.

(4) Fubon Securities

a. Risk management framework

Fubon Securities adopts a risk management structure that comprises of: the Board of Directors, the Audit and Risk Management Committee, the Asset/Liability and Risk Management Executive Committee, senior management, risk management implementation units and business units. Authorities and responsibilities have been properly divided along this structure to develop an effective risk management culture that begins from the top down. For effective implement the governance and the functional division of the risk management system, the Board of Directors renamed the Audit Committee as the Audit and Risk Management Committee, and renamed the Asset/Liability and Risk Management Committee under the supervision of the Chairman as the Asset/Liability and Risk Management Executive Committee in January 2025. The Audit and Risk Management Committee is responsible for assisting the Board of Directors in supervising risk management. The Asset/Liability and Risk Management Executive Committee is convenced by Chairman, and the committee holds meetings on a monthly basis to supervise risk management. The Risk Management Department was assembled specifically to handle risk-related affairs and reported regularly to the Board of Directors.

b. Risk management strategies and process

(a) Credit risk

Fubon Securities has developed a credit risk management system for the purpose of monitoring and grading credit risks associated with its proprietary capital, underwritten securities, and asset swaps. Fubon Securities has set the goals of its credit risk management to deliver optimal risk-adjusted returns. It uses a variety of tools to identify, measure, manage and monitor credit risks. For the purpose of managing concentration risks, Fubon Securities has set limits on counterparty, industry and country exposures to warn against placing excessive weight on any type of exposure to the extent that compromises the stability of the company's operations.

(b) Market risk

Fubon Securities has distinguished its trade instruments into four main categories: interest rate, exchange rate, equity, and commodity; each category is governed by robust risk management policies and guidelines. A mid-office unit has been assigned the task of performing independent risk identification, risk assessment, limit monitoring, risk reporting, and fair value calculation. It is well-segregated from front-office and back-office using firewalls.

Authorities of the Trading Department, Risk Management Department, and Settlement Department have been subjected to stringent governance and control. To qualify a hedging transaction, the company's accounting policy requires the proposal to undergo the necessary documentation and tests before a deal is made; afterwards, the effectiveness of the hedging arrangement also needs to be reviewed regularly. The company's hedging requirements arise mainly because of its issuance of call (put) options. For this purpose, the company adopts a dynamic hedge approach that calculates the hedging position it needs based on the volatility of the underlying stock price and the Delta value. Hedging transactions may then proceed within market risk limits; after the market closes, the company will prepare a valuation report on the hedging position to evaluate the effectiveness of the hedging arrangement.

(c) Operational risk

Fubon Securities' operational risk strategies have been developed to actively identify, assess, measure, monitor and control various types of operational risks that are prevalent in the products or services it sells or in the processes or systems it adopts. In addition, the company has measures in place to mitigate risks should they arise. Each department has set up key risk indicators and risk triggers based on their risk attributes. These indicators and risk triggers are tested effectively and self-assessed on monthly basis; any existing and potential operational risks that have been reflected during the self-assessment will be rectified, controlled, mitigated or eliminated through a variety of means. Through enhanced internal controls, operational risk monitoring and employee training and by purchasing integrity insurance, the company seeks to transfer and mitigate operational risks it encounters.

(d) Liquidity risk

Fubon Securities has implemented relevant policies to manage liquidity risks (including market liquidity risk and capital liquidity risk) associated with all its business activities. Fubon Securities adopts a liquidity approach that aims to maintain consistent, low-cost capital sufficient to support its growing assets and meet debt obligations. This approach works to minimize liquidity risks and avoid capital shortage. The company sources capital for its departments in the amount and at the timing needed. Any funding requirement that arises out of an emergency would be handled according to Fubon Securities' “Emergency Funding Guidelines. ”

(e) Climate change risk

Climate change can refer to the gradual, long-term change in the global climate or regional extreme weather events that occur over short periods of time. Climate risk could be divided into “physical” and “transition” risks. Physical risk represents the direct or indirect losses from natural disasters or changes in long-term climate patterns triggered by climate change. Transition risk represents the potential adverse effects of public policy or regulations, low-carbon technologies, and social preferences during the transition to a low-carbon economy directly on the company’s operations or indirectly to the company through its value chain. In light of the potential impact of climate change on the environment and economic activity and the adverse effect it could have on the company's operations and development, and followed the guidelines set forth by Fubon Financial Holdings, in order to strengthen the awareness and management of climate change.

c. Scope and features of the risk reporting/assessment system

(a) Business risk management

Business risk refers to the possible losses that Fubon Securities may encounter over the course of business. It is the sum of market risk equivalent, credit risk equivalent, and operational risk equivalent. Fubon Securities applies different measures for different risk attributes and to accommodate changes in future circumstances.

(b) Credit risk management (including counterparty risks)

Fubon Securities adopts a credit risk management system that covers internal processes such as credit approval, pre-trade credit assessment, credit grading, post-trade credit monitoring, credit risk mitigation, and risk measurement. The company monitors counterparty credit and makes daily comparisons with approved credit limits. Risk management reports are raised regularly to the Risk Management Committee. The company applies different levels of credit risk management on TWSE/TPEx listed companies depending on how they are rated by S&P/Moody's/Fitch/Taiwan Ratings. Fubon Securities has emergency measures in place to respond to any major event that threatens the company's interests.

(c) Market risk management

Fubon Securities has imposed limits to manage the amount of gains/losses incurred on trading positions. The mid-office monitors market risk exposures each day including sensitivity measures such as Delta, Vega, DV01 etc. to identify limit breaches. Fubon Securities collaborates with Fubon Financial Holdings' Risk Management Division to continually enhance the VaR system, thereby enabling the company to manage market risks more effectively.

(d) Operational risk management

To enhance identification and management of operational risks, Fubon Securities has been conducting training across branches and implementing proper controls in its trading procedures. These controls have been established and executed in accordance with Fubon Securities' Operational Risk Management Principles and Operational Risk Guidelines. Fubon Securities continues to follow up regularly on business activities that present high and medium risks. It prepares quantitative and qualitative risk management reports on a quarterly basis for the purpose of minimizing chances of operational risk events.

(e) Liquidity risk management

Fubon Securities adopts a liquidity management approach that aims to maintain adequate levels of capital and funding limits each day. Liquidity indicators and limits are monitored while stress tests are conducted on a regular basis to facilitate responses in the event of a liquidity emergency.

(f) Capital adequacy management

To enable effective control over business risks, Fubon Securities has developed risk management policies, rules or guidelines for each of the above sources of risk, and specified risk controls applicable to them. Fubon Securities uses BIS as a measure for its overall business risks. What BIS measures is whether the company has adequate capital to cover the possible losses associated with its business activities. Fubon Securities adopts the Delta-Plus approach to provide capital on equity securities positions. Delta-Plus has the advantage to more precisely account for risk factors and calculate options exposure, and hence reduces the amount of capital required to cover such risks.

(g) Climate change risk management

In order to strengthen the awareness and management of climate change and respond to the adverse effect of climate change, Fubon Securities identifies and measures climate risks and opportunities on an annual basis to identify the various risks the company’s operations could face because of the effects of climate change, including “physical risks” and “transition risks”. Fubon Securities also analyzes the likelihood of climate risk events occurring and their potential adverse impact to review the risk response mechanism and develop risk management measures.

(5) Fubon Insurance

a. Risk management framework

Fubon Insurance has assembled a Risk Management Committee directly under the Board of Directors in which the independent director serves as the convener. The committee's main responsibilities are to determine the company's risk management policy, risk appetite, framework and organization before submitting for the Board of Directors' approval, and assist in reviewing the risk limits. The committee holds meetings on a quarterly basis to assess the company's primary risk exposures and to ensure that the company's goals are achieved as planned. Regular reports are made to the Board of Directors with regards to the progress of the company's risk management efforts.

Five separate risk teams have been assembled under the committee to manage insurance risk, credit risk, market risk, operational risk, and asset/liability matching risk. Each risk team is convened by a senior manager to develop risk management documents and set limits on risk tolerance, exposure, and thresholds to facilitate monitoring. All risk teams are required to make regular reports on risk limits or indicators, whereas the Risk Management Department assists the Risk Management Committee in monitoring risk exposures and following up on risk responses throughout the company.

b. Risk management strategies and processes

Fubon Insurance adopts a risk management strategy that aims not only to achieve the company's business targets, but also to raise shareholders' value, confidence of insurance customers, and corporate image. It has developed a risk management culture that incorporates risk practices into virtually all parts of its daily activities. The company's risk management procedures include: risk identification, risk assessment, risk monitoring and risk responses. To ensure the timeliness, reliability and security of risk management information, the company has complied with policies by making regular disclosures.

(a) Credit risk

Credit risk refers to chances of the obligor becoming insolvent or having its credit rating downgraded, and chances of counterparties being unable or refusing to fulfill obligations, to the extent that causes losses.

Fubon Insurance has developed appropriate credit risk management system and constantly keeps track of credit limit utilization and breaches, thereby enabling proper responses to be taken. Upon occurrence of a major credit risk event, the accountable unit is required to inform the Risk Management Department as soon as possible, handle the incident in a timely manner and take actions according to the Regulations for Reporting Critical Credit Risk Events of Fubon Financial Holdings.

(b) Market risk

Market risk refers to the possibility of losses arising from changes in the market price of the underlying asset within a certain timeframe. Fubon Insurance's Risk Management Department has developed robust policies and crisis management practices in accordance with internal policies and laws. It has implemented market risk management system, regularly reviews limits utilization, and any breach of limits will be handled in appropriate and timely manner.

(c) Operational risk

The company's operational risk system is a combination of risk identification procedures, risk assessment tools, risk controls and mitigation measures.

Some of the operational risk controls that the company has implemented include: division of responsibilities, levels of approval authority, transaction trail records, compliance, contract risk management, outsourcing policies, legal risk management, regulatory risk management, non-contractual rights management, and emergency responses.

Some of the mitigation measures that the company has implemented against operational risks include: gathering historical loss data, developing key risk indicators and control self-assessments.

(d) Asset/liability matching risk

Asset and liability matching risk is aimed to ensure solvency and to achieve sustainable business goals via the extent of cash flows matching between asset and liability. Fubon Insurance uses asset and liability factors to evaluate sensitive analysis and the scenarios of earthquake in stress test. These approaches are supposed to evaluate the impact of investment decision with asset and liability cash flows in different assumptions.

(e) Insurance Risk

In order to achieve entity goals and reach solvency level, insurance risk is aimed to manage retention risk via the written policies. Fubon Insurance establishes the management procedure such as identification of risk factors and risk limits.

(f) Climate change risk

Climate change can refer to the gradual, chronic change in the global climate or regional extreme weather events that occur at acute times. Climate change risk could be divided into “physical” and “transition” risks. "Physical risks" arise from direct or indirect losses caused by specific natural disasters caused by climate change or chronic changes in climate patterns; "transition risks" arises from the process of society's transition to a low-carbon economy, influenced by policies and legals, low-carbon emission technologies and social preferences. In order to strengthen attention and management of climate change, climate change risks should be regularly identified and assessed, and response strategies and measures should be formulated based on their risk characteristics and impact levels.

c. Scope and features of the risk reporting/assessment system

(a) Asset risk management

Fubon Insurance has developed separate control mechanisms for credit, market, and liquidity risks. The authority specializes in preparing risk management reports and controlling investment exposures, thereby giving supervisors up-to-date information about changes in asset values.

(b) Credit risk management

Fubon Insurance adopts a credit risk management system that spans from pre-trade credit check, credit limit setup, to post-trade credit risk management. It has by industry risk limits, by single-bank risk limits and by country risk limits in place to monitor asset quality, asset exposure and counterparty credit to avoid chances of excessive losses caused by a single credit risk event. Expected loss of bond positions is measured quantitatively through stressed testing and monitored on a regular basis.

(c) Market risk management

The market risk management system adopted by Fubon Insurance covers instruments from interest rate, exchange rate, equity securities to commodity. Some of the control measures adopted by the company against market risks include: limit control, valuation, Value at Risk (VaR) management, stress testing, and monitoring of market trends, gains/losses and VaR.

In addition, the company discloses VaR and conducts backtesting on VaR models on a regular basis. Any breaches discovered will be investigated to ensure the validity of the model. The company also control the exchange rate risks associated with foreign investments by monitoring the relative risk limits.

(d) Liquidity risk management

Fubon Insurance has documented procedures on how to avoid defaulting on obligations due to lack of funding or inability to convert assets into cash. It has developed quantitative risk indicators and monitors regularly to assure sufficiency of assets liquidity.

(e) Operational risk management

Fubon Insurance requires all units to conduct self-assessment on the likelihood of suffering direct or indirect losses due to human error, flaws in internal procedures, system malfunction, or external events. Based on the findings of these self-assessments, the company will set up control self-assessments and key risk indicators and have them monitored regularly to facilitate early discovery and rectification of operational risks. Meanwhile, employees are given enhanced training to prevent occurrence of operational risk events.

(f) Management of asset and liability matching risk

To ensure the company's debt servicing capability, Fubon Insurance regularly reviews how expected cash flows from assets are matched with cash flows due on liabilities. In addition, the company's solvency status is assessed using the authority's measurement for decision making.

(g) Insurance risk management

Fubon Insurance has established proper mechanisms for managing insurance risks such as product design, pricing, underwriting, reinsurance, disasters, claims, reserves etc. Risk limits and key risk indicators have been set up according to product risk attributes for monitoring purposes.

(h) Capital adequacy management

Fubon Insurance manages capital adequacy risks primarily based on Capital Adequacy Management Policy. The company publishes regular capital adequacy risk reports that disclose its actual and planned CAR (Capital Adequacy ratio), and analyses on how CAR is affected by asset risks, credit risks, underwriting risks, asset and liability matching risks, and any other risks deemed relevant.

(i) Climate change risk management

Fubon Insurance has introduced the Task Force on Climate-Related Financial Disclosures (TCFD) issued by the Financial Stability Board (FSB). Based on the four thematic areas recommended by TCFD - governance, strategy, risk management, indicators and goals, regularly identify climate physical and transition risks and opportunities, evaluate their impact on the company in a qualitative or quantitative manner, and implement corresponding mitigation measures. Fubon Insurance has become Taiwan's first non-life insurer to adopt standards for decarbonizing underwriting portfolios. By 2050, Fubon Insurance will no longer underwrite companies involved in coal mining/related infrastructure, coal power, and unconventional oil and gas that have not taken concrete carbon reduction actions or undertaken low-carbon transition plans.

(6) Fubon Bank (HK)

a. Risk management framework

Fubon Bank (HK) adopts a risk management organization that begins with the Board of Directors and stems to subordinate committees including the Risk Committee and the Executive Credit Committee, and to other committees under the supervision of the management including the Management Committee, the Asset and Liability Committee, the Internal Control Committee, the Compliance and Anti-Money Laundering Committee, the Credit Committee, and the Wholesale Credit Committee. It has the Enterprise Credit Risk Management Division, the SME Credit Management Division, the Control and Risk Management Division, the Compliance and AML Division, the Financial Control Division and the Legal and Secretarial Division in place to manage the various risks associated with its business activities.

b. Risk management strategies and process

Fubon Bank (HK) has implemented risk management policies and procedures in accordance with the guidance of the Hong Kong Monetary Authority and based on the characteristics of the Hong Kong market to identify, analyze, monitor and manage credit risks, market risks, operational risks, interest rate risk in banking book, liquidity risks, reputational risk, capital adequacy and climate change risk. It produces regular risk monitoring reports that cover everything from risk limit management, concentration risk management, market risk management, operational risk management, management of interest rate risk in banking book, liquidity risk management, reputational risk management, capital management and climate change risk management. These reports provide the bank's Board of Directors, Risk Committee, Executive Credit Committee, Asset and Liability Committee, Internal Control Committee, Compliance and Anti-Money Laundering Committee and Credit Committee and Environmental, Social and Governance Committee with sufficient information to manage risks, devise strategies, and improve risk management systems to reflect the best practices in Hong Kong and the world.

c. Scope and features of the risk reporting/assessment system

(a) Credit risk management

Fubon Bank (HK) adopts a credit risk strategy that takes into consideration a number of factors such as the overall economy, industry development, global markets and the bank’s risk appetite, etc. The relevant credit policies and guidelines have been established based upon the operating plan along with assessment, monitoring and reporting procedures, whereas concentration limits, large-exposure limits and country limits are set, monitored and reported regularly to the Credit Committee. Fubon Bank (HK) adopts a credit risk system that embodies procedures including credit assessment, risk rating, stress test, limit control, post-lending management, and collection. In addition, Fubon Bank (HK) has stringent verification and early warning system in place to facilitate immediate responses should any major credit event occur.

(b) Market risk management

Fubon Bank (HK) has set goals to keep market risks that arise from trading and investment activities within acceptable levels.These risks include the impact of changes in the price of financial assets on the financial statements at fair value. The trading book exposures primarily contributed from foreign exchange and interest rate trading positions while the investment portfolio consists of debt securities and interest rate swaps for hedging. To effectively manage market risk, Fubon Bank (HK) has formulated a series of control mechanisms and market risk management policies that utilize tools such as limit controls, reporting system and monitoring procedures. The bank also employs various analysis reports, such as sensitivity analyses, stress tests etc. to prevent the bank taking excessive risk on profit and equity. Fubon Bank (HK) hedges its exposures with derivatives instruments and prudently manages the customer back to back positions in the trading book. Derivatives used in investment activities continues to follow the hedge accounting requirements specified under HKFRS 9.

(c) Operational risk management

Fubon Bank (HK) has established operational risk management policy, internal control systems, new products or services approval process and on-going product due diligence process and business continuity plans to enable the bank to identify, assess and mitigate losses arising from operational risks. Operational risk management tools, including "Control Self-assessment," "Key Risk Indicators," and "Operational Risk Event Reports", enable the bank to collect data, monitor risk level continuously and compile various risk management reports and trend analysis reports, all operational risk management tools are reviewed regularly to ensure their effectiveness. Training on operational risk management is provided to staff periodically. Each department is responsible for maintaining written procedures, monitoring and reporting operational risks relating to its daily activities, and improving internal control system to minimize losses caused by operational risks. Control self-assessment is a program that enables departments to test and to ensure compliance with internal controls standards and regulatory requirements periodically. All new products or services are rigorously assessed to ensure operational and system controls in readiness for launch. The bank has continuously deployed various technologies and facilities to enhance its operational resilience and conducted regular review and testing of business continuity plans, including the testing of critical business recovery capabilities.

(d) Management of interest rate risk in banking book ("IRRBB")

Fubon Bank (HK) has set goals to maintain risk to the bank's financial condition resulting from adverse movements in interest rates that affect the bank's banking book positions within an acceptable level. This includes the impact on the bank's earnings and economic value. Fubon Bank (HK) has implemented a series of control measures and IRRBB management policy that utilize tools such as limit controls, reporting/monitoring systems, and stress tests etc. to prevent the bank from being over-burdened with IRRBB.

(e) Liquidity risk management

Fubon Bank (HK) has set goals to maintain liquidity at a level that adequately supports business expansion and meets financial obligations. To accomplish this purpose, the bank is required to meet deposit withdrawals, to repay borrowings as they mature, to make new loans and investments as opportunities arise, and to comply with relevant statutory liquidity ratios. Liquidity is managed according to the bank's internal policies and guidelines using a variety of indicators and analyses (including cash flow analysis and regular stress tests). Meanwhile, the bank has a contingency funding plan subject to regular testing in place to effectively respond to liquidity risk events. In addition, Fubon Bank (HK) has established a Recovery Plan, which is reviewed and updated at least annually, according to Hong Kong Monetary Authority's Supervisory Policy Manual, to ensure the bank is well prepared to react quickly to and recover from severe stress, through its own actions.

(f) Reputational risk management

Fubon Bank (HK) has set zero tolerance to reputational risk and will not engage in activities that may jeopardize the bank's reputation. Fubon Bank (HK) has established reputational risk management policy and guideline to identify, assess, response and monitor reputational risk event. Other relevant Policies, Guidelines, Standard Operating Procedure (SOP) and Code of Conduct principles have been established to manage the risk that could affect the bank's reputation.

(g) Capital adequacy management

Fubon Bank (HK) manages its capital to conform to the rules of the Hong Kong Monetary Authority and internal capital targets. The bank undergoes an Internal Capital Adequacy Assessment Process annually to determine the level of capital support required to sustain a healthy banking operation. Capital planning is prepared annually to assess capital adequacy to support current and future business plans. The bank also conducts regular stress testing to assess impact of major sources of risks faced by the bank on capital adequacy. In addition, Fubon Bank (HK) has established a Recovery Plan, which is reviewed and updated at least annually according to Hong Kong Monetary Authority's Supervisory Policy Manual, to ensure the bank can react quickly to, and recover from, severe stress through its own actions.

(h) Climate change risk management

Fubon Bank (HK) actively responds to climate risk requirements from local regulators. To mitigate climate-related financial risks faced by the bank and its customers during the transition, Fubon Bank (HK) has comprehensively upgraded our climate strategy and action roadmap. Guided by recommendations from the Task Force on Climate-related Financial Disclosures (TCFD) and the International Sustainability Standards Board (ISSB), Fubon Bank (HK) continues to enhance the approach across four key areas:

◎ **Governance:** In 2025, Fubon Bank (HK) further enhanced the transparency and supervisory effectiveness of its governance framework. The vision of achieving net-zero operations by 2030 and net-zero financing by 2050 has been formally incorporated into the risk appetite statement. The bank has also strengthened quantitative metrics for climate transition and physical risks, making them a key focus for the Board oversight. Climate risk indicators have also been established for branches and operational sites, and are now part of the management team's daily monitoring processes. Additionally, we have set up internal regulatory mechanisms and six dedicated working groups to support the Group's sustainability disclosures aligned with ISSB standards. The bank successfully completed two rounds of climate risk thematic reviews conducted by the Hong Kong Monetary Authority (HKMA), ensuring that data governance, control procedures, and disclosure standards remain compliant with regulatory expectations.

◎ **Strategy:** Fubon Bank (HK) continues to advance our net zero transition plan toward the goal of net-zero operations by 2030, including improving energy efficiency and adopting green technologies. Our Central headquarters building has successfully obtained the first-level Excellence in Design for Greater Efficiency (EDGE) green building certification. Regarding financed emissions, Fubon Bank (HK) has developed more specific transition strategies for eight high-emission industries, established a low-carbon funding pool of HKD 68 billion, enhanced customer support and product offerings, and provided low-carbon financing to 12 new corporate customers in 2025. The bank is also accelerating the phase-out of non-conventional fossil fuel investments before 2030.

◎ **Risk Management:** To assess the potential financial impact of climate-related risks on our investment and lending portfolios, Fubon Bank (HK) completed an enhanced climate risk stress test in 2025. This was based on the HKMA's long-term scenario requirements from 2023–2024 and aligned with a net-zero scenario by 2050, evaluating the transition risk effects across nine high-emitting industries. To ensure high-quality scenario analysis in the future, we have developed a comprehensive operations manual, which has now been formally integrated into our climate risk management policy to strengthen institutional monitoring mechanisms.

◎ **Metrics and Targets:** Fubon Bank (HK) maintained strong momentum, achieving a cumulative performance rate of 149% for sustainable financing and surpassing our green investment and financing targets set for 2030 ahead of schedule. The bank continues to expand green and sustainable financial products, including green deposits, SME green loans, and various innovative solutions, to support companies' transition financing needs at different stages.

5.6.4 Quantified Risk Exposure

For quantitative information on all types of risk exposure of the Company and its subsidiaries, please refer to pages 211 to 352 and 361 to 368 of the fourth quarter of 2025 "Fubon Financial Holding Co., Ltd. and Subsidiaries Consolidated Financial Statements with Independent Auditors' Report" on MOPS.For quantitative information regarding capital adequacy ratios of the Company and its subsidiaries, please refer to pages 433 to 434 of the fourth quarter of 2025 "Fubon Financial Holding Co., Ltd. and Subsidiaries Consolidated Financial Statements with Independent Auditors' Report" on MOPS.

5.6.5 Financial and business impacts and responding measures against changes in domestic or foreign laws or major policies

Significant changes in policies and regulations	Financial and business impacts and response measures
Key points of the Directions on Optional Transitional Measures for Total Adjusted Net Capital and Risk-Based Capital for Insurance Enterprises (FSC Correspondence No. Jin-Guan-Bao-Cai-11404939721 dated October 17, 2025) are as follows: The following Directions have been established by the Financial Supervisory Commission to assist insurance enterprises with the adoption of the Taiwan Insurance Solvency (TIS) system, and to facilitate more rigorous efforts at improving financial health and asset-liability management capacity: (1) Outline rules for applying transitional measures on interest rates, emerging risks, and net assets. (2) Regular tracking, implementation, assessment, and planning; and regular reporting to the Board of Directors. (3) Rules on calculation of capital adequacy ratio during the transition period.	The FSC has established its alignment principles based on the existing RBC system to facilitate smooth alignment with TIS. The Company will observe the Directions and aim to increase its total adjusted net capital and maintain strong solvency through the issuance of subordinated bonds, capitalization of earnings, and enforcement of CSM in new contracts.

5.6.6 Financial and business impacts and responding measures in the event of technological (including information security risk) and industry changes

In response to changes in the financial market and fast-paced technological development, the Company will take initiatives in piloting cloud architecture and developing AI (Artificial Intelligence) applications. Through continued integration of internal and external resources and data-driven strategy, the Company hopes to gain better insight into market trends and create single customer view to discover financial needs, and capitalize on the changing trends through innovative sales channels, user scenarios, and business models. The Company also undergoes a never-ending digital transformation journey to provide better service and unique experience to customers, so to improve service efficiency and secure corporate profitability.

The rapid development of digital finance and technological innovation, including cloud computing, AI,

big data analytics, and Open API, is driving the transformation of the financial industry. Financial institutions are leveraging data-driven decision-making to enhance operational efficiency and market insights, optimizing sales channels, user scenarios, and business models to ensure business stability and corporate profitability. However, technological changes also bring information security risks, such as increased intensity of cyberattacks, expanded supplier risks, and challenges in data privacy protection, which may affect the financial stability and business resilience of financial institutions. Therefore, strengthening information security governance is a key issue to ensure stable business operations.

In light of how financial technologies and cybersecurity threats are constantly evolving, Fubon has responded with strategies that emphasize "robust defense," "smart monitoring," "compliance governance," and "resilience enhancement." It has developed multi-layered cybersecurity protection while observing the cybersecurity framework to strengthen protection and monitoring measures. More attention is being directed to improving the identification of abnormal behaviors and responses to cybersecurity incidents, so as to maintain the security and stability of information systems and the trading environment.
In light of the introduction of the "Financial Cybersecurity Resilience Development Roadmap," Fubon has adopted the "Shift-Left Security" concept with regard to system/application security management, taking cybersecurity into consideration in the early stages of system and product development. By enforcing full-lifecycle security management that covers planning, design, development, and operations, Fubon aims to minimize cybersecurity risks associated with the introduction of new technologies. Enhancements are being made to the management of application systems and third-party components, while more rigorous security controls are being implemented for APIs and cross-system linkages to ensure security in data exchange and to maintain service stability. With regard to supply chain cybersecurity management, Fubon continually assesses and monitors the risks of its IT suppliers, and enforces rigorous cybersecurity reviews and management before and after business engagement. Suppliers are visited systematically and are encouraged to obtain international cybersecurity certifications to ensure consistency in their cybersecurity management practices. Furthermore, Fubon plans to host joint meetings involving the CISOs of its key suppliers as a way to promote the exchange of cybersecurity intelligence, threats, and trends, thereby enhancing information sharing and coordination across the supply chain.
Additionally, Fubon makes ongoing amendments to its cybersecurity management system in line with the regulatory requirements and international standards to ensure that the cybersecurity system, business continuity system, and personal data protection system remain effective. Through the use of quantitative monitoring and cybersecurity insurance, Fubon further reduces the impact of cybersecurity risks on business operations to achieve an overall enhancement in operational resilience.

5.6.7 Impacts, response, and crisis management in the event of change in corporate image of the company and subsidiaries

Fubon Financial Holding Co., Ltd. has long been committed to fulfilling corporate social responsibilities, protecting the interests of investors, shareholders and stakeholders, and pursuing sustainable business and growth.

The Company has “Media Public Relations Management Guidelines of Fubon Financial Holding Co., Ltd. and its Subsidiaries” and “Media Crisis Management Guidelines of Fubon Financial Holding Co., Ltd. and its Subsidiaries” in place to handle ordinary and emergency PR issues.

The “Media Public Relations Management Guidelines of Fubon Financial Holding Co., Ltd. and its Subsidiaries” outlines the spokesperson system and introduces principles on public relations affairs to ensure delivery of correct and consistent message, help business promotion, and maintain the corporate identity. According to the “Media Crisis Management Guidelines of Fubon Financial Holding Co., Ltd. and its Subsidiaries”, any media crisis compromising the Company's goodwill and brand image will be reported and settled promptly. The Company will also assess whether the “media crisis settlement taskforce” should be activated to execute a response to prevent the crisis from expanding, thereby mitigating the negative impact and safeguarding the Company's and its subsidiaries’ brand reputation and assets.

The Company will continue using risk management practices and enforcing both the “Media Public Relations Management Guidelines of Fubon Financial Holding Co., Ltd. and its Subsidiaries” and the “Media Crisis Management Guidelines of Fubon Financial Holding Co., Ltd. and its Subsidiaries” to maintain its reputation, and thereby secure its growth. Meanwhile, the Company will keep abreast of stakeholder opinions, protect their interests, and pursue the sustainability of business operations.

5.6.8 Potential benefits, risks and response measures of merger and acquisition

(1) Expected benefits of mergers and acquisitions

a. Economies of scale: Expansion of service area to broaden domestic and international footprint.

b. Economies of scope: Enhancement of competitiveness through comprehensive financial services.

c. Improvement of managerial performance: Leverage and capitalize on pooling of resources.

d. Enhancement of returns on shareholders’ equity: Synergies delivery to create shareholder value.

(2) Possible risks of mergers and acquisitions

a. Information asymmetry may expose the Company to risks from the acquired financial institution’s assets and liabilities.

b. Profitability and prospects of the acquired company may not meet expectations or the value may be over-estimated.

c. It may take longer than expected to integrate the culture and organizational structure post-transaction, leading to a delay in achieving synergies.

Fubon Financial Holdings is committed to creating corporate value and increasing shareholder value. It possesses professional knowledge and extensive experience in M&A strategies, and has a long history of risk control practices to maximize synergies.

5.6.9 Business concentration risks and responsive measures

The Company operates several subsidiaries that cover a broad range of financial expertise from life insurance, banking, securities to property insurance. Given the diverse products/services involved, the Company places risk management at the top of its priority in business operations. The Company has also been active in growing overseas markets, which helps reduce risk of concentration to any particular business service or region. Meanwhile, information systems are being supported by high availability of on-site or off-site systems and backup routines of varying intensities and risk levels to ensure uninterrupted service and secured critical data. Backup data are regularly replicated and transferred to an off-site location for secure storage. Simulations, tests and drills are being conducted regularly to

ensure proper functioning in the event of an emergency. These exercises reduce the risk of unexpected system disruption caused by natural disasters and human errors and ensure continuity of critical business activities.

5.6.10 Impact, risk and response measures involving significant transfer of shareholding by directors or shareholders with more than 1% ownership interest

The Company's directors are dedicated to their duties within the organization; there has been no significant transfer of shares by any director. Transfer of shares among the few major shareholders with more than 1% ownership interest did not impact the Company’s operations in any way.

5.6.11 Impact, risk and response measures associated with change of management

As at the end of February 2026, approximately 31% of the Company's shares were held by the Chairman's family, while the Taipei City Government held another 13% in the Company. A concentrated shareholding structure enables the Company to devise and execute strategies over a longer horizon. In addition, the Company has assembled an Audit and Risk Management Committee, a Remuneration and Nomination Committee and a Corporate Governance and Sustainability Committee as means of enhancing corporate governance.

5.6.12 Litigation and non-contentious cases

Major litigation, non-litigious cases, or administrative litigation involving the Company's director(s), president(s), de facto responsible person(s), any shareholder(s) with more than 1% ownership interests, or any subsidiary(ies) of the Company, whether concluded or pending judgment, which may significantly impact the interests of the Company’s shareholders or the securities price of the Company:

(1) The Company: None.

(2) The Company's director(s), president(s), de facto responsible person(s), or any shareholder(s) with more than 1% ownership interests: None.

(3) The subsidiary(ies): Please refer to the consolidated financial report of the Company and its subsidiaries as of December 31, 2025 from Pages 339 to 341. (Please refer to the Financial Report section of the Market Observation Post System)

5.6.13 Other key risks and response measures

Financial impact and response measures involving a change in economic/financial/operating environment

Looking back at 2025, benefiting from the global wave of AI development and investments in computing power, demand for electronic and ICT products grew strongly, driving the supply chain to accelerate the deployment of advanced manufacturing capacity and further boosting Taiwan’s export and investment momentum. At the same time, continued increases in the minimum wage and the government’s cash handout policy supported a mild recovery in consumption, resulting in a strong performance for Taiwan’s economy, which reached a 15-year high.

Looking ahead to 2026, as AI applications become increasingly widespread and continue to deepen, along with governments worldwide actively promoting related investments, Taiwan’s export and private investment momentum is expected to persist. Although growth rates will moderate due to a high base effect, easing domestic inflation, rising real wages, and the wealth effect from equity markets are expected to bolster consumer confidence, supporting steady economic expansion.

U.S. policy developments and central bank policy directions continue to play a dominant role in shaping global financial markets, while geopolitical conflicts and global economic uncertainties may intensify market volatility. Fubon Financial Holdings remains committed to a disciplined strategy that balances risk management with operational flexibility to identify stable growth opportunities amidst market volatility. At the same time, we continue to solidify our market leadership in core businesses by deepening AI integration and optimizing digital service frameworks, effectively leveraging our diversified financial service platform to enhance customer synergy and scale. Amid the rapidly evolving global economic landscape, Fubon Financial Holdings is actively expanding its overseas

service network to provide enterprises with comprehensive international financial services, with established presence in Mainland China, Hong Kong, South Korea, Southeast Asia, and Australia. The Seoul representative office has officially commenced operations, while the Tokyo and India branches are also being accelerated in their preparation. In addition, we continue to support the stable development of its digital banking subsidiary through capital injections into LINE Bank, advancing its vision of inclusive finance and innovative financial services. Fubon Financial Holdings has long been committed to sustainable development. For two consecutive years, we have been recognized by "TIME" as one of the World's 500 Most Sustainable Companies, ranking 32nd globally across all industries and 4th among global financial institutions. Fubon Financial Holdings remains committed to leveraging our core financial expertise to drive positive transformation for both industries and society.

5.7 Crisis response and handling

The Company has developed an effective crisis management mechanism comprised of a crisis management team, incident reporting and response procedures, and media communication process system. Should an incident occur, accountable departments notify the crisis management team immediately. The crisis management team will then take charge to coordinate all departments concerned to respond to and manage the crisis, and notify the competent authority. In addition, an authorized spokesperson will act in accordance with the Company's media communication policy, and explain to the public the rectification measures taken to sure the interests of customers and stabilization of the Company's operations.

5.8 Other material issues

None.

6. Special Disclosures

6.1 Relationship of affiliated enterprises

Please refer to the section of Affiliation Reports, Consolidated Business Report and Consolidated Financial Statements of Affiliated Enterprises on MOPS:
https://mopsov.twse.com.tw/mops/web/t57sb01_q10

6.2 Private placement of securities for the most recent year up to the publication date of the annual report

None.

6.3 Other supplementary notes, where applicable

None.

6.4 Occurrences that have significant impact on shareholders' equity or securities prices, as defined in Subparagraph 2, Paragraph 3, Article 36 of the Securities and Exchange Act, for the most recent year up to the publication date of the annual report

None.

Fubon Financial Holding Co., Ltd.

Chairman:Richard M. Tsai