



ANNUAL REPORT 2025

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Using Financial Influence To Create Better Possibilities For The World

Fubon Financial Holdings has been deeply rooted in Taiwan for more than six decades. Guided by the concept of “Be Positive All Possible,” the company continues to create sustainable common good for its stakeholders—including employees, customers, shareholders, and the broader public. With the goal of becoming “one of Asia’s first-class financial institutions”, Fubon is committed to delivering forward-looking, innovative, and outstanding financial products and services.

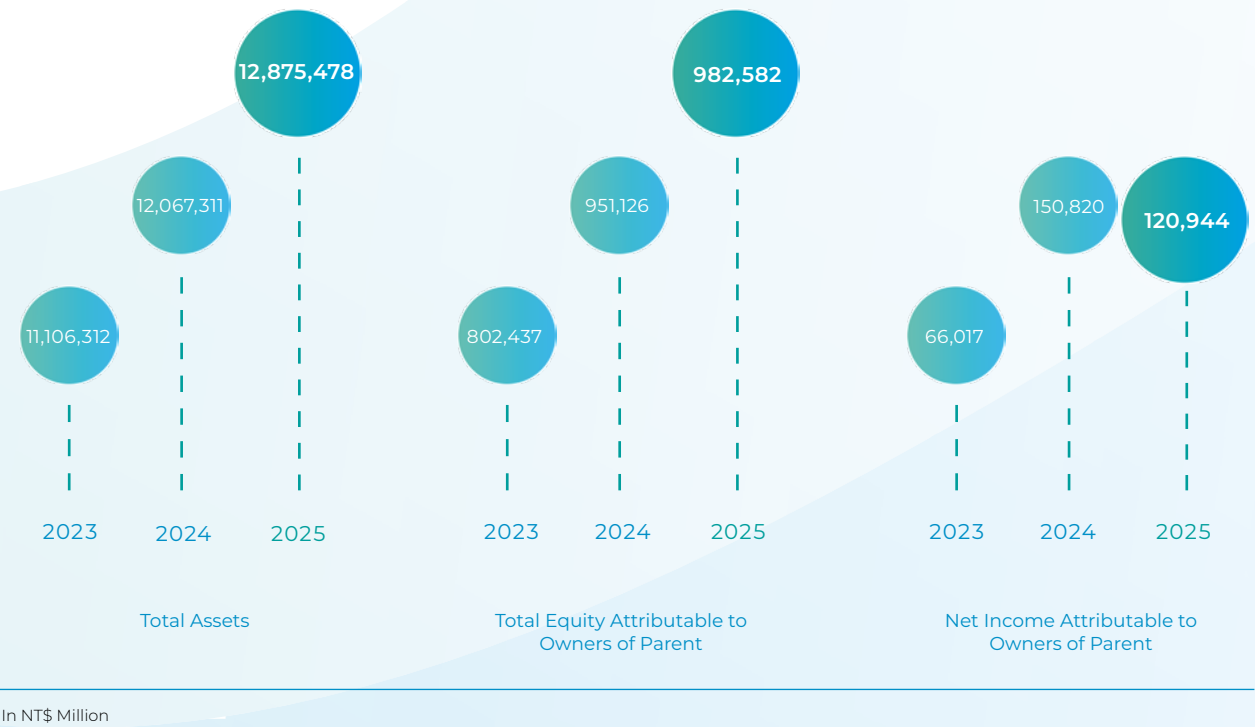
In the year 2025, characterized by abundant opportunities and innovative momentum, Fubon Financial Holdings maintained its position as the leader in earnings per share (EPS) within Taiwan's financial industry for 17 consecutive years, demonstrating impressive performance. Furthermore, it expanded the influence of the Run For Green® strategy, utilizing financial power to drive the green transformation of industries, while continuously investing efforts in environmental sustainability and social inclusion. We believe that positive energy not only creates value but also has the power to genuinely change the world.

Financial Highlights

Fubon Financial Holdings

In NT\$ Million	2023	2024	2025
Total Assets	11,106,312	12,067,311	12,875,478
Total Equity	816,606	965,795	997,808
Total Equity Attributable to Owners of Parent	802,437	951,126	982,582
Net Income	65,042	150,861	120,982
Net Income Attributable to Owners of Parent	66,017	150,820	120,944
Earnings Per Share (NTD) ⁽¹⁾	4.80	10.77	8.37
Book Value Per Share (NTD)	54.91	62.30	62.96
Return on Equity (%) ⁽²⁾	9.65%	17.20%	12.51%
Return on Assets (%) ⁽²⁾	0.60%	1.30%	0.97%

The figures above are the consolidated results of Fubon Financial Holdings Co. and its subsidiaries.
Note (1) : EPS of 2023 and 2024 would be NT\$4.46 and NT\$10.51 respectively, if adjusted to reflect stock dividends in 2024 and 2025.
Note (2) : Return on Equity=Net Income/Average Equity ; Return on Assets = Net Income/Average Assets.



Fubon Life

In NT\$ Million	2023	2024	2025
First Year Premium ⁽³⁾	94,453	110,080	113,535
Total Premium ⁽³⁾	323,681	364,295	367,446
Investment Income	170,570	257,477	154,660
Operating Revenue	483,194	598,071	511,474
Operating Costs	428,907	463,391	426,746
Net Income	36,091	102,658	62,655

Taipei Fubon Bank

In NT\$ Million	2023	2024	2025
Net Interest Income	36,565	39,621	45,212
Commissions and Fee Revenues, Net	14,499	19,877	22,550
Other Revenues	13,852	16,456	17,765
Operating Expenses	32,766	36,008	37,886
Pre-Provision Profit	32,150	39,946	47,641
Provision for Bad-Debt Losses	3,415	4,481	4,994
Net Income	24,473	30,407	36,340

Fubon Bank (China)

In CNY Million	2023	2024	2025
Net Interest Income	1,311	1,909	3,046
Commissions and Fee Revenues, Net	-253	-867	-1,458
Other Revenues	531	956	976
Operating Expenses	1,104	1,147	1,206
Pre-Provision Profit	485	852	1,357
Provision (reversal) for Bad-Debt Losses	663	526	795
Net Income	17	395	518

Fubon Securities

In NT\$ Million	2023	2024	2025
Brokerage Commissions	9,376	12,927	12,837
Net Interest Income	- 217	- 869	178
Gain on Trading Securities, Net	2,406	6,086	3,935
Total Revenues	17,786	25,191	26,196
Operating Expenses	9,738	11,217	12,082
Net Income	7,054	10,019	10,591

Fubon Hyundai Life Insurance

In KRW Million	2023	2024	2025
First Year Premium	1,278,502	704,118	536,668
Total Premium	1,650,518	1,105,849	1,037,891
Investment Income	288,648	373,336	319,983
Operating Revenue	2,977,732	2,948,494	2,307,337
Operating Costs and Expenses	3,256,827	3,074,103	2,543,194
Net Loss	- 222,941	- 93,897	- 166,035

Fubon Bank (Hong Kong) Ltd.

In HK\$ Million	2023	2024	2025
Net Interest Income	2,115	2,582	2,894
Net Fee and Commission Income	321	384	479
Other Operating Income (Loss)	34	- 10	- 54
Operating Expenses	1,175	1,286	1,397
Operating Profit before other Gains and Impairment Losses	1,295	1,670	1,921
Impairment Losses	368	576	321
Profit for the Year	784	907	1,376

Fubon Insurance

In NT\$ Million	2023	2024	2025
Direct Written Premium	58,000	64,511	67,669
Net Written Premium	41,685	44,248	47,096
Underwriting Profit ⁽⁴⁾	- 2,226	5,059	6,780
Net income from investment	1,434	2,162	2,602
Net Income	- 2,230	3,017	6,966
Net Claim Ratio	74.90%	54.23%	51.22%
Net Expense Ratio	34.77%	40.36%	34.51%
Net Combined Ratio ⁽⁴⁾	109.67%	94.59%	85.73%
Retention	69.40%	66.50%	67.61%

Note (3) : Including Investment-Linked
Note (4) : Affected by the loss of pandemic prevention insurance in the first quarter of 2023, if excluded, the underwriting profit was NT\$3.83 billion and net combined ratio was 89.4% in 2023.

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Fubon Life

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Awards & Achievements



Brand Sustainability

Dow Jones Best-in-Class Indices(DJBIC)	
Fubon Financial	World Index Emerging Markets Index
S&P Global Sustainability Yearbook	
Fubon Financial	Top 5% in the insurance industry
Carbon Disclosure Project (CDP)	
Fubon Financial	On the CDP Climate Change A-List
Morgan Stanley Capital International (MSCI)	
Fubon Financial	Selected as a constituent of the MSCI Selection Indexes
Institutional Shareholder Services (ISS)	
Fubon Financial	ESG Corporate Rating- Prime Status
Taiwan Index Plus Corporation	
Fubon Financial	Selected to FTSE4Good TIP Taiwan ESG Index ∙ F4G TIP TW ESG Index
Extel	
Fubon Financial	Asia's Best Managed Companies ∙ Most Admired Company ∙ Asia Insurance Sector (excluding Mainland China), 1st Place ∙ All-Asia Insurance Sector, 2nd Place
Euromoney	
Taipei Fubon Bank	Euromoney Awards for Excellence ∙ Taiwan's Best Bank for ESG
International Finance Magazine	
Fubon Insurance	Best Insurance Company - Taiwan ∙ Best Green Initiative - Taiwan
The Asset	
Taipei Fubon Bank	Triple A Awards for Sustainable Finance: Best Sustainability-Linked/Green Loan- Taiwan ∙ Corporate Sustainability Leadership Awards- Best Diversity and Inclusion Corporate Sustainability Leadership Awards - Best Initiative in Social Responsibility
Fubon Insurance	
The Global Economics	
Fubon Life	The Global Economics Awards: Best Sustainable Practices In Life Insurance
TIME	
Fubon Financial	World's Most Sustainable Companies
Fubon Financial	
World Finance	Best Life Insurance Company Taiwan
Fubon Life	
CommonWealth Magazine	Excellence in Corporate Social Responsibility Award: Large Enterprise-Finance Group-2nd Place
Fubon Financial	
Global Views	Global Views ESG Corporate Sustainability Awards: Comprehensive Excellence Award-Financial Insurance Category Distinction Award
Wealth Magazine	
Fubon Securities	Wealth Magazine Financial Awards ∙ Sustainable Finance Award-Gold Award
Linking Publishing	
Fubon Charity Foundation	Linking Corporate Humanities Awards ∙ Community Support-Excellence Award
Taipei Fubon Bank Charity Foundation	
Linking Corporate Humanities Awards ∙ Community Support-Outstanding Award	
National Council For Sustainable Development	
Fubon Securities	National Sustainable Development Award
Ministry of Economic Affairs	
Fubon Life	National Industrial Innovation Award
Financial Supervisory Commission R.O.C.(Taiwan)	
Fubon Life	Top 25% of the life insurance companies in the "Assessment of the Implementation of Treating Customers Fairly Principles" Financial Education Contribution Awards ∙ Best Heritage Contribution-Bronze Award
Taipei Fubon Bank	
Top 25% of the banks in the "Assessment of the Implementation of Treating Customers Fairly Principles" Financial Education Contribution Award ∙ Gold Award for the Best Collaboration Award ∙ Silver Award for the Best Heritage Award ∙ Bronze Award for the Best Inclusive Award	
Taipei Fubon Bank	
Top 25% of the banks in the "Assessment of the Implementation of Treating Customers Fairly Principles" Financial Education Contribution Awards ∙ Gold Award for the Best Collaboration Award ∙ Silver Award for the Best Heritage Award ∙ Bronze Award for the Best Inclusive Award	
Fubon Insurance	
Top 25% of the non-life insurance companies in the "Assessment of the Implementation of Treating Customers Fairly Principles"	

Taiwan Futures Exchange	
Fubon Futures	Anti-Fraud Governance Outstanding Award
Taipei City Government	
Fubon Futures	Certification for Middle-aged and Elderly-friendly Enterprises
Center for Business Sustainability, NCCU	
Fubon Insurance	Climate Financial Disclosures Assessment TCFD Report - Excellent Award
Taiwan Institute for Sustainable Energy (TAISE)	
Fubon Financial	Taiwan Corporate Sustainability Awards ∙ Top 10 Benchmark Companies for Sustainability ∙ Corporate Sustainability Report Awards- Platinum Award ∙ Information Security Leadership Award ∙ Talent Development Leadership Award ∙ Creative Communication Leadership Award
Fubon Life	
Taiwan Corporate Sustainability Awards ∙ Top 100 Benchmark Companies for Sustainability ∙ Taiwan Corporate Sustainability Report Award-Gold Award ∙ Talent Development Leadership Award ∙ Social Inclusion Leadership Award ∙ Transparent Integrity Leadership Award ∙ Information Security Leadership Award ∙ Workplace Welfare Leadership Award	
Taipei Fubon Bank	
Taiwan Corporate Sustainability Awards ∙ Taiwan Corporate Sustainability Report Award-Gold Award ∙ Social Inclusion Leadership Award ∙ Age Friendly Leadership Award ∙ Information Security Leadership Award	
Fubon Insurance	
Taiwan Sustainability Action Awards - Bronze Award Taiwan Corporate Sustainability Awards ∙ Taiwan Corporate Sustainability Report Award-Platinum Award ∙ Innovation Growth Leadership Award	
Fubon Securities	
Taiwan Corporate Sustainability Awards ∙ Top 100 Benchmark Companies for Sustainability Sustainability Report Award-Gold Award	
Fubon Asset Management	
Taiwan Sustainable Investment Awards ∙ Institutional Impact Award-Securities Investment Trust Category-Model Award, Case Impact Award- Sustainable Fund-Gold Award, Case Impact Award- Corporate Engagement-Gold Award, Case Impact Award- Sustainable Thematic Investment-Silver Award , Case Impact Award- Shareholder Engagement-Silver Award, Case Impact Award-Impact Investment-Silver Award, Case Impact Award-ESG Innovation-Silver Award	
Taipei Fubon Bank Charity Foundation	
The 9 th Taipei Golden Eagle Micro-Movie Festival ∙ Silver Award	
Fubon Futures	
Taiwan Corporate Sustainability Awards: Sustainability Reports-Silver Award	
Securities & Futures Institute	
Fubon Securities	Golden Goblet Award ∙ Outstanding ESG Sustainability Award
China Financial Media	
Fubon Bank (China)	The Innovative Online Financial Services Case Study
Fubon Bank (China)	
The Jinnuo Brand Annual Product Communication Case Study	
China Financial Magazine	
Fubon Bank (China)	List of Outstanding Brand Cases in the Financial Industry-7th Annual Awards
Shanghai Banking Association	
Fubon Bank (China)	Outstanding Individual Award for News and Publicity Work in Shanghai's Banking Industry
China Banking Association	
Fubon Bank (China)	The Best Banking News Stories on Financial Inclusion
Television Broadcasts Limited	
Fubon Bank (Hong Kong)	TVB ESG Awards ∙ ESG Special Recognition Award - with Merit
The Hong Kong Management Association	
Fubon Bank (Hong Kong)	HKMA Sustainability Award ∙ Certificate of Excellence (Large Organization Category)
Environmental Campaign Committee	
Fubon Bank (Hong Kong)	The Hong Kong Awards for Environmental Excellence ∙ Certificate of Merit



Digital Innovation

BSI Taiwan	
Fubon Financial	Digital Trust: Group Award
Global Brands Magazine	
Taipei Fubon Bank	Global Brands Awards ∙ Best Digital Transformation Bank ∙ Best Digital Transformation Strategy in Financial Securities ∙ Best CSR Bank
International Finance Magazine	
Fubon Securities	Most Innovative Brokerage House-Taiwan
The Asian Banker	
Taipei Fubon Bank	TAB GLOBAL Financial Technology Innovation Awards- Best Climate Risk Technology Initiative in Asia Pacific
The Asset	
Fubon Financial	The Asset Triple A Digital Awards - Best Risk Management Project
Fubon Life	
The Asset Triple A Digital Awards- Best Digital Insurance Experience	
Commercial Times	
Fubon Life	Digital Financial Service Award ∙ Digital Innovation-Excellence Award ∙ Digital Service-Excellence Award ∙ Digital Inclusion-Excellence Award ∙ Digital Information Security-Excellence Award
Taipei Fubon Bank	
Digital Financial Services Award ∙ Green Net-Zero Finance Award-Gold Award ∙ Digital Information Security Award-Security Group-Gold Award and Anti-Fraud Group-Excellence Award	
Fubon Insurance	
Digital Financial Service Award ∙ Digital Innovation-Gold Award ∙ Digital Fair Treatment of Customer-Gold Award ∙ Green Net-Zero Finance Award-Gold Award ∙ Digital Service-Excellence Award ∙ Digital Information Security-Security Group-Excellence Award	
Fubon Securities	
Digital Financial Service Award ∙ Digital Innovation-Excellence Award ∙ Digital Service-Excellence Award ∙ Digital Inclusion-Gold Award ∙ Digital Information Security-(Anti-Fraud Category)-Gold Award ∙ Digital Fair Treatment of Customer-Excellence Award	
Fubon Asset Management	
Digital Financial Service Award ∙ (Safety Category)-Gold Award ∙ (Anti-Fraud Category)-Gold Award	
Fubon Futures	
Digital Financial Service Award ∙ Digital Information Security-Security Group-Gold Award ∙ Digital Financial Service Award-Digital Service-Gold Award ∙ Digital Financial Service Award- Digital Fair Treatment of Customer-Excellence Award	
Wealth Magazine	
Fubon Securities	Wealth Management Awards: Best Digital Finance Award ∙ Best Creative Marketing Award
Financial Supervisory Commission R.O.C. (Taiwan)	
Fubon Insurance	Financial Inclusion FinTech Thematic Promotion Program ∙ Innovative Digital Financial Service Proposal Competition-SME Category-2nd Place
Fubon Securities	
Financial Education Contribution Awards – Best Innovation Award, Gold Award	
Caillian Press	
Fubon Bank (China)	The Green Financial Institution on Top Award-Innovation Category ∙ The Green Financial Institution on Top Award-Innovation Category
Shanghai Municipal Financial Work Committee, Shanghai Branch of the People's Bank of China, and Shanghai Financial Trade Union	
Fubon Bank (China)	Shanghai Financial System Employees' Special Meritorious Competition for Digital RMB Development and Application-3rd Place
Shanghai Banking Association	
Fubon Bank (China)	Outstanding Case Award for Digital Financial Services in Shanghai's Banking Industry
Shanghai Municipal Cyberspace Administration Office	
Fubon Bank (China)	ISG Cybersecurity Skills Competition-Banking Headquarters Division-1st Place
The Hang Seng University of Hong Kong School of Decision Sciences	
Fubon Bank (Hong Kong)	Decision Analytics Outstanding Award - Best Practice (Large Enterprises)



Business Excellence

IFR Asia	
Taipei Fubon Bank	IFR Asia Awards - Taiwan Loan House
The Asset	
Fubon Securities	Triple A Sustainable Investing Awards - Best ETF Market Maker
Fubon Bank (Hong Kong)	
Business Today	Top Investment House \ Most Astute Investor
Taipei Fubon Bank	
Wealth Management Survey on Banks and Brokerage Firms ∙ Best Customer Satisfaction-1st Place	
Fubon Securities	
Wealth Management Survey on Banks and Brokerage Firms ∙ Best Customer Trust Award – 1st Place ∙ Best Wealth Enhancement Award – 2nd Place ∙ Best Digital Experience Award – 2nd Place ∙ Best Marketing Innovation Award – 3rd Place ∙ Best Product Award – 3rd Place	
Risk Management, Insurance & Finance	
Fubon Life	Insurance Quality Awards ∙ Most Recognized Brand-1st Place ∙ Best Agent Force-1st Place ∙ Best Claims Service-1st Place ∙ Most Recommended Brand-1st Place Faith, Hope and Love Awards of Insurance ∙ Best Insurance Professional Award ∙ Best Social Contribution Award ∙ Best Integrated Communication Award ∙ Best Life Representative Office Award ∙ Best Social Responsibility Award ∙ Best Professional Advisor Award(Field Representative Support Category) ∙ Best Channel Strategy Award-Merit Award ∙ Best Contributions Award for Insurance Education-Merit Award ∙ Best Insurance Achievement-Merit Award ∙ Best Professional Advisor Award-Merit Award(Back Office Support Category)
Fubon Insurance	
Insurance Quality Awards ∙ Best Image- 1st Place ∙ Best Professional- 1st Place ∙ Best After-sales Services – 1st Place ∙ Most Recommended Brand – 1st Place	
Fubon Insurance	
Faith, Hope and Love Awards of Insurance ∙ Special Award - Best Insurance Company of the Year ∙ Best Sense of Social Responsibility Award ∙ Best Distinguished Insurance Professionalism for Non-life Award ∙ Best Channel Strategy Award ∙ Best Product Creativity Award ∙ Best Non-life Representative Office Award ∙ Best Contribution to Insurance Education Award ∙ Best Insurance Achievement Award ∙ Best Professional Advisor Award	
Wealth Magazine	
Taipei Fubon Bank	Wealth Management Awards ∙ Best Service Award ∙ Best of Intelligent System Award ∙ Innovative Trust Services Award
Fubon Securities	
Wealth Management Awards ∙ Best Wealth Management Award ∙ Best Sales Team Award	
Taipei Foundation of Finance	
Fubon Asset Management	Outstanding Fund Golden Diamond Award ∙ ETF Fund Award / Domestic Index Category (Fubon Taiwan Cai Ji 50 Fund)
Taiwan Insurance Institute	
Fubon Life	Taiwan Insurance Excellent Performance Awards ∙ Risk Management Project Excellence - Gold Award ∙ Social Welfare Project Excellence - Gold Award ∙ Excellence in Product Innovation Project-Silver Award ∙ Policyholder Service Excellence Award – Silver Award ∙ Protection Product Promotion Excellence Award-Silver Award
Fubon Insurance	
Taiwan Insurance Excellent Performance Awards ∙ Excellence in Public Care-Gold Award ∙ Excellence in Risk Management-Gold Award ∙ Excellence in Staff Training-Gold Award ∙ Excellence in ICT Innovation-Silver Award ∙ Excellence in Product Innovation-Silver Award ∙ Excellence in Promotion on Information Security-Silver Award ∙ Excellence in Promotion Emerging Risk Protection Product-Silver Award	
Shanghai Securities News	
Fubon Bank (China)	Featured Product Award
Fubon Bank (China)	
Equity Product of the Year Award	
China Foreign Exchange Trade System	
Fubon Bank (China)	X-Lending Outstanding Performer Award ∙ X-Lending Active Institution Award
Fubon Bank (China)	
Outstanding Active Institution on the IOI Quotation Board	
National Interbank Funding Center	
Fubon Bank (China)	The Annual Market Influence Institution in the Interbank Local Currency Market
The Hong Kong General Chamber of Small and Medium Business	
Fubon Bank (Hong Kong)	Best SME's Partner Award
The Hong Kong Institute of Bankers	
Fubon Bank (Hong Kong)	HKIB Talent Development Award (Category I)
MerComm, Inc.	
Fubon Bank (Hong Kong)	Galaxy Awards ∙ Copywriting-Annual Reports – Overall Annual Report-Silver Award

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Message From The
Chairman

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Richard M. Tsai

Chairman,
Fubon Financial Holdings
(Member of Management Committee)

Message From The Chairman

” 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 and integrating financial holdings’ resources.

”

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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.

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

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.

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.

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

Richard M. Tsai

Management Committee



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



Ming-Chung Tseng
Vice Chairman,
Fubon Financial Holdings



Jerry Harn
President,
Fubon Financial Holdings



Howard Lin
Chairman,
Fubon Life



Chris Tsai
Vice Chairman,
Fubon Life



Shr-lue Chen
President,
Fubon Life



Tim Kuo
President,
Taipei Fubon Bank



Kevin Hsu
Chairman,
Fubon Insurance



Leo Cheng
Chairman,
Fubon Securities



Alex Huang
Chairman,
Fubon Asset Management



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



Lixin Ma
Chairman,
Fubon Bank(China)

FUBON LIFE

Fubon Life upholds the core value of “be positive, enrich life”. Through comprehensive implementation of sustainable commitments in corporate governance, product innovation, and social participation, the company has garnered numerous prestigious awards. It has been honored fourteen times by "World Finance" as the "Best Life Insurance Company Taiwan" and has received accolades from the Ministry of Economic Affairs with the "National Industrial Innovation Awards", as well as recognition from the Financial Supervisory Commission for its "Sustainable Finance Assessment" and the "Assessment of the Implementation of Treating Customers Fairly Principles" as an outstanding performer. In terms of its operations, Fubon Life reported a net income of NT\$62.65 billion for 2025, with the number of effective contract customers reaching 5.45 million, demonstrating the high level of trust the market has in Fubon Life's expertise and services.



Fubon Life has renewed its collective agreement with the union, fostering a collaborate effort between labor and management to create a harmonious workplace environment.



Fubon Life has earned national recognition by winning the “National Industrial Innovation Awards” Excellence in Innovation Award, demonstrating exemplary innovation in the insurance industry.

Product Innovation Focused On Protection And Wealth Needs

Fubon Life has launched a specialized insurance policy for high-net-worth and offshore customers that combines high coverage, a participating mechanism, and interest-sensitive advantages. This policy integrates premium financing and insurance financing features, creating a new model for asset management driven by both life insurance and banking sectors. It aims to meet the diverse needs of high-net-worth customers regarding wealth accumulation, generational inheritance, and asset allocation. In addition, for those seeking protection, asset appreciation, and stable cash flow, participating insurance has been introduced to address retirement and long-term financial planning needs. In response to aging populations and health risks, the company continues to promote products that provide cancer and critical illness coverage, thereby strengthening the medical safety net for families and individuals.

Comprehensive Upgrade of Digital and Intelligent Services

Fubon Life is enhancing its services through technology by launching the new Fubon Life App, which integrates policy inquiries, claims, modifications, and notification functions, allowing customers to manage their insurance information in a single platform. In addition, an intelligent underwriting assistant has been introduced, utilizing AI to automatically summarize medical data, significantly reducing underwriting processing time and improving accuracy. Coupled with a voice-and-text customer service chatbot, policyholders can complete inquiries and service applications through natural conversation, creating a fast, transparent, and user-friendly digital service experience.

Harnessing Positive Power to Fulfill Corporate Social Responsibility

Fubon Life upholds the principle of insurance as a stabilizing force in society, continuously enhancing its sustainable practices and social responsibility initiatives. In response to the rapidly evolving tactics of fraud, Fubon Life has partnered with the Criminal Investigation Bureau, the Taichung Branch of the Taiwan High Prosecutors Office, and the Taichung City Government to establish an anti-fraud MOU, thereby strengthening the collaborative network for fraud prevention. In addition, Fubon Life is committed to promoting sports equity and creating an inclusive and diverse sporting environment. The company is also dedicated to river conservation, having advanced a river waste investigation project across six significant river basins in Taiwan. Furthermore, Fubon Life continues to invest in care for rural and disadvantaged communities, as well as in social empowerment initiatives.

Financial Highlights

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Message From The Chairman

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Foundation

Fubon's Three Principles

Taipei Fubon Bank

In 2025, Taipei Fubon Bank demonstrated resilience amid uncertainty, continually enhancing its business operations and services while implementing fair treatment of customers, friendly financial services, and sustainable finance. The Bank has repeatedly been ranked in the top 25% of banks in the "Assessment of the Implementation of Treating Customers Fairly Principles" and the "Sustainable Finance Assessment" by Financial Supervisory Commission.

Taipei Fubon Bank is committed to fostering a friendly and inclusive financial environment. In Taiwan, its branches have established dedicated service counters for the elderly, provide "Easy-to-Read Guides for Common Financial Services" and "Anti-fraud Guidelines" tailored for the elderly, people with mental disabilities and Southeast Asian migrant workers. The Bank has also proactively joined dementia-friendly initiatives and community support networks.

To safeguard customer assets, Taipei Fubon Bank has further strengthened its anti-fraud initiatives. Following the launch of the "AI Intelligent Anti-fraud Alliance," the Bank introduced a real-time alert mechanism and the "Eagle Eye Care+" financial alert service. This service promptly notifies customers and their trusted contacts when unusual transactions occur, enabling timely intervention and improving fraud-blocking effectiveness. In addition, the Bank signed a Memorandum of Understanding (MOU) on anti-fraud cooperation with Taiwan High Prosecutors Office and its Taichung Branch, as well as the Taichung City Government, to enhance cross-agency collaboration in combating fraud.



Taipei Fubon Bank and the Taiwan High Prosecutors Office have initiated the "Suspicious Transaction Analysis Mechanism" project, which integrates judicial and financial expertise to protect the public's assets. (The third person from the right of the picture is Jerry Harn, Vice Chairman of Taipei Fubon Bank ; the second from the right is Tim Kuo, President of Taipei Fubon Bank)

Personal Banking Innovation Continues, With Digital Services Leading The Industry

Taipei Fubon Bank continues to advance its personal banking business through innovation, responding proactively to the diverse needs of customers. The Bank's credit card business has delivered outstanding performance, with the issuance volumes of the Costco co-branded card, J card, and momo co-branded card reaching approximately 3 million, 2.4 million, and 1.1 million cards respectively – maintaining leading positions in the wholesale, travel, and e-commerce segments. The Bank also launched Taiwan's first sports ecosystem-themed co-branded card, the "Fubon Guardians Braves co-branded card," integrating baseball and basketball community and creating a new sports lifestyle ecosystem.

In support of the "Asian Asset Management Center" initiative, the Bank intends to launch a flagship branch in the Asian Asset Management Center Kaohsiung Zone, offering a one-stop platform for investment and financing, family office advisory, and cross-border financial services. Together with Fubon Life, the Bank continues to assist high-net-worth clients in deploying assets effectively, with asset under management exceeding NT\$10 billion, underscoring strong growth momentum.

Meanwhile, the Bank's mobile banking app, "Fubon+," now has more than 5.3 million users and ranked second in the 2025 iOS free app download chart in Taiwan – surpassed only by ChatGPT – underscoring the essential role of the Bank's digital services in customers' daily lives.



Taipei Fubon Bank innovatively developed the "Climate Risk Management System," and was recognized with the "Asia Pacific Best Climate Risk Technology Implementation Award" by 《The Asian Banker》

Corporate Banking Accelerates Globally Expansion and Supports Corporate Low-Carbon Transition

In corporate banking, Taipei Fubon Bank remains committed to deepening its industry engagement and expanding its regional customer base. In 2025, the Bank actively expanded its overseas presence, with the official opening of the Seoul representative office. The goal for 2026 is to upgrade the Sydney representative office to a branch, as well as to establish branches in Tokyo, Japan, and GIFT City, India, underscoring the Bank's commitment to international expansion.

To strengthen risk management, the Bank developed the "Climate Risk Management System" and conducts financed emissions inventories in accordance with the Partnership for Carbon Accounting Financials (PCAF) methodology. The Bank also performs systematic credit reviews to monitor clients' ESG performance and carbon-reduction progress, providing guidance on ESG strategies and sustainable transformation solutions, thereby supporting clients in their transition toward net-zero emissions. In 2025, Taipei Fubon Bank received multiple international awards, including being named "Taiwan's Best Bank for ESG" by 《Euromoney》 for four consecutive years, further reaffirming its leadership in sustainable finance.

Fubon Bank (China)

In 2025, Fubon Bank (China)'s deposit and loan scale continued to grow steadily, with operating income and net profit reaching new highs since the bank's establishment, while asset quality remained stable. During the year, the bank successfully issued RMB 1 billion of tier 2 capital bonds to enhance its capital replenishment capacity. The bank received a "stable" outlook from Moody's and Standard & Poor's, as well as an AAA rating from China Chengxin International Credit Rating (CCXI). The corporate banking, retail banking, and financial markets businesses developed in a balanced manner, forming a diversified business framework.



Fubon Bank (China) has established a strategic partnership with The Association of Taiwan Investment Enterprises on the Mainland. President Chen Feng (second from the right) attended the signing ceremony.

Serving "Two Origins" and Fostering Innovation to Reinforce the Core of Financial Services

Focusing on the financial service needs of Taiwan-funded enterprises and Taiwanese compatriots, the bank continues to deepen collaboration with its parent bank in Taiwan to achieve seamless cross-strait credit approval and cross-border services. It actively promotes the facilitation of financial services for Taiwanese compatriots, upgrading cross-border offerings by enabling a fully online process for personal foreign exchange purchases and settlements. The Bank has also launched digital RMB(e-CNY)pilot initiatives tailored to the payment needs of Taiwanese compatriots.

The bank has optimized its institutional layout and received approval to establish a branch in Hangzhou. It upgraded its retail and wealth management businesses, accelerating retail expansion by acquiring a portion of the retail businesses of Citibank (China) and UOB(China), while enhancing the integration and optimization of the existing products and processes to broaden its customer base. The bank launched Mastercard, and break through milestones in the number of credit cards issued, and obtained approval to distribute publicly offered securities investment funds. In terms of the corporate banking business, the bank focused on China's modern industrial system and captured the financing needs of enterprises expanding overseas, implementing integrated solutions combining cross-border loans and currency swaps combinations. The financial markets and investment banking division further strengthened its participation and influence.



Fubon Bank (China) has participated in the 2025 China International Fair for Trade in Services in Beijing.

Deepening Technological Empowerment to Drive the Transformation of Banking Services

Driven by digital-intelligence empowerment, the bank has implemented a digital-intelligent risk management framework to achieve end-to-end intelligent risk control, thereby strengthening its comprehensive risk management capabilities and reinforcing the foundation for prudent operations. It has enhanced data governance and improved its customer segmentation system to support more precision marketing. The bank also innovatively launched the "Fortune Steward" cross-border express remittance product, enabling rapid fund transfers to meet customers' cross-border remittance needs.

Explore Green Finance Development Pathways and Practice Corporate Social Responsibility.

Focusing on the green industry ecosystem, the bank achieved a record high in green loan issuance. It continued to innovate its green product offerings by implementing diversified solutions such as green syndication loans, ESG-linked loans, and carbon-reduction loans. In low-carbon operations, the bank actively responded to the Science Based Targets initiative (SBTi) by reducing carbon emissions from operational electricity consumption. In public welfare initiatives, the bank leveraged its charitable foundation platform to support educational development, promote rural revitalization and care for disadvantaged communities.

Fubon Securities

Fubon Securities achieved another milestone in its 2025 profitability performance, with annual net income surpassing the NT\$10 billion mark for the second consecutive year. This result once again set a new record since the company's founding in 1988, with earnings per share (EPS) reaching NT\$6.51, solidifying its position as the industry leader among all securities firms. Amidst a volatile market environment, the company continued to deepen its core business operations. Its primary business segments maintained top three market rankings: Taiwan bond underwriting market share surged to number one, while margin financing, securities lending, and Emerging Stock market share all held steady at number two. Brokerage market share remained at number three, demonstrating steady growth momentum.



Fubon Securities has been recognized with two awards at the "2025 Wealth Magazine Financial Award" for its robust strategies and innovative capabilities. Chairman Leo Cheng (center) poses for a group photo with the team.

Deepening Sustainable Governance, Focusing on Smart Innovation

Fubon Securities has adopted "decarbonization, digitalization, empowerment, and connection" as its strategic pillars, continuously strengthening corporate governance and social impact. In 2025, the company received the Executive Yuan's "National Sustainable Development Award", the highest national honor for sustainability. It also won the "Outstanding ESG Sustainability Award" at the Golden Goblet Award—widely regarded as the "Oscars of the securities industry"—for consecutive years. In addition, it was honored with the Wealth Financial Award's "Sustainable Finance Award (Non-Financial Holding Category – Gold Award)" for the second year in a row and the achievements in sustainable management have received significant recognition.

In terms of digital innovation, the company officially launched its smart wealth management app "Fubon AI PRO" in November 2025. Featuring nine key functionalities, it empowers investors to grasp market trends through more intuitive and personalized approaches, elevating the investment service experience. Its promotional short video garnered over 2.4 million views on YouTube within a month of release, demonstrating significant market interest. Leveraging a foundation of 47 innovation patents, the company has garnered numerous awards in digital finance. These include the Financial Supervisory Commission's "Financial Education Contribution Award-Best Innovation Gold Award," the Wealth Magazine Financial Award's "Smart Innovation Application Award - Excellence Award," as well as the Commercial Times Digital Financial Award's "Digital Inclusion Gold Award" and "Digital Innovation Excellence Award." These honors underscore the company's innovative achievements and service value.



Fubon Securities was ranked in the top 25% of securities firms in the "Sustainable Finance Evaluation" organized by the Financial Supervisory Commission. President Michael Kuo (right) accepted the award on behalf of the company.

Dual Engines of Underwriting and Market Making to Expand Capital Market Influence

Fubon Securities continues to deepen its presence in the capital market. In 2025, it successfully underwrote the IPO of Heron Neutron Medical Corp. and led the largest unsecured convertible corporate bond issuance in Taiwan for PCB leader Gold Circuit Electronics Ltd. Its underwriting expertise has been widely recognized, earning the Taiwan Stock Exchange's "Second Place in IPO Market Capitalization" and the Taipei Exchange's "Second Place in Listing Guidance Performance Award." Simultaneously, the company actively expanded into ETF market-making operations. Leveraging its high coverage rate and exceptional trading efficiency, it received the "Best ETF Market Maker in Taiwan" award from the internationally renowned financial media outlet, "The Asset". These achievements highlight its significant influence in enhancing market liquidity and the development of the capital market.

Fubon Insurance

In 2025, Fubon Insurance continued to demonstrate exceptional strength and maintained its position as a leader in the non-life insurance market through professional expertise and prudent management. Total gross written premiums reached NT\$67.67 billion, representing annual growth of 5% and a market share of 23.7%. Fubon Insurance has consistently received recognition from both domestic and international authorities, winning seven awards at the 11th Taiwan Insurance Excellent Performance Awards, eight honors at the Faith, Hope & Love Awards of Insurance 2025, and the prestigious special award of "Best Insurance Company of the Year." Furthermore, Fubon Insurance was the only non-life insurance company to receive The Asset's "Best Initiative in Social Responsibility Award," as well as International Finance Magazine's "Best Insurance Company - Taiwan 2025" and "Best Green Initiative - Taiwan 2025," highlighting its brand leadership and commitment to sustainability.



Fubon Insurance won seven major awards at the 11th Taiwan Insurance Excellence Awards 2025.

AI-Driven Innovation Services, Fostering Inclusive Collaboration and Trust

Adhering to the principle of "customer-centricity," Fubon Insurance became the first in the industry to launch a pioneering AI facial recognition service, "FacePass Express," which received trial approval from the Financial Supervisory Commission (FSC), thereby ushering in a new paradigm for insurance services. Simultaneously, the integration of AI-assisted automated assessments enhanced digital claims efficiency by significantly reducing the processing time for compulsory automobile liability insurance claims, delivering a more efficient and customer-friendly service experience. By the end of 2025, Fubon Insurance had accumulated 56 patents, the highest number among non-life insurance companies, demonstrating its robust technological capabilities and strong momentum in innovation.

Fubon Insurance is committed to creating a diverse and inclusive service environment, actively supporting the government's dementia-friendly policy by transforming all branch offices into dementia-friendly organizations. In addition, Fubon Insurance provides senior-friendly services, including a dedicated Taiwanese-language hotline, Braille-accessible guides at service counters, sign language assistance, and multilingual translation services, to ensure accessibility for all customers. At the same time, Fubon Insurance promotes anti-fraud awareness to enhance consumer financial security and continues to foster a culture of treating customers fairly. As a result, Fubon Insurance has consistently ranked among the top 25% in the "Assessment of the Implementation of Treating Customers Fairly (TCF) Principles in the insurance industry" conducted by the FSC, demonstrating its strong commitment to corporate responsibility and trust.



Committed to providing diverse and customer-friendly financial services, Fubon Insurance has been consistently ranked among the top 25% in the Assessment of the Implementation of Treating Customer Fairly(TCF) Principles.

Deepening Foundations in Taiwan, Strategizing Presence Across Asia

Based in Taiwan, Fubon Insurance is steadily expanding its footprint across Asia. Its extensive overseas network comprises Fubon Property and Casualty Insurance, Fubon Insurance Vietnam, Fubon Insurance brokers in Thailand and the Philippines, and representative offices in Beijing, Malaysia, and Indonesia, as well as Fubon Reinsurance Labuan. Upholding its commitment to professional service, Fubon Insurance provides comprehensive protection for both Taiwanese businesses and local clientele, thereby further leading the non-life insurance industry toward internationalization.

FUBON BANK (HONG KONG)

The rapid development of financial technology has brought new opportunities and challenges to the financial industry. Fubon Bank (Hong Kong) has proactively embraced digitalization, optimizing core business processes and enhancing customer experience, thereby achieving significant progress.



Fubon Bank (Hong Kong) has been awarded the "HKIB Talent Development Award (Category I)" by The Hong Kong Institute of Bankers for four consecutive sessions.



Fubon Bank (Hong Kong) was honoured with the "Top Investment House" and "Most Astute Investor" awards by The Asset.

Charting a New Digital Course: Fubon Bank's Growth and Breakthroughs

As at 31 December 2025, the Bank recorded a net profit of HKD 1,376 million, reflecting a year-on-year increase of 52%. In addition to achieving record-high profits, the Bank also reached a significant milestone with S&P Global Ratings upgrading its long-term issuer credit rating to "A-", a recognition of its resilient capital structure and the steady growth of its retail deposit business.

Business Innovation and Future Outlook

Fubon Bank (Hong Kong) has made substantial progress in business development during the year, including the enhancement of Fubon+ mobile banking, streamlining of its credit approval process for small and medium-enterprise ("SME") loans, and the launch of its first virtual credit card — the iN VISA Platinum Card. As demand for wealth management and investment products continues to increase, the Bank has intensified its focus on high-net-worth clients, expanded its treasury product portfolio, and reinforced its investment advisory services to capture the growing potential in the wealth management market. In 2025, the Bank introduced its original "The Otters Family" collectible blind box series, adopting a creative and engaging approach to elevate brand awareness and project a youthful, vibrant brand image.

In 2025, the Bank established an AI agent infrastructure to accelerate digital transformation. Concurrently, it continues to enhance its talent development strategy, cultivating a high-performance culture through continuous training and hands-on practice, thereby elevating employees' AI proficiency and fostering organizational efficiency and innovation.

The Bank remains focused on key sectors such as energy transition, logistics, digitalization, and the silver economy, where large corporate and syndicated loans continue to serve as growth drivers. It will also proactively pursue financing opportunities in the Australian, Middle Eastern and ASEAN markets. It is also committed to supporting SMEs in expanding their operations and plans to launch a corporate mobile banking app in the first half of 2026.

Furthermore, Fubon Bank (Hong Kong) has received approval to set up a branch in Shenzhen, signaling a new stage in its strategy to deepen its presence in the Greater Bay Area. Moving forward, the Bank will continue to expand its business scale, advance the adoption of innovative technologies, and refine its talent strategy to support long-term sustainable development and provide superior financial services to its clients.

Fubon Asset Management

In recent years, Fubon Asset Management has closely aligned with the overall strategy of the Fubon Financial Holdings, actively pursuing sustainable development and diversifying its asset management portfolio. The company has continuously deepened its commitment to sustainable investment principles and, through prudent investment strategies and outstanding performance, has repeatedly earned recognition through domestic and international professional awards. As the team continues to expand its business footprint, Fubon Asset Management has progressively built an internationally competitive asset management platform.



Fubon Asset Management launched 00982D and 00983D, the first active bond ETFs listed on the Taiwan Stock Exchange.

In 2025, the Total Assets Under Management have Reached an Impressive Threshold Of NT\$1 Trillion

Driven by robust global stock market performance and the AI investment boom, Fubon Asset Management's total assets under management surpassed the NT\$1 trillion mark for the first time in 2025, reaching NT\$1.13 trillion. This represents an impressive annual growth rate of 39%, with the total number of beneficiaries exceeding 1.8 million, reflecting a year-on-year increase of 29%. This demonstrates the company's significant growth momentum within the market.

In terms of the ETF business, 2025 marked a pivotal year for market capitalization ETFs. Fubon Asset Management has long been committed to the development of market capitalization ETFs, with products covering the Taiwan, Mainland China, Japan, U.S., Europe, India, and Vietnam markets, thereby establishing its position as a "market capitalization ETF specialist." Among these products, the Fubon Taiwan 50 ETF (006208) surpassed 700,000 beneficiaries, representing an annual increase of more than 70,000. It ranks as the fifth-largest domestic fund by number of beneficiaries and the second-largest market capitalization ETF in Taiwan, demonstrating strong market recognition and investor preference.



Fubon Asset Management won seven awards at the 2025 Taiwan Sustainable Investment Awards, receiving recognition for its commitment to sustainable finance and investment.

Continue to Commission Chung-Hua Institution for Economic Research to Conduct A Survey to Understand the Trend Of People's Wealth Management Needs

For nine consecutive years, Fubon Asset Management has commissioned the Chung-Hua Institution for Economic Research to conduct surveys on investor education and retirement planning. In 2025, the study incorporated "financial intelligence" for the first time and launched a series of educational videos to build foundational knowledge and enhance the public's financial literacy. Survey findings also reveal that ETFs have become a vital financial tool across all age groups, with usage rates significantly increasing among both younger and retired demographics. This underscores their central role in long-term and retirement asset allocation. Looking ahead, Fubon Asset Management envisions building a Greater China asset management platform. It will continue developing diverse global products while deepening its presence in government funds, pensions, and discretionary management markets. Leveraging resources from its private equity arm and overseas subsidiaries, the firm will drive diversified business growth, providing investors with comprehensive asset allocation solutions.

Fubon Sports & Entertainment

Fubon Sports & Entertainment is the only subsidiary within the Fubon Group with sports as its core business. It operates two top-tier professional teams—the Fubon Braves in basketball and the Fubon Guardians in baseball—clearly demonstrating the Group's commitment to investing in the sports industry through concrete actions and to supporting the development of sports in Taiwa



Taipei Fubon Braves legendary star Lin Chih-chieh announced at the Braves' season-opening press conference in October 2025 that he will retire after the conclusion of the 2025-26 season, marking the conclusion of a legendary career.

ALL BRAVES, ALL HEART !

In 2014, the Fubon Braves officially joined Fubon Financial Holdings and built the team's image with strong ambition and professional standards. Upholding the core spirit of "Courage never stops," they continuously seek breakthroughs and improvements. The Fubon Braves won their first championship during the 2018-19 season and demonstrated their commitment to advancing professional competitions and home-field operations. In August 2019, Fubon Braves joined the ABL Southeast Asia Professional Basketball League and partnered with the Taipei City Government as a title sponsor. Starting from the 2019-20 season, they have been competing under the name "Taipei Fubon Braves." In addition, in July 2020, they played a pivotal role in the establishment of the P.LEAGUE+ and demonstrated their commitment to advancing domestic basketball.

The Taipei Fubon Braves achieved an unprecedented three consecutive championships during the 2021, 2022, and 2023 seasons. Their home attendance has topped the league for five consecutive years and earned them the annual home field honor. Meanwhile, legendary star Lin Chih-chieh announced at the Braves' season-opening press conference in October 2025 that he will retire after the conclusion of the 2025-26 season, marking the conclusion of a legendary career.



Lee Ju-Eun has joined Fubon Angels and became the hottest topic in the Chinese Professional Baseball League.

Fubon Guardians Fightforall !

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

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

Ahead of the 2025 season, the ballpark completed a comprehensive renovation, becoming Taiwan's first professional baseball stadium to feature a hybrid field combining artificial and natural turf. The project also included the complete replacement of outfield seating and the installation of upgraded LED lighting towers, significantly enhancing the overall facility and providing fans with a more comfortable and enjoyable game-day experience.

The Fubon Guardians have created the ultimate viewing environment known as "Ultimate Home Field," which combines star players with an engaging atmosphere for fans. In 2025, they have invited the Korean cheerleader "AI Goddess" Lee Ju-Eun to join the Fubon Angels, making her the first fully managed artist under FUBON SPORTS & ENTERTAINMENT. The Taipei Dome theme day has featured performances from renowned Korean groups such as QWER, FT Island, and SUPER JUNIOR - L.S.S. This season, the total attendance at home games has exceeded 600,000, with an average attendance surpassing 10,000 for the first time, setting a new historical record. The growth rate of home game attendance stands at 45.79%, the highest among the six teams, as we strive to create a baseball experience that the Guardians fans and families can truly take pride in.

Committed to Sustainability to Achieve the Common Good

Connecting Positive Energy Across Society

Fubon Financial Holdings serves as a social catalyst by establishing a comprehensive philanthropic platform through its six major foundations. Upholding the brand spirit of "Be Positive All Possible," the company embodies the principle of "taken from the community, giving back to society," and continues to enhance its positive impact.

Beyond actively engaging in social welfare initiatives, supporting vulnerable groups, and championing diverse educational and cultural causes, the company is committed to making art accessible to all, with "making art a public value" as our core mission. Simultaneously, the company integrates resources across its subsidiaries to fulfill our commitments to philanthropy, culture, and sustainability, striving to create common good for society and the environment.



Using art as a medium to connect time and the human narrative, the Fubon Art Museum fosters profound dialogues on eternity and existence through world class exhibitions and collections.
(Homme qui marche I)

Fubon Life Art Museum Foundation | Fubon Art Foundation
Fubon Charity Foundation | Fubon Cultural & Educational Foundation
Taipei Fubon Bank Charity Foundation | Shanghai Fubon Charity Foundation

Fubon Charity Foundation

Founded in 1988, Fubon Charity Foundation is the first unit of the Fubon Group to devote itself to public welfare undertakings with the aim to support disadvantaged groups. In 2025, the foundation continued to deepen its effort in rural education, emergency relief, and social welfare to establish a warm safety net for disadvantaged groups.

In the area of “Caring for Rural Communities,” the core initiative “Making Friends with Love” raised over NT\$125 million, supporting stable schooling for more than 200,000 student beneficiaries. The foundation also supported rural schools and tutoring institutions by providing after-school care and sports empowerment programs for over 41,000 students. To safeguard children's health, the “Nutrition Support” program has delivered nutritional supplements to more than 100,000 students. In addition, the “Give a Wish, Build a Future” campaign has fulfilled the wishes of a total of 8,103 students and made up the gap in school supplies and living expenses.

As part of its “Emergency Relief” efforts, the foundation partnered with Fubon Life and Fubon Insurance to promote microinsurance programs, providing protection



The “2025 Dynamic Hope Charity Baseball Camp” kicked off with great enthusiasm, led by Fubon Guardians star Chang Yu-Cheng as the camp leader. He was joined by six fellow players who took the field to deliver hands-on coaching and real-game instruction.

for economically disadvantaged individuals. In response to disaster relief efforts in Hualien, the foundation contributed essential supplies to assist in rebuilding educational and living environments. In addition, the foundation allocated funds for emergency support for individuals, medical fund accounts, education funds for survivors of deadly earthquakes in 2016 and the Genesis Social Welfare Foundation's “Han Shi Chi Bao 30” campaign. These social welfare donation projects collectively benefited over 140,000 beneficiaries.

Regarding “Social Welfare,” the foundation collaborated with Taipei Fubon Bank to execute the “Exchanging Points for Love” project, with all funds raised supporting seven social welfare organizations. The foundation has held blood donation activities across Taiwan, collecting nearly 5,000 bags of blood. The 2025 “Fubon Social Welfare Ambassador” program subsidized 146 social welfare organizations. The foundation also partnered with the Chung-Hsin Food Bank to help to address nutritional shortages in vulnerable households. Furthermore, the “Love Recycling” campaign in collaboration with momo.Com Inc., and the “Angel Cup Tee-Ball Training Program & Tournament” embodied the principles of resource conservation and sports equity.



Cheng Chi-Nan, Director of the Fubon Charity Foundation (second from the left), visited the homes of beneficiaries with distinguished guests to deliver gifts.

Fubon Cultural & Educational Foundation

The Fubon Cultural & Educational Foundation focuses on empowering children and youth and advancing media literacy. By aligning its initiatives with the core competencies of the enterprise, the foundation promotes financial literacy education and collaborates with social enterprises to echo the sustainable development goals(SDGs).

Through exhibitions, media workshops, holiday camps, youth film juries, and photography festival docent training, “YoungVoice Program” has reached 5,914 young people. In 2025, marking the 20th anniversary of the “YoungVoice.tw” the initiative transitioned into an educational resource platform, integrating accumulated knowledge and courses into an open-

access database that supports educators in resource discovery, adaptation, and reuse, while strengthening future collaborative networks.

In the area of children's media education, the foundation presented the “WhooGuPo” immersive play experience at the National Taiwan Science Education Center, attracting 35,000 parents and children to participate together. Over the past five years, the “momo mini Family Theater” has curated high-quality children's films and delivered year-round touring screenings across social education venues and media platforms. The program was also invited to host open-air cinema events for the Ministry of Environment's “World Environment Day” and Taipei

City's “Children's Month.” Through these initiatives, “momo mini Family Theater” has become a familiar and trusted presence among family audiences, further strengthening the integration of visual literacy education and family togetherness. In parallel, through the “momo mini Incubation Program,” the foundation continues to invest in advocacy for original children's programming as well as talent development initiatives, with the goal of opening broader media horizons for children and youth in Taiwan.

The foundation also collaborates with internal and external group resources. Building on its original themes of saving, spending income, investment, and sustainability, the “Fubon ,



The Fubon Cultural & Educational Foundation launched the original children's content initiative “WhooGuPo” to encourage self-expression, active listening, and dialogue.

Fubon Life Art Museum Foundation & Fubon Art Foundation

The Fubon Life Art Museum Foundation is dedicated to the core mission of “transforming art into a public value,” providing long-term support for the professional operations and international development of art museums. The museum is built upon three main pillars: international curation, collection research, and public education, aiming to create a cultural space that embodies global perspectives, academic depth, and social impact. Through art, it connects the city with the world, ensuring that audiences from different generations can access knowledge, experiences, and avenues for reflection within the museum, all under principles of approachability, comprehensibility, and participation.

Since its opening in 2024, Fubon Art Museum has established a clear path of international collaboration to build a stable connection between Taiwan and the global art ecosystem. Beginning with its partnership with the Los Angeles County Museum of Art (LACMA) to present the Exhibition of Rodin's Works, followed by a joint presentation of Van Gogh with the Kröller-Müller Museum, the museum has continued to introduce pivotal artistic dialogues. It has showcased the significant creative practice of Japanese contemporary artist Susumu Shingu and collaborated with the Mori Art Museum to present the Louise Bourgeois Exhibition, highlighting influential trajectories in modern and contemporary art. The

Financial Literacy Online Learning School” has expanded its curriculum to include topics such as fraud prevention, responsible borrowing, and cryptocurrency, offering a total of 65 online courses. Combined with school outreach programs, these initiatives have benefited more than 8,000 teachers and students through both online and in-person learning. Meanwhile, “Fubon EDU” connects social enterprises and nonprofit organizations around shared social and environmental issues, encouraging employees to learn together with family members and friends. By extending learning from the workplace into the home, the initiative amplifies educational impact and fosters greater awareness of cultural and environmental sustainability.



Leveraging the online resources of “Financial Literacy Online Learning School”, the foundation conducted 70 physical lectures at elementary schools, engaging students face to face and inspiring their initial understanding of financial literacy .

ensuring that first-time visitors, as well as audiences of different backgrounds and age groups, can enter the artworks through a clear interpretive framework—ultimately fostering habits of return visits and long-term cultural participation.

As one of Taiwan's few corporate private museums capable of consistently curating high-caliber international exhibitions while simultaneously establishing an educational system, we have fostered a mutually reinforcing long-term dynamic



At the opening of the 'Louise Bourgeois' exhibition, representatives from the Mori Art Museum and the Easton Foundation joined Fubon Art Museum Director Maggie Ueng for a group photo in front of the iconic work 'Crouching Spider', showcasing the results of their international curatorial collaboration.

Taipei Fubon Bank Charity Foundation

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. The foundation operates under the guiding principle of "giving back to society what one reaps from it," with the objective of enhancing the common good within the society.

In response to the growing proportion of the elderly population in recent years, the ongoing "Fubon Jiazi Cup" event promotes the physical and mental well-being of seniors. It now features competitions in table tennis, Go, croquet, and other activities. Around the Double Ninth Festival each year, the "Fubon Elderly Lohas Train Program" organizes outdoor leisure activities to encourage the elderly to step outside their homes and enhance social interaction. For the elderly in care facilities, the "Fubon Senior Companion Program with Music" uses music and handheld instruments to enhance the vitality of their life. In addition, to assist family caregivers, the "Fubon Family Caregiver Breather Journey" collaborates with local government and support groups to help caregivers relieve stress, foster personal growth and bolster their caregiving capacity.

among global collaboration, academic curation, and public education. This approach not only broadens the artistic horizons of Taiwanese audiences but also injects robust and forward-thinking cultural value into both corporate and societal spheres. Moving forward, the museum will continue to use art as a bridge connecting the world and enriching cities, while deepening public impact through education to fulfill its commitment to cultural sustainability.



'Haifeng train' transforms into a mobile art classroom that integrates art, theater, and creative practice, guiding parents and children to experience light and shadow within shifting landscapes and deepening their artistic perception and creative engagement.

In response to shifts in social structures and workplace dynamics, the "Fubon Artistic Achievement Awards for the Disabled" has been held for 12 sessions to encourage individuals with disabilities to showcase their artistic talents. The program has selected numerous promising creative and performing talents to form the Fubon "All-Love Orchestra" to provide ongoing support for their artistic development and expression. Over the years, the orchestra has delivered nearly 300 charity concerts and earned widespread acclaim and recognition. Moreover, we have long collaborated with organizations such as homes for the disabled and schools for the visually impaired, participating in cooperative programs and camps to support the diverse career development of disadvantaged individuals with disabilities.

In 2026, we will continue to promote related public welfare activities, expand the scale of the Fubon Jiazi Cup croquet tournament, organize the Jiazi Cup singing competition and host a concert featuring the winners of the Fubon Artistic Achievement Awards for the Disabled. These activities aim to foster a spirit of social philanthropy and spread positive energy.



The "Fubon Jiazi Cup" croquet tournament kicked off with great energy for the first time and attracted enthusiastic participation from numerous seniors who showcased their competitive spirit and sportsmanship.

Shanghai Fubon Charity Foundation

In 2025, Shanghai Fubon Charity Foundation carried out various public welfare projects around "gathering strength and achieving the future" and united social forces to advocate volunteers to actively participate in social welfare and enthusiastic charity activities.

In the area of elderly care, the foundation carried out elderly care initiatives by providing support to 920 low-income elderly women across multiple communities in Shanghai and Suzhou and organized visits and care activities during the Chung Yeung Festival.

In the area of educational support, the foundation continued to consolidate the achievements of poverty alleviation by donating computer equipment to No. 3 Middle School of Chayouzhong Banner in Ulanqab, Inner Mongolia. At Fubon Primary School in Shuimo Town, Ludian County, Zhaotong City, Yunnan Province, the foundation funded repairs to the top floor of the Fubon Building and its electrical facilities and donated table tennis equipment. The foundation further



Charity Donation Ceremony for Educational Support Held at Suzhou Dongran Primary School



At the "12 sessions of the Fubon Artistic Achievement Awards for the Disabled," the Chief Judge took a photo with the winners of the singing group.

strengthened its higher-education initiatives by providing financial assistance through tuition support, scholarships, and grants, utilizing a hybrid model that integrates online and offline resources to benefit students in finance and education disciplines at East China Normal University, Shanghai Lixin University of Accounting and Finance, Heilongjiang Suihua University, as well as through the Jiaxue Internet Information Platform. Besides, the foundation has a new collaboration on the "Micro Wish" project with East China Jiaotong University. The foundation also continued to support student cafeterias to help address meal-access difficulties for economically disadvantaged students at Heilongjiang International Studies University and East China Normal University. In Shanghai, Tianjin, Chongqing, Qinghai, Jiangsu, Sichuan and Guangzhou, the foundation donated reading rooms, multimedia classrooms, and learning supplies. The "Care for Migrant Children" project has collaborated with the banking sector to promote anti-fraud awareness through themed events, resulting 51 activities focused on daily operations, childcare, and volunteer support at children's centers to help children enhance their awareness of financial fraud prevention.



Shanghai Fubon Charity Foundation support geography classroom completed at Ninghe Middle School in Hezheng County, Gansu Province

Financial Highlights

Awards & Achievements

Message From The
Chairman

Fubon Life

Taipei Fubon Bank

Fubon Bank (China)

Fubon Securities

Fubon Insurance

Fubon Bank
(Hong Kong)

Fubon Asset
Management

Fubon Sports &
Entertainment

Foundation

Fubon's Three Principles



Wan-Tsai Tsai

Founder and Former Chairman
Fubon Group

誠勤謙 信儉和

Integrity, Diligence and Modesty

The Origin Of The Group

In 1961, Taiwan's first privately owned property and casualty insurance company was officially established, marking the beginning of a new chapter in the development of the Fubon Group. For more than six decades, the Fubon Group has been deeply rooted in Taiwan and has grown into the most comprehensive and diversified financial group in the country. Its subsidiaries maintain leading market positions, and the group's operations have diversified into sectors including real estate, telecommunications and media, cable television, e-commerce, cultural and creative industries, and public welfare. According to the 2025 version of the Taiwan Large Group Enterprise Research released by the CRIF, Fubon Group has secured its position as the largest group in Taiwan for the fifth consecutive year.

In 1985, Mr. Wan-Tsai Tsai, the former chairman of Fubon Group, articulated three principles—integrity, diligence and modesty for every Fubon colleague to live by. He defined integrity as the foundation for one's conduct, diligence as the foundation for career success, and modesty as the foundation of self-cultivation and dealing with people, and encouraged every Fubon colleague to put these principles into action on the job. The three principles of Fubon serve as the foundation for its corporate culture and development.

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

Looking ahead, Fubon will continue to uphold the spirit of the three principles and work hard for environmental and social common prosperity and the common good. Concurrently, the company will implement its four core values of "integrity, sincerity, professionalism, and innovation," which serve as the foundation for sustainable development. With the brand concept of "Be positive All possible," Fubon aims to actively leverage its influence in both financial and non-financial aspects to steadily move towards the vision of becoming "one of Asia's first-class financial institutions".

Board of Directors

Chairman

Richard M. Tsai
Fubon Financial Holdings

Vice Chairman

Ming-Chung Tseng
Fubon Financial Holdings

Director

Daniel M. Tsai
Chairman
Fubon Bank (Hong Kong)

Independent Directors

Shin-Min Chen
Honorary Chair Professor
Fu Jen Catholic University

Shu-Hsing Li

Dean of School of Management, Chang-gung University

Li-Chuan Wang

Independent Director, Taipei Fubon Bank

Paulus Siu-Hung Mok

Standing and Independent Director, Taipei Fubon Bank

Barry Chen

Taiwan VMware Information Technology LLC. / General Manager, Hong Kong & Taiwan, Broadcom Software

Kuang Shih Yeh

Chair Professor, Chung Hua University

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Taipei City Government

Tang-Kai Lien

Commissioner
Department of Legal Affairs
Taipei City Government

Wen-Shu Su

Commissioner
Department of Budget,
Accounting and Statistics
Taipei City Government

Jerry Harn

President, Fubon Financial Holdings

Howard Lin

Chairman
Fubon Life

Chris Tsai

Vice Chairman
Fubon Life

Basic Information of the Subsidiary

Fubon Financial Holding Co., Ltd.

Founded in: Dec. 2001
Chairman: Richard M. Tsai
Vice Chairman: Ming Chung Tseng
President: Jerry Harn
Capital: NT\$156.074 Billion
15-16F No 179 Liaoning St Taipei Taiwan
Tel: (8862) 6636-6636
Fax: (8862) 6636-0111
www.fubon.com

Fubon Life Insurance Co., Ltd.

Founded in: Jul. 1987
Chairman: Howard Lin
Vice Chairman: Chris Tsai
President: Shr-lue Chen
Capital: NT\$118.42 Billion
8F, No77, Songgao Road Taipei Taiwan
Tel: (8862) 8771-6699
Fax: (8862) 8809-8889
www.fubon.com

* Aetna Life Insurance Company of America, Taiwan Branch was established in 1987 and then bought by ING Group in 2000 and renamed ING Life Taiwan. The branch became an ING Life subsidiary in 2006, which was later bought by the Fubon Group. Fubon Life was launched in 1993. The two insurers formally merged in 2009.

Taipei Fubon Commercial Bank Co., Ltd.

Founded in: Apr. 1969
Chairman: Richard M. Tsai
Vice Chairman: Jerry Harn
President: Tim Kuo
Capital: NT\$157.59 Billion
169 Section 4 Ren Ai Road Taipei Taiwan
Tel: (8862) 2771-6699
Fax: (8862) 6638-3812
www.fubon.com

Fubon Bank (Hong Kong) Limited

Founded in: Jan. 1970
Chairman: Daniel M. Tsai
Chief Executive Officer: Simon Chung
Capital: HK\$4.83 Billion
38 Des Voeux Road Central Hong Kong
Tel: (852) 2842-6222
Fax: (852) 2810-1483
www.fubonbank.com.hk

Fubon Bank (China) Co., Ltd.

Founded in: Mar. 1997
Chairman: Lixin Ma
President: Feng Chen
Capital: RMB 2.45 Billion
Room101, 18F,19F and 20F,Tower A,
1168 Century Avenue China (Shanghai)
Pilot Free Trade Zone
Tel: (8621) 2061-9888
Fax: (8621) 5840-9900
www.fubonchina.com

Fubon Insurance Co., Ltd.

Founded in: Apr. 1961
Chairman: Kevin Hsu
President: Richard Lai
Capital: NT\$3 Billion
7-14F 179 Liaoning St Taipei Taiwan
Tel: (8862) 6636-7890
Fax: (8862) 2325-4723
www.fubon.com

Fubon Securities Co., Ltd.

Founded in: Jul. 1988
Chairman: Leo Cheng
President: Michael Kuo
Capital: NT\$16.259 Billion
3-4F, 169 Section 4 Ren Ai Road Taipei Taiwan
Tel: (8862) 8771-6888
Fax: (8862) 2700-6656
www.fubon.com

Fubon Securities Investment Services Co., Ltd.

Founded in: May 1987
Chairman: Edward Chen
President: Jeff Chen
Capital: NT\$90 Million
10F 108 Section 1 Dunhua S Road Taipei Taiwan
Tel: (8862) 2781-5995
Fax: (8862) 2773-5601
www.fubon.com

Fubon Futures Co., Ltd.

Founded in: May 1998
Chairman: Jui-Chueh Chen
President: Pi-Kun Chen
Capital: NT\$2.6 Billion
3F 9 Xiangyang Road Taipei Taiwan
Tel: (8862) 2388-2626
Fax: (8862) 2370-1112
www.fubon.com

Fubon Asset Management Co., Ltd.

Founded in: Sep. 1992
Chairman: Alex Huang
President: Allen Lu
Capital: NT\$2.7 Billion
108 Section 1 Dunhua S Road Taipei Taiwan
Tel: (8862) 8771-6688
Fax: (8862) 8771-6788
www.fubon.com

Fubon Insurance Agency Co., Ltd.

Founded in: Apr. 2003
Chairman: Ming-Chung Tseng
President: Bruce Hsieh
Capital:NT\$111 Million
17F 9 Xiangyang Road Taipei Taiwan
Tel: (8862) 2370-5199
Fax: (8862) 2370-7624
www.fubon.com

Fubon Financial Holding Venture Capital Co., Ltd.

Founded in: Oct. 2003
Chairman: Daniel M. Tsai
President: Lyndon T. Lin
Capital: NT\$12.62 Billion
10F 77 Songgao Road Taipei Taiwan
Tel: (8862) 6606-9088
Fax: (8862) 8771-4697
www.fubon.com

Fubon Sports & Entertainment Co., Ltd.

Founded in: Sep. 2007
Chairman: Daniel M. Tsai
President: Joyce Chen
Capital:NT\$102.3 Million
10F 108 Section 1 Dunhua S Road Taipei Taiwan
Tel: (8862) 6606-9088
Fax: (8862) 6600-5506

* Taiwan Mobile Basketball was founded in September 2007 and renamed Fubon Sports & Entertainment in September 2014.

Fubon Stadium Co., Ltd.

Founded in: Aug. 2017
Chairman: Joyce Chen
President: Joyce Chen
Capital: NT\$58 Million
2F 19 Ln 39 Bashih 1st St Tamsui Dist New Taipei City Taiwan
Tel: (8862) 6635-0886
Fax: (8862) 6635-7520

Fubon Green Power Co., Ltd.

Founded in: Nov. 2023
Chairman: Jamie Lin
President: Carey Lin
Capital: NT\$4.001 Billion
14F 105 Section 2 Dunhua S Road Taipei Taiwan
Tel : (8862)6626-1988
Fax : (8862)6626-1986
www.fubon.com

Fubon AMC, Ltd.

Founded in: Aug. 2004
Chairman: Tim Kuo
President: Robertson Chen
Capital: NT\$2.2 Billion
4F 50 Section 2 Zhongshan N Road Taipei Taiwan
Tel: (8862) 6618-0588
Fax: (8862) 6608-0166

