

# ESG *TABC 2021* Report



Environmental  
Social  
Governance

## TABC's SUSTAINABILITY Performance HIGHLIGHTS in 2021



### Environment

- Replaced old air conditioners and lamps with energy-saving air conditioners and LED lamps, which saved 7,840 kWh of electricity, equivalent to 3,936 kg CO<sub>2</sub> in carbon emissions.
- Installed wireless projection systems in all our 14 locations of operations, which substantially reduced paper consumption.
- Launched the mobile insurance purchase platform, which saved 21,135 sheets of paper cumulatively, equivalent to 380 kg CO<sub>2</sub> in carbon emissions.
- Implemented remote working and staggered working hours due to the COVID-19 outbreak, as well as water conservation measures, which led to a 43.8% reduction in water consumption compared to the previous year.



### Social

- Females accounted for 66.67% of vice presidents of sales at TABC
- Recruited 4 new office staff members, representing a new recruit rate of 6.78%
- Launched the new era of mobile office with the completion of Tainan Workplace 2.0
- Conducted 150.5 hours of courses on the Taiming Digital Academy platform in total, which were completed by 29,573 participants
- Full-time office staff attended 17.2 hours of training on average, with each receiving NT\$4,000 in education and training subsidy
- Achieved a 100% employee performance review rate
- Contributed a cumulative total of NT\$800,000 to social engagement



### Governance

- Ranked among the top 20% of listed companies in the 8th Corporate Governance Evaluation
- Established the Corporate Sustainability Committee
- Independent directors accounted for 50% of TABC's Board of Directors
- Conducted corruption risk assessments on 100% of TABC's locations of operations
- Reported 0 corruption case
- Passed the review of TABC's self-developed digital learning platform upon completion of the a six-hour legal compliance course
- Passed the ISO 27001 Information Security Management Systems (ISMS) certification process
- Reported 0 case of customer privacy breach

- Won the bronze medal for the Corporate Sustainability Report Award in the finance and insurance category during the 2021 Taiwan Corporate Sustainability Awards
- Received the Best Partner Award from CTBC Insurance in the 2021 Coniferin Brokerage Honorary Assembly
- Received the Best Performance Award from Taiwan Life in the 2021 Coniferin Brokerage Honorary Assembly
- Received the Foreign Currency Master Award from Taiwan Life in the 2021 Coniferin Brokerage Honorary Assembly
- Received the Best Persistency Ratio Award from Taiwan Life in the 2021 Coniferin Brokerage Honorary Assembly
- Named in the 2021 Excellent Original Premium Elite Group by Shin Kong Life
- Honored with an award of merit for the Best Social Responsibility Award in the guardian category during the 22+1th Faith, Hope & Love Awards of Insurance
- Named the 2021 Love Guardian Archangel by Huashan Social Welfare Foundation

## TABC's List of Awards and Honors in 2021





## A SPECIAL FEATURE ON TABC'S FIGHT AGAINST COVID19-

“Only with our partners’ perseverance and understanding could we survive the most difficult period of the pandemic and possess the ability to respond and adapt in order to face all unknown enemies together in the future. The power of stability nurtured by all our partners is the greatest capital for us to restore our lives to normality.”



The unceasingly severe COVID-19 pandemic in 2021 not only caused great inconvenience to people’s lives, but also had a substantial impact on business operations. Since 2020, TABC has established and initiated the Emergency Response Team, which was chaired by the President, to devise a comprehensive control plan in consideration of the epidemic situation in various regions and TABC’s actual operations, formulate response measures for workplaces within and outside TABC’s premises and various activities, and implement COVID-19 prevention measures in daily operations aimed at minimizing the impact and implications of the COVID-19 outbreak. This control plan encompassed our headquarters and various business premises, with the health and safety of all our partners as the priority, to ensure the smooth operation of relevant business activities and administrative processes, with a view to riding out the COVID-19 storm together with all sectors of society.

## Safeguarding Our Partners’ Health with Pre-emptive Preparations



As a leading insurance brokerage in Taiwan, we demonstrated strong COVID-19 prevention and management capabilities and implemented our preparations for disease prevention which were included in our business continuity plan in accordance with the relevant rules and regulations, such as the Guidelines for Enterprise Planning of Business Continuity in Response to the Coronavirus Disease 2019 promulgated by the Central Epidemic Command Center. The relevant measures taken by TABC included entry and exit control for personnel, stepping up disinfection efforts, and activating the work-from-home initiative. For sales partners and staff with frequent external visits and trips in particular, TABC drew up strict COVID-19 prevention measures, such as introducing the iTaiming smart tool on LINE to provide real-time updates on the COVID-19 situation and internal guidelines on COVID-19 prevention, as well as reducing physical contact between employees with digital resources, with the intention of minimizing the risk of infection among our partners to the greatest extent to ensure continuous operation without interruption at TABC.

In an effort to effectively tackle various challenges posed to our operations by the COVID-19 outbreak, we engaged in active cooperation with insurance companies to launch and promote remote insurance purchase services and the sale of COVID-19 insurance. During the COVID-19 outbreak, we also provided the operational guidelines on interim measures for incoming applications using photocopies of new contracts and an information pack for this operation, aimed at not only minimizing the risk of infection among our staff, but also helping

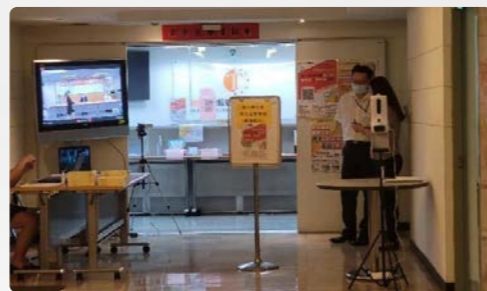




the public overcome these difficult times with our own profession.

Aside from keeping track of the health and safety of our off ice staff, TABC also showed similar care for other stakeholders. In an effort to protect the safety of our investors and shareholders, we held our annual general shareholders' meeting via videoconferencing

at three locations in line with Taiwan's related policies and guidelines, where the number of people attending the meeting indoors was set to 20 people or less and social distancing was maintained during the meeting, with the aim of safeguarding stakeholders' rights and interests.



## COVID19- Prevention and Management Measures at TABC

- Implement access control, keep visitor entry and exit records, carry out body temperature screening, make mask wearing mandatory at all our premises across Taiwan, and conduct regular disinfection in the workplace
- Provide alcohol hand spray and install forehead thermometers and antibacterial hand sanitizer dispensers at all our premises across Taiwan
- Conduct regular surveys on contact tracing for all our office staff and field partners
- Implement staggered working hours and remote working among office staff, install virtual private network (VPN) on employees' home computers, and set up Voice over Internet Protocol (VoIP) phones and connect them to personal mobile phones in order not to skip any administrative services
- Implement suspension of office visits and staggered working hours for field sales partners, and assist partners in continuing business activities through various guidelines on service operations
- organize their own annual sales commendation conference to minimize movement and contact among partners
- Conduct training activities online to not only prevent the spread of COVID19-, but also ensure uninterrupted learning without time and space constraints
- Provide the latest COVID19- news provided on the official website of the competent authority and TABC's various COVID19- prevention measures and guidelines on relevant operations via our iTaiming smart tool on LINE to ensure that all our partners can receive the latest information in real time



iTaiming smart tool on LINE



## Care for Seniors' Health with Love and Warmth



Festival care and COVID-19 prevention gift boxes, and 82 Dragon Boat Festival gifts, but also distributed 2,460 pieces of custom-made face masks to seniors living alone, so that they could not only celebrate the festivities, but also reduce contact with others outdoors and minimize the risk of infection.

As a high-risk group during the COVID-19 pandemic, the silver-haired seniors are not only susceptible to the virus, but may also become seriously ill after contracting the virus, which will have a greater impact on their health and finances. With people as our starting point alongside our commitment to the mission of “happiness through sustainability,” TABC, who has shown long-standing care for the elderly, also offered COVID-19 prevention assistance to seniors living alone in Taiwan. In 2021, we not only donated NT\$158,700, 82 Mid-autumn







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## 01 Corporate Sustainability p.17

With a focus on the management philosophy of "happiness through sustainability" in line with the United Nations Sustainable Development Goals, TABC facilitates continuous, inclusive, and sustainable economic growth with concerted efforts from all our office staff and field partners by developing a corporate sustainability blueprint and safeguarding the happiness of more families.



## 02 About Us p.37

Ushering our 19th anniversary, TABC remains steadfast in upholding the spirit of timing since our founding as we stand together with all our partners at turning point to create a high-quality business platform for our sales partners and employees aimed at offering the best and most complete insurance plan for policyholders.



## 05 Environmental Protection p.79

In the future, TABC will also continue to refine our own low-carbon actions while engaging in active communication with external partners, including suppliers, customers, and the public, and working hand in hand with them to safeguard environmental sustainability.



## 06 Happy Enterprise p.95

With "happiness through sustainability" as our goal, along with "people" as our starting point, TABC is committed to creating a safe workplace environment since our founding.



## 03 Sustainable Finance p.43

By fulfilling the principle of sustainable insurance, TABC not only effectively controls ESG risks and opportunities, but also implement the ESG concept into operating activities, thereby leading our company towards sustainable development.



## 04 Corporate Governance p.55

TABC's ultimate goal of implementing corporate governance is to maximize the interests of shareholders and stakeholders. The rights and responsibilities of all shareholders, the management team, and stakeholders are defined and allocated based on the supervision and checks and balances systems established by the management team.



## 07 Social Care p.125

TABC helps seniors living alone in local communities through various initiatives such as offering home services and giving donations, with the aim of not only promoting safe and health living for local seniors, but also creating an age-friendly city. Upon evaluation, our initiatives have also been confirmed to have no negative impact on the local area.



## 08 Social Care p.143

GRI Standards Index  
SASB Index  
Rules Governing the Preparation and Filing of Sustainability Reports by TPEX Listed Companies Index



## The Infinite Value of Sustainable Happiness

“Happiness through sustainability” is TABC’s entrepreneurial spirit and management philosophy. As an insurance brokerage with a commitment to sustainability, we safeguard not only our customers’ lifelong recognition, but also the trust of their families for generations. TABC has made ongoing efforts in three areas of sustainability, namely environment (E), society (S), and governance (G), over the years with a host of measures, including enhancing corporate governance, promoting environmental sustainability, improving employee welfare, and developing financial inclusion while building high-quality relationships with customers and maintaining social engagement. We hope that every step and effort we take will not only serve as our strength to gain customers’ and employees’ trust, but also become a driving force towards sustainability, thereby enhancing the value of our brand.

### Recognition for Social Responsibility and Sustainability

In 2021, TABC was not only honored with an award of merit for the Best Social Responsibility Award in the guardian category during the 22+1th Faith, Hope & Love Awards of Insurance, but also won the bronze medal for the Corporate Sustainability Report Award in the finance and insurance category during the 14th Taiwan Corporate Sustainability Awards. On top of that, we established the Corporate Sustainability Committee in the fourth quarter of 2021 with the intention of implementing sustainable development, fulfilling corporate social responsibility (CSR), and realizing the power of global citizenship.

### Integrating Insurance Services with Technology

In response to the digital finance policy promulgated by the competent authorities and the impact of the COVID-19 pandemic, TABC went full force with the launch of mobile insurance purchase services and joined hands with insurance companies to jointly promote remote insurance purchase services. On the one hand, we fully activated our online learning platform named the “Taiming Digital Academy” and set up our LINE online service for our business partners. We also continued to bolster our business inquiry system and added various business service functions such as online notifications, with a view to not only increasing the breadth of digital usage and minimizing contact between sales partners during physical operations, but also actualizing eco-friendly and green benefits. On the other hand, we improved our 0800 policyholder service system and upgraded our VoIP system for our office staff so that we can provide our customers and sales partners with immediate and thoughtful services when they need assistance.

### Holding Our Ground with No Fear of the Pandemic

As previously mentioned in our 2020 Sustainability Report, “while 2020 has undoubtedly been a tough year, it was an even more challenging year for both the insurance industry and

TABC.” Changes and challenges in the environment resulted from the impact of the COVID-19 pandemic also continued into 2021 and may even last longer. Despite being caught in such an arduous environment, many at TABC never gave up and continued to hold their ground. Hence, we would like to express our utmost gratitude to everyone for their diligence and perseverance, as well as all our office staff and field partners for successfully riding out the year in a safe manner.

### Striving for Growth in a Tough Environment

The COVID-19 pandemic has not only changed the way we live and work, but also taught us the need to be more proactive in helping all our partners make adjustments and engage in transformation. As we usher in our 20th anniversary, we, with “a competitive TABC” as our strategic goal, will continue to invest in the construction of digital and remote service systems and related training, develop diverse financial technologies, and provide customers with all-round, high-quality mobile services. In addition, we will implement the ESG concept in our operations, enhance corporate governance, and return to the essence and significance of the insurance business, so that we can progress towards sustainable insurance and a sustainable brand while safeguarding policyholders’ rights and pursuing shareholders’ interests.



Chairman 李正之

President 陳養國



# Report Overview and Reporting Frequency

With a long-standing commitment to promoting corporate sustainability, TABC has issued sustainability reports (formerly known as corporate social responsibility report) for eight years in a row since 2014, an initiative that is better than required by law. As one of the media for communicating with stakeholders, the previous issue of our sustainability report was published in June 2021 and uploaded onto the Corporate Social Responsibility section on our official website.

# Reporting Boundaries and Scope

This report spans the disclosure period from January 1, 2021 to December 31, 2021 and covers TABC's specific economic, social, corporate governance, and environmental performance data as well as material topics of concern to stakeholders.

The information disclosed in this report primarily focuses on all our operating activities and services. The financial data featured in this report are consistent with those stated in our consolidated financial statements, including those of all our operating entities. The data and description of environmental protection items related to water resources and electricity consumption mainly encompass our headquarters. There are no substantial changes in our organizational size, structure, ownership, and supply chains over the reporting period, while restatement of information on various topics (i.e., energy consumption in 2020) is noted in the corresponding paragraphs.

# Reporting Guidelines

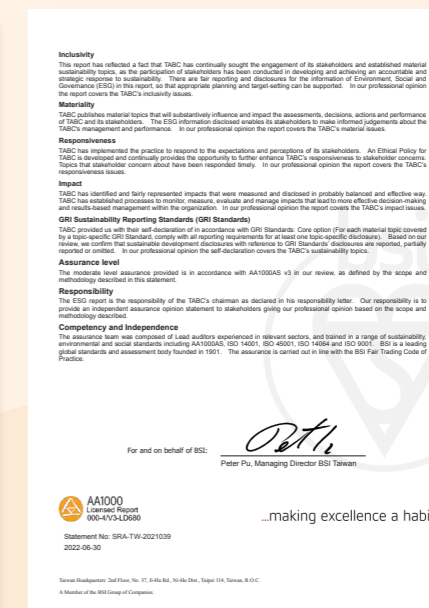
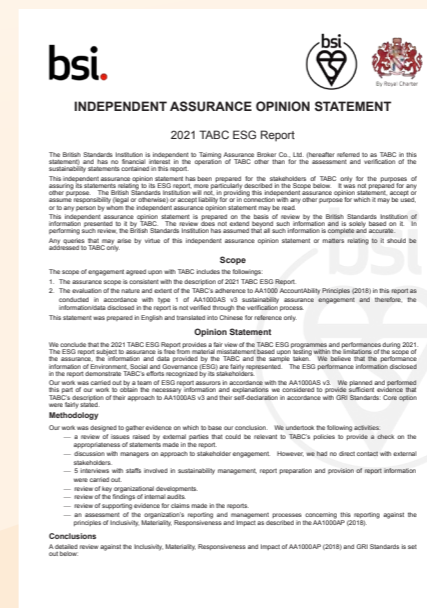
This report is prepared in accordance with the 2016 edition of the Global Reporting Initiative (GRI) Sustainability Reporting Standards, also known as GRI Standards, along with GRI 3030 and GRI 403 in the 2018 edition, GRI 207 in the 2019 edition, and GRI 306 in the 2020 edition. This report conforms to the core options in the GRI Standards and provides a GRI Standards index in the Appendix section. The relevant data related to the Sustainability Accounting Standards Board (SASB) Standards are also included in this report for the purpose of enhancing our sustainability performance and achievements.

Issued by	Compliance item
The Global Reporting Initiative, GRI	GRI Standards: Core Options
Sustainability Accounting Standards Board	SASB Standards

# External Certification and Assurance

TABC has sought external assurance for this report to enhance the credibility of this report. The British Standards Institute (BSI) Taiwan, a third-party verification body, is engaged to provide external assurance on the information disclosed in this report and assess the extent to which this report complies with the AA1000 AccountAbility Principles 2018 using Type 1 Moderate Assurance in the AA1000 Assurance Standard (AA1000AS v3) formulated by global non-profit organization AccountAbility as the assurance standard. Furthermore, the financial data disclosed in this report are sourced from the consolidated financial statements reviewed and audited by Deloitte Taiwan in accordance with the International Financial Reporting Standards (IFRS) and denominated in New Taiwan dollar.

Type of information	Compliance standard	Verification/assurance body
Report information	Type 1 Moderate Assurance in the AA1000 Assurance Standard (AA1000AS v3)	BSI Taiwan
Sustainability information	Taiwan Assurance Standards Bulletin No. 1 – Assurance Engagements Other than Audits or Reviews of Historical Financial Information	Deloitte Taiwan
Financial data	International Financial Reporting Standards, IFRS	Deloitte Taiwan
Information security	ISO 27001 Information Security Management System	BSI Taiwan





## REPORT MANAGEMENT METHOD

- **Preparation:** The Report Preparation Team under the Corporate Sustainability Committee is responsible for overseeing the planning and coordination of this report. The data and information, strategic goals, and performance indicators disclosed in this report are provided by the responsible units, and then compiled, proofread, and revised by the committee's executive secretary.
- **Internal review:** Upon completion of the report preparation process, each unit is then required to verify the completeness and correctness of its content, which must be approved by the unit head.
- **External verification:** Third-party verification bodies BSI and Deloitte Taiwan are engaged to provide limited assurance on specific contents in this report in accordance with the GRI Standards and the AA1000 Assurance Standard and Taiwan Assurance Standards Bulletin No. 1 - Assurance Engagements Other than Audits or Reviews of Historical Financial Information, respectively (kindly refer to the previous paragraph for the type and level of assurance used in this report).
- **Finalization:** The final draft of the report is submitted to the chair of the Corporate Sustainability Committee for review and finalization.

## EXTERNAL INITIATIVES

In addition to issuing sustainability reports in accordance with the GRI Standards, TABC also engages in corporate sustainability based on the United Nations Sustainable Development Goals (SDGs), supports international treaties such as the United Nations Universal Declaration of Human Rights and the United Nations Global Compact, and respects internationally recognized human rights. With a commitment to fulfilling CSR and protecting the basic human rights of all our employees, customers, and stakeholders, we instituted the Taiming Assurance Broker Co., Ltd. Human Rights Protection Policy in March 2020 and disclosed it in the Corporate Social Responsibility section on our official website.

## CONTACT INFORMATION

If you have any recommendations or questions regarding the Taiming Assurance Broker Co., Ltd. 2021 Sustainability Report, feel free to contact us via the following methods. In an effort to fulfill the responsibility of disclosing corporate information, we have also uploaded this report onto our official website for your perusal.




▲ ESG section



▲ Corporate website



▲ Stakeholders section

**Contact Point:** Planning Office, Taiming Assurance Broker Co., Ltd.

**Headquarters Address:** 11th Floor, No. 49, Guanqian Road, Zhongzheng District, Taipei City

**Phone:** 02-5558-5988

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**Company Website:** <https://www.tabc.com.tw>



# 01



## Corporate Sustainability

- Sustainability Strategies and Goals
- The Corporate Sustainability Committee
- TABC's Sustainable Development Goals
- Stakeholder Engagement
- Materiality Analysis of Topics of Concern
- TABC's Sustainability Strategy Roadmap





## SUSTAINABILITY STRATEGIES AND GOALS

With a focus on the management philosophy of “happiness through sustainability” in line with the United Nations Sustainable Development Goals, TABC facilitates continuous, inclusive, and sustainable economic growth with concerted efforts from all our office staff and field partners by developing a corporate sustainability roadmap and safeguarding the happiness of more families.




With safe and healthy retirement as our marketing focus, we have compiled and integrated powerful products from major insurance companies across Taiwan while targeting retirement planning and protection products based on demand analysis. We have also expanded into the long-term life insurance policy market and built up long-standing advantage with renewal premiums. By holding fast to the business philosophy of corporate sustainability, we have not achieved remarkable results, but also successfully avoided risks.

We have deeply internalized environmental, social, and corporate governance (ESG) issues into our everyday operations. In addition to promoting retirement and long-term care insurance policies in an effort to show care for the society, we also actively invest in digital marketing and management tools with the aim of going completely paperless, while advocating environmental issues on an ongoing basis. More importantly, we acknowledge the fact that ESG is as important as earnings per share (EPS). Therefore, every strategy and management initiative we have come up with are meant to complement each other and work towards this goal. Aside from instituting the Corporate Social Responsibility Best Practice Principles in 2016, we have also established the Corporate Sustainability Committee in order to demonstrate our persistence in achieving the United Nations Sustainable Development Goals. In 2021, we won the bronze medal for the Corporate Sustainability Report Award in the finance and insurance category during the Taiwan Corporate Sustainability Awards for the second year running, becoming the only insurance brokerage to achieve this feat.

Following our ongoing efforts to keep up with the development trends of sustainable finance, we have incorporated the concept of insurance technology (InsurTech) into our operations. With the launch of our mobile insurance purchase platform in 2019, we have successfully built an integrated platform for insurance policies, which will not only substantially improve



operational accuracy and insurance purchase efficiency, but also reduce paper consumption. Moreover, we have also rolled out an electronic document system and an electronic form program for our office staff with a high volume of administrative paperwork in order to streamline operational processes and reduce paper printing, so that we can play our part in creating a sustainable environment by leveraging the strengths of our industry. In 2021, we saved more than 32,135 sheets of paper, which was equivalent to 578 kg CO<sub>2</sub> in carbon emissions, through mobile insurance purchase, electronic document, and electronic form programs connected to seven insurance companies. In the future, we will keep on promoting paperless insurance purchase and reducing paper consumption to achieve the goal of corporate sustainability.

TABC's ESG sustainability strategies		
Environment (E)	Society (S)	Corporate governance (G)
<ul style="list-style-type: none"> <li>Actively implement energy conservation and carbon reduction measures, keep track of carbon emissions from our operating activities and set carbon reduction targets, as well as make continuous improvements to bolster our resilience in response to climate change</li> <li>Build a paperless enterprise, continue to promote digital finance tools, enhance the efficiency of resource utilization, and minimize the impact of waste on the environment</li> </ul> 	<ul style="list-style-type: none"> <li>Provide employees with good benefits and training course, build a sound promotion system, and create a highly admirable sustainable workplace</li> <li>Continuously engage in community activities and maintain a good relationship with local communities and social welfare organizations with a view to becoming a pillar of local communities</li> </ul> 	<ul style="list-style-type: none"> <li>Enhance the sustainability competencies of the Board of Directors on an ongoing basis and boost our sustainability status and governance performance</li> <li>Provide retirees with excellent products and services, and strengthen our information security capabilities based on the Principles of Treating Customers Fairly to safeguard customers' rights and interests</li> </ul> 
Actions and outcomes		
<ul style="list-style-type: none"> <li>Replaced old air conditioners and lamps with energy-saving air conditioners and LED lamps in 2021, which saved 7,840 kWh of electricity, equivalent to 3,936 kg CO<sub>2</sub>e in carbon emissions.</li> </ul>	<ul style="list-style-type: none"> <li>Provided office staff with NT\$4,000 in education and training subsidy each on a regular basis.</li> </ul>	<ul style="list-style-type: none"> <li>Ranked among the top 20% of listed companies in the 8th Corporate Governance Evaluation.</li> </ul>

- Launched the mobile insurance purchase platform, which saved 21,135 sheets of paper cumulatively, equivalent to 380 kg CO<sub>2</sub> in carbon emissions.
- Began the use of the electronic document system and introduced the electronic form system, which saved 11,000 sheets of paper in 2021, equivalent to 198 kg CO<sub>2</sub> in carbon emissions.
- Reduced carbon emissions from commuting by means of video conferencing, which led to the cumulative reduction of 12 round trips for education and training purposes to central and southern Taiwan, 24 management meetings, and 10 vendor development meetings.
- In 2021, we implemented remote working and staggered working hours due to the COVID-19 outbreak, which led to a 43.8% reduction in water consumption compared to the previous year.
- Provided contracted sales partners with key training courses at Taiwan's top four universities.
- Donated 800 care gifts (i.e., Chinese New Year meals, Mid-autumn Festival and Dragon Boat Festival gifts, etc.) to seniors living alone in Yonghe District in conjunction with a series of programs for seniors living alone jointly organized with Huashan Social Welfare Foundation.
- Organized a supply donation drive initiated by the Tsai-Hui family in Kaohsiung City to collect supplies from the public and donate them to rural areas and disadvantaged groups for two consecutive years.
- Organized a Christmas gift donation drive initiated by our Chongqing office in Taipei City to collect gifts from the public and donate them to Yi Kuang Orphanage for two consecutive years.
- Organized blood donation drives jointly initiated by our offices in northern, central and southern Taiwan for 11 consecutive years, which has seen the participation of up to 3,500 people cumulatively.
- Provided scholarships to students from the Department of Finance at Chihlee University of Technology for 17 consecutive years, which benefited 170 students in total.
- Actively implemented sustainable finance, conformed to the principles of sustainable finance, and continued to provide seniors with age-friendly retirement and care products and services.
- Achieved a 13-month policy persistency ratio of 97.3% on average over the past five years.
- Received a customer satisfaction score of 95.34% in 2021.
- Awarded the ISO 27001 Information Security Management Systems certification in 2016.
- Completed the personal information management system framework in 2017, with plans to obtain the BS 10012 certification in 2022.

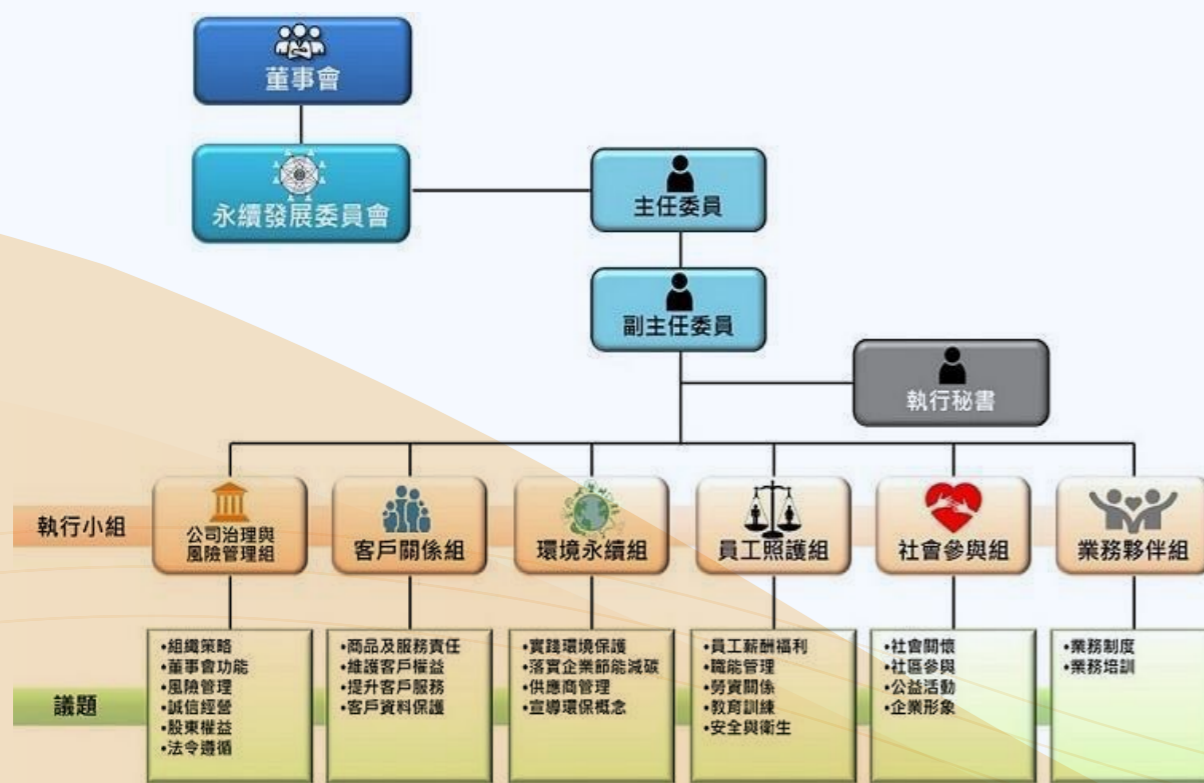


# The Corporate Sustainability Committee

With ongoing efforts to monitor changes in internal and external environments, we quickly adjust our policy and management approaches and specific measures accordingly and set appropriate performance targets with a view to effectively responding to stakeholders' demands, so that we can implement sustainability in various everyday operations. Therefore, we have established a dedicated unit known as the Corporate Sustainability Committee in 2021 to realize the TABC Corporate Sustainability Roadmap. The Corporate Sustainability Committee, which is placed directly under the Board of Directors, is composed of managers selected by each department, and it is responsible for formulating CSR policies and executing related plans based on an in-depth understanding of the GRI Standards and SDGs. At the same time, it has also instituted the Corporate Social Responsibility Best Practice Principles. Each year, the Corporate Sustainability Committee reports the executive content of the sustainability report and future development directions to the Board of Directors on a regular basis.



## ORGANIZATIONAL CHART OF THE CORPORATE SUSTAINABILITY COMMITTEE



# TABC's Sustainable Development Goals

TABC's business philosophy fits in perfectly with the United Nations Sustainable Development Goals (SDGs). In an effort to achieve the social mission of sustainable development, we look after natural resources, including water resources, air, and land, as well as uphold the value of social justice while seeking economic gains. We formulate various policies and activities based on the directions stipulated in SDGs, and integrate the spirit of SDGs into our business operations, so that we can play our part in sustainable development around the world.

SDGs	Corresponding targets and actions
<p>1 NO POVERTY No poverty</p>	<ul style="list-style-type: none"> <li>Enrolled seven volunteers to provide seniors living alone with home care services in conjunction with social welfare activities jointly organized with Huashan Social Welfare Foundation</li> <li>Sent donations to the Taiwan Fund for Children and Families in an effort to help disadvantaged children in Taiwan</li> </ul>
<p>2 ZERO HUNGER Zero hunger</p>	<ul style="list-style-type: none"> <li>Initiated a winter supply donation drive to collect winter supplies from the public and donate them to social welfare organizations</li> <li>Donated food and supplies to major social welfare organizations in Taiwan</li> </ul>



SDGs	Corresponding targets and actions
 Good health and well-being	<ul style="list-style-type: none"> <li>Collected 409 bags of blood in 2021 through a series of blood donation drives initiated since 2011</li> <li>Participated in the “Let Life Shine Fair” event organized by the Development Center for the Spinal Cord Injured for two years in a row</li> <li>Conducted health checkups for office staff on a regular basis</li> </ul>
 Quality education	<ul style="list-style-type: none"> <li>Provided scholarships to students from the Department of Finance at Chihlee University of Technology for 17 consecutive years, which benefited 170 students in total</li> <li>Sponsored the Forum on Financial Planning and Health Trends organized by Wealth Invest Weekly magazine, which saw the participation of around 1,000 people</li> <li>Constructed a complete talent development system and met our staff’s learning needs with courses conducted by Taiwan’s top four universities</li> <li>Developed the Digital Academy, which offers more than 100 hundred online courses, enabling employees to learn without interruption</li> <li>Planned the Second-Generation Magic Development Academy to help young blood join TABC</li> </ul>
 Gender equality	<ul style="list-style-type: none"> <li>Created a workplace with equality, in which females accounted for 66.7% of vice presidents of sales at TABC</li> <li>Implemented maternal health protection and protected the basic rights of employees on parental leave</li> </ul>
 Clean water and sanitation	<ul style="list-style-type: none"> <li>Implemented remote working and staggered working hours due to the COVID-19 outbreak in 2021, which led to a 43.8% reduction in water consumption compared to the previous year</li> </ul>
 Affordable and clean energy	<ul style="list-style-type: none"> <li>Improved energy efficiency and virtualized network hosts, which saved 1,752 kWh of electricity in 2021</li> </ul>
 Decent work and economic growth	<ul style="list-style-type: none"> <li>Reported a consolidated revenue of NT\$812,570 thousand, a net operating profit of NT\$74,676 thousand, and an earnings per share of NT\$2.98 in 0221</li> <li>Encouraged new blood to join TABC, where four new employees were recruited in 2021, representing a new recruit rate of 6.78%</li> <li>Completed the construction of Tainan Workplace 2.0 in April 2021 since the launch of the Workplace 2.0 Project in 2020</li> </ul>

SDGs	Corresponding targets and actions
 Industry, innovation and infrastructure	<ul style="list-style-type: none"> <li>Launched the iTaiming smart tool on LINE, which integrates various types of business information and enables sales partners to serve customers at any time</li> </ul>
 Reduced inequalities	<ul style="list-style-type: none"> <li>Implemented financial inclusion by launching the sale of micro whole life insurance and products for specific groups to help the public and disadvantaged groups enjoy basic safety and protection</li> <li>Practiced the nine principles of treating customers fairly to safeguard customer rights</li> </ul>
 Sustainable cities and communities	<ul style="list-style-type: none"> <li>Provided a wide range of insurance products to effectively help the public and companies transfer risks and enhance urban sustainability</li> </ul>
 Responsible consumption and production	<ul style="list-style-type: none"> <li>Carried out green procurement (i.e. purchase of FSC-certified toilet paper and PEFC-certified photocopy paper)</li> </ul>
 Climate action	<ul style="list-style-type: none"> <li>Included climate-related financial disclosures in our sustainability report for the first time</li> <li>Replaced old air conditioners and lamps with energy-saving air conditioners and LED lamps, as well as virtualized network hosts to reduce energy consumption and carbon emissions, which led to a reduction of 5,695 kg CO2e in total</li> </ul>
 Life on land	<ul style="list-style-type: none"> <li>Purchased 100 bags of Leopard Tiger Rice for two consecutive years to help improve the habitat of leopard tigers and the ecological environment</li> <li>Successfully linked up with seven life insurance companies to launch mobile insurance purchase services, which saved 21,135 sheets of A4 paper in 2021, equivalent to 380 kg CO2e in carbon emissions</li> <li>Installed wireless projection systems at all our 14 locations of operations, including our headquarters and offices across Taiwan</li> <li>Implemented the digitization of internal work processes (including applications using online forms and online approval of documents)</li> <li>Promoted electronic voting in shareholders’ meetings to reduce paper consumption</li> </ul>

SDGs	Corresponding targets and actions
 <p>Peace, justice and strong institutions</p>	<ul style="list-style-type: none"> <li>• Our board members received 33 hours of training in total</li> <li>• Conducted corruption risk assessments on 100% of our locations of operations, with zero corruption cases reported</li> <li>• Received 0 whistleblower reports from within our company</li> <li>• Continued to be awarded the ISO 27001 Information Security Management Systems (ISMS) certification and incorporated the BS 10012 Personal Information Management System (PIMS) framework</li> </ul>
 <p>Partnerships for the goals</p>	<ul style="list-style-type: none"> <li>• Incorporated the ESG concept into our operations in line with the Principles for Sustainable Insurance</li> <li>• Implemented responsible investment with the exclusion of investments in high-emitting companies or assets</li> <li>• Established the Implementation Rules of Corporate Social Responsibility for Suppliers with a view to creating a sustainable supply chain with suppliers</li> </ul>



## Stakeholder Engagement

### Identifying and Selecting Stakeholders

Based on the characteristics of the industry to which TABC belongs, we have identified seven categories of stakeholders according to the five major principles of the AA1000 Stakeholder Engagement Standard (SES) 2015 - dependency, responsibility, tension, influence, and diverse perspectives. These seven categories of stakeholders were: (1) employees, (2) investors and stakeholders, (3) customers, (4) suppliers or other channel partners, (5) government agencies, (6) non-profit organizations or local communities, (7) CSR organizations.

In order to find out the topics of concern to stakeholders and confirm their scope of influence and degree of impact, we identified the economic, environmental, and social impact of these topics based on internal considerations, industry conditions, supply chain practices, and stakeholder recommendations before disclosing information on the identified material topics in this report for assessment and decision-making among stakeholders.

Furthermore, in an effort to ensure that sustainability-related policies and resolutions are fully implemented, we have developed a corresponding management system that is aligned with international regulations and standards, with a view to integrating corporate sustainability and CSR policies and approaches into our everyday operations. TABC's ESG performance for the current year and implementation targets for the upcoming year are reported to the Board of Directors on an annual basis.





## Responding to Stakeholder Concerns

1. Collect topics of concern to stakeholders: In order to truly collect the topics of concern to all stakeholders at TABC as well as conduct follow-up analysis and provide responses, internal meetings were convened to collect the directions of stakeholder concerns through face-to-face meetings, telephone interviews, suggestion boxes, as well as business exchanges and interaction with stakeholders on various occasions. At the same time, by referencing specific topics that organizations are expected to disclose based on the GRI Standards, we narrowed down the broad range of topics into key topics from the economic, environmental, and social aspects before conducting follow-up analysis and identifying material topics.
2. Obtain information on trends of concern to the outside world through experts and professional organizations: We also engaged a group of qualified experts, including CSR lecturers from National Sun Yat-Sen University and a team of leadership and business manage-

ment consultants, to provide the level of concern about various topics among stakeholders outside our company according to the characteristics of the industry to which we belong, make cross-comparisons with the economic, environmental, and social impact of these topics, and determine an appropriate ranking of material topics in this report.

3. Resolve material topics upon careful assessment: We have identified a total of 10 material topics, whose importance and scope of impact on our operations, along with our policies, commitments, targets, responsibilities, resources, and specific actions in relation to these material topics, were fully disclosed in this report.

In addition to the standard procedures above, we have also set up the Stakeholders section on our official website and provided a dedicated e-mail address for stakeholder communication and interaction: [appeal@tabc.com.tw](mailto:appeal@tabc.com.tw). If you have any questions, recommendations or even complaints in relation to the information regarding these material topics, feel free to send an e-mail to the address provided above.

## TOPICS OF CONCERN TO STAKEHOLDERS, COMMUNICATION METHODS AND FREQUENCY, AND SPECIFIC PROCEDURES

Stakeholder	Significance to TABC	Topic of concern
Employees	As employees are our most important asset, we provide a diverse range of communication channels to listen to employees' recommendations, formulate a variety of training courses to develop talents, and provide employees with fair treatment and equal opportunities so that they can advance their career development.	<ul style="list-style-type: none"> <li>• Business performance</li> <li>• Employee compensation and benefits</li> <li>• Diversity and equality in the workplace</li> <li>• Talent development and recruitment</li> </ul>

Major communication channels and communication frequency	Key points of communication and corresponding performance in 2021
<ul style="list-style-type: none"> <li>• Managers' work meetings (office staff): Once a month</li> <li>• Labor-management meetings (office staff): Once a quarter</li> <li>• Employee Welfare Committee meetings (office staff): Once a quarter</li> <li>• Performance appraisal (office staff): Once a year</li> <li>• Online and in-person training: From time to time</li> <li>• Labor-management communication mailbox (office staff)/talk 168 mailbox (field staff): From time to time</li> <li>• "TABC Weekly Recap" videos: Once a week</li> <li>• Business integration system: From time to time</li> <li>• Field managers' sales meetings (field staff): Subject to job grade/monthly, quarterly or semi-annually</li> <li>• Taiming Helper on LINE: From time to time</li> </ul>	<ul style="list-style-type: none"> <li>• Formulated and initiated the rules for remote working for office staff, and introduced the COVID-19 prevention care leave and the COVID-19 vaccination leave amid the COVID-19 outbreak.</li> <li>• Performed performance appraisal on official staff as the basis for bonus, promotion, and salary adjustment.</li> <li>• Introduced the Taiming Helper on LINE aimed at enhancing interaction and communication efficiency.</li> <li>• Launched the Digital Academy, an online learning platform developed by TABC, to offer employees a diverse range of courses with a view to bolstering the insurance profession and raising legal awareness.</li> </ul>

Stakeholder	Significance to TABC	Topic of concern	Major communication channels and communication frequency	Key points of communication and corresponding performance in 2021
<b>Investors and shareholders</b>	Corporate governance and business performance are topics of concern to investors and shareholders.	<ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Business performance</li> <li>• Ethical Corporate Management</li> </ul>	<ul style="list-style-type: none"> <li>• Board of Directors' meetings: Six times a year</li> <li>• Shareholders' meetings: Once a year</li> <li>• Annual reports and financial statements: Once a year</li> <li>• Company website: From time to time</li> <li>• Service locations in various regions: From time to time</li> </ul>	<ul style="list-style-type: none"> <li>• Disclosed complete and transparent information on a regular basis to enhance trust and confidence in our operations.</li> <li>• Ranked among the top 20% of listed companies in the Corporate Governance Evaluation</li> </ul>
<b>Customers</b>	With "happiness through sustainability" as our goal, along with "people" as our starting point, we are committed to providing customers with not only all-round, complete protection, but also professional and heart-warming services.	<ul style="list-style-type: none"> <li>• Ethical Corporate Management</li> <li>• Treating customers fairly</li> <li>• Customer service and care</li> <li>• Information security</li> </ul>	<ul style="list-style-type: none"> <li>• Customer service hotline 0800: From time to time</li> <li>• E-mail: From time to time</li> <li>• Company website: From time to time</li> <li>• Official LINE account: From time to time</li> <li>• Social media platforms: From time to time</li> </ul>	<ul style="list-style-type: none"> <li>• In 2021, a series of phone interviews were conducted with a randomly selected sample of customers in a survey which covered two categories "new contract service" and "after-sales service" based on the characteristics of our business. According to the results of this survey, 95.34% of our customers were satisfied with the services provided by our salespeople.</li> </ul>
<b>Suppliers or other channel partners</b>	While implementing supplier management, we include ESG issues in our cooperation with suppliers or other channel partners, in hopes of working together towards a sustainable future.	<ul style="list-style-type: none"> <li>• Business performance</li> <li>• Customer service and care</li> <li>• Information security</li> <li>• Energy Conservation and Carbon Reduction</li> </ul>	<ul style="list-style-type: none"> <li>• Phone or e-mail: From time to time</li> <li>• Meetings: From time to time</li> <li>• Contract clauses: From time to time</li> <li>• Official documents (channel partners): From time to time</li> </ul>	<ul style="list-style-type: none"> <li>• Stepped up efforts to create a friendly environment in our everyday operations and minimize the negative impact of our everyday operations together with our partners.</li> </ul>
<b>Government agencies</b>	As the insurance industry is a highly regulated industry, we strictly comply with the relevant laws and regulations promulgated by government agencies and enhance legal awareness among our employees to facilitate sound business operations and stable development.	<ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Business performance</li> <li>• Ethical Corporate Management</li> <li>• Legal compliance</li> <li>• Information security</li> </ul>	<ul style="list-style-type: none"> <li>• Official documents, phone or e-mail: From time to time</li> <li>• Seminars or forums: From time to time</li> </ul>	<ul style="list-style-type: none"> <li>• Actively participated in various events such as meetings and seminars, comply with government policies and the relevant laws and regulations, and provide society with positive energy through two-way communication and collaboration</li> </ul>
<b>Non-profit organizations or local communities</b>	With our dedication to upholding the spirit of "giving back to society" and fulfilling CSR, we invest resources into social welfare and contribute to society with concrete actions.	<ul style="list-style-type: none"> <li>• Business performance</li> <li>• Customer service and care</li> <li>• Social welfare engagement and participation</li> <li>• Environmental Protection</li> </ul>	<ul style="list-style-type: none"> <li>• Social welfare activities: From time to time</li> <li>• Phone or e-mail: From time to time</li> <li>• Company website: From time to time</li> <li>• Social media platforms: From time to time</li> </ul>	<ul style="list-style-type: none"> <li>• Initiated a diverse range of social welfare actions by engaging in more than 10 social welfare projects to maximize the benefits of the resources invested in these projects.</li> <li>• Honored with an award of merit for the Best Social Responsibility Award during the Faith, Hope &amp; Love Awards of Insurance.</li> </ul>
<b>CSR organizations</b>	We engage professional organizations to review our reports from a professional perspective and provide recommendations on various ESG issues, so that we perform better in the area of sustainable development.	<ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Business performance</li> <li>• Diversity and equality in the workplace</li> <li>• Social welfare engagement and participation</li> <li>• Impact of climate change</li> </ul>	<ul style="list-style-type: none"> <li>• Company website: From time to time</li> <li>• Phone or e-mail: From time to time</li> <li>• Participation in sustainability reporting awards: From time to time</li> </ul>	<ul style="list-style-type: none"> <li>• Actively collaborated with professional organizations and aligned our company with local and overseas benchmark companies to boost the effectiveness of sustainability promotion.</li> <li>• Won the bronze medal for the Corporate Sustainability Report Award in the finance and insurance category during the Taiwan Corporate Sustainability Awards.</li> </ul>

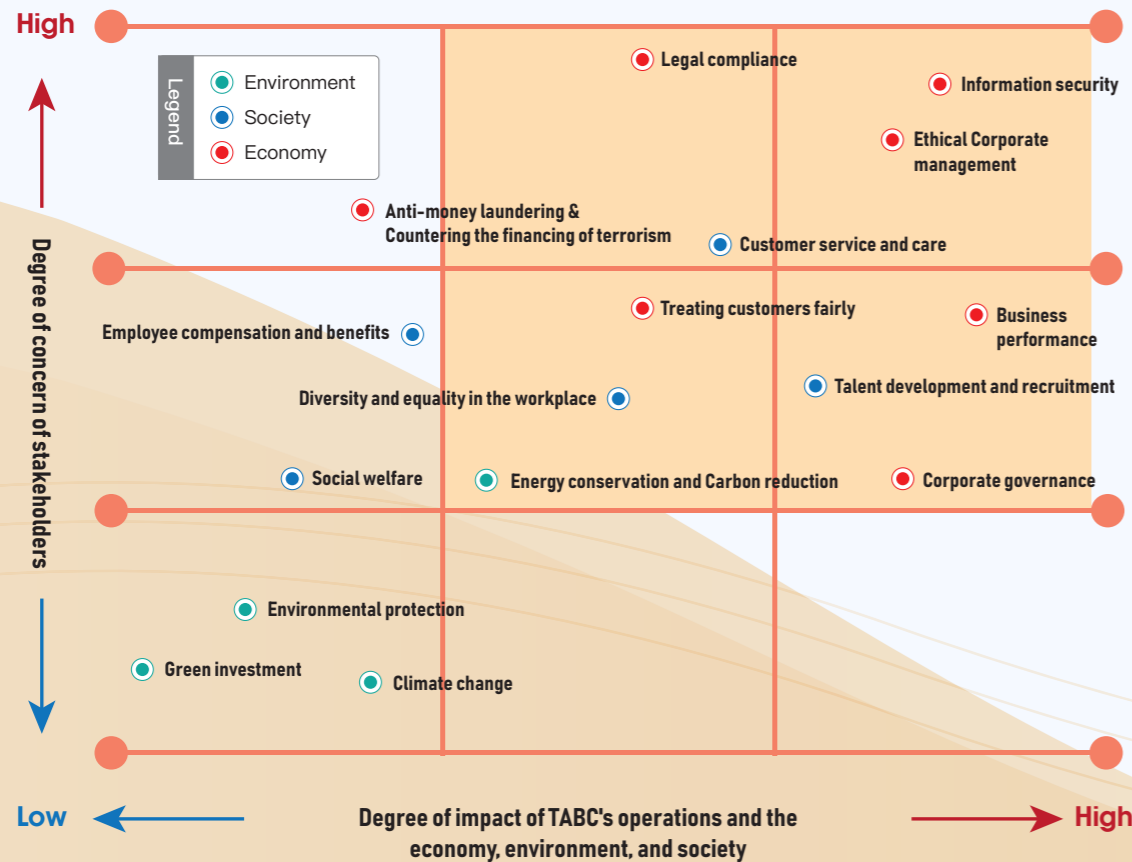
Note: Employees include full-time office staff and contracted field partners.



# MATERIALITY ANALYSIS OF TOPICS OF CONCERN

TABC adopted different forms of engagement with these seven categories of stakeholders, including one-way, two-way, one-to-many, and many-to-many engagement. We conducted an online questionnaire survey to investigate the level of concern about sustainability topics among these seven categories of stakeholders, where a total of 230 questionnaires were successfully collected in 2021. Our senior executives were also required to participate in a questionnaire survey aimed at collecting their views on the impact of our operations on the economy, the environment, and society, where a total of 14 questionnaires were successfully collected. In addition to analyzing the two sets of questionnaires collected from various stakeholders, we also interviewed our senior executives and held joint discussions with the Corporate Sustainability Committee to identify, rank, verify, and review the topics based on the context of sustainability, materiality, integrity, and stakeholder inclusion. No significant changes in material topics and topic boundary were observed between the 10 material topics identified in 2021 and those over the previous reporting period.

## MATERIALITY MATRIX



## MATERIAL TOPICS AND THEIR SCOPE OF IMPACT

● Direct impact ○ Facilitative impact ▲ Business impact

Material topic	Corresponding GRI standards	Importance to TABC's operations	Scope of impact							
			Within TABC		Outside TABC					
			TABC	Employees	Investors and shareholders	Customers	Suppliers or other channel partners	Government agencies	Non-profit organizations or local communities	CSR organizations
<b>Corporate governance</b>	Custom topic	Corporate governance is the most important mechanism for operations. We continue to observe the principles of corporate governance, enhance the functions of the Board of Directors, and ensure the effective operation of the Board of Directors with high-standard corporate governance approaches to safeguard shareholders' interests.	●	●	●			○		
<b>Ethical Corporate Management</b>	GRI 205-1 GRI 205-3	The Board of Directors and management actively implement the ethical corporate management policy and anti-corruption approaches to create a clean and ethical business environment and achieve the goal of corporate sustainability.	●	●	●			○		
<b>Business performance</b>	GRI 201-1	Revenue growth and financial performance enhancement constitute the foundation of corporate sustainability. We are committed to creating higher economic value aimed at giving back to our stakeholders, including shareholders and investors.	●	●	●	○	▲		○	▲
<b>Legal compliance</b>	GRI 419-1	We are able to achieve steady growth and sustainability because we not only strictly prohibit violations of laws and regulations and breaches of contract, but also fulfill obligations that a company should carry out on the basis of implementing legal compliance.	●	●					●	
<b>Treating customers fairly</b>	Custom topic	By formulating and regularly promoting internal rules and regulations based on the Principles of Treating Customers Fairly, we continue to safeguard customer rights and enhance customer satisfaction, boost service quality, and bolster our competitiveness in business development.	●				●	▲	○	



Material topic	Corresponding GRI standards	Importance to TABC's operations	Scope of impact								
			Within TABC		Outside TABC						
			TABC	Employees	Investors and shareholders	Customers	Suppliers or other channel partners	Government agencies	Non-profit organizations or local communities	CSR organizations	
<b>Information security</b>	GRI 418-1	While strictly adhering to personal data protection, we not only step up efforts through education, training, and awareness programs, but has also passed the IEC 27001:2013 Information Security Management Systems certification process, with a view to protecting the personal data of our office and field staff.	●	●		●	▲				
<b>Customer service and care</b>	Custom topic	In light of industry development trends, we deepen our relationship with customers and strengthen communication with customers on an ongoing basis with the intention of satisfying customer needs and earning their support and recognition.	●	●	○	●				○	○
<b>Diversity and equality in the workplace</b>	GRI 405-1	As we value our relationship with each employee and contracted partner, we regularly inspect and review the relevant regulations and environment to build cohesion with a friendly and safe work environment.	●	●			○			○	▲
<b>Talent development and recruitment</b>	GRI 404-1	Talent development and recruitment is the key to speeding up a company's growth and development. We plan training courses at all levels and conduct them online and offline simultaneously, as well as train outstanding talents using a wide array of learning methods. Moreover, we recruit business elites through industry-academia collaboration, various kinds of activities, and a robust system.	●	●							
<b>Energy Conservation and Carbon Reduction</b>	GRI 302-1 GRI 302-3 GRI 305-2 GRI 305-4	We reduce environmental impact and operating costs arising from our operations with the roll-out of various energy conservation and carbon reduction measures and action plans.	●	▲			▲				▲

# TABC's SUSTAINABILITY STRATEGY Roadmap

	Long-term strategic goal	Material topic	Stakeholder	Corresponding GRI standard Custom topic	SDGs	Management indicator	Performance in 2021	Short-term strategic goal	Medium-term strategic goal	Management mechanism and response measure	
<b>Environment (E)</b>	Become a low-carbon and sustainable company	Energy Conservation and Carbon Reduction	(1)(4)(7)	302-1 302-3 305-2 305-4	7 13 15	Greenhouse gas emissions (tonCO <sub>2</sub> e)	48.97 (tonCO <sub>2</sub> e)	Report the schedule of greenhouse gas inventory to the Board of Directors	Pass the ISO 14064-1 greenhouse gas inventory standard verification process	Environmental Protection P. 82	
	Enable all our partners and employees to realize their dream at TABC	Customer service and care	(1)(3)	Custom topic	10 11	Customer Satisfaction	95.34%	95% and above	97% and above	Sustainable France P. 46	
<b>Society (S)</b>	Enable all our partners and employees to realize their dream at TABC	Diversity and equality in the workplace	(1)	405-1	5 10	Proportion of female managers	66.67%	>65%	>68%	Happy Enterprise P.98	
		Talent development and recruitment	(1)	404-1	4 8	Average hours of training for employees	17.2 hours	18 hours	20 hours	Happy Enterprise P.98	
<b>Governance (G)</b>	Meet all our stakeholders' expectations and fulfill our mission of "happiness through sustainability"	Corporate governance	(1)(2)(5)	205-1 205-3	8 16	Average hours of continuing education for board members	5.5 hours	Continue to increase the average hours of training for board members	Increase participation in training courses related to the environment and society	Corporate Governance P.58	
		Ethical Corporate Management				16	Number of anti-corruption training sessions	4	Increase the number of training sessions to raise employees' anti-corruption awareness	Maintain zero corruption	Corporate Governance P.58
		Business performance	(1)(2)(3)(4)(6)(7)	201-1		8	Operating revenue	8.12 million	Maintain profitability	Maintain profitability	Corporate Governance P.58
		Legal compliance	(1)(5)	419-1		16	Number of violations	0	0	0	Corporate Governance P.58
		Treating customers fairly	(3)(4)(5)	Custom topic		10 16	Complaints-to-claims ratio	0	0	0	Sustainable Finance P. 46
		Information security	(1)(3)(4)	Custom topic		9 16	Average hours of information security training	1 hours	3 hours per person every two years	3 hours per person every year	Corporate Governance P.58

Note: Stakeholders include (1) employees, (2) investors and shareholders, (3) customers, (4) suppliers or other channel partners, (5) government agencies, (6) non-profit organizations or local communities, and (7) CSR organizations.

# 02



## About Us

About TABC  
Sustainable Supply Chain





## ABOUT TABC

Ushering our 19th anniversary, we remain steadfast in upholding the spirit of timing since our founding as we stand together with all our partners at every turning point to create a high-quality business platform for our sales partners and employees, with the aim of offering the best and most complete insurance plan for policyholders. On October 28, 2014, TABC officially becomes the first insurance brokerage in Taiwan to be listed on Taipei Exchange (TPEX), the country's over-the-counter market, with a stock code of 5878, a total capital of NT\$250 million (kindly refer to the Condensed Balance Sheet and Consolidated Income Statement for the past five years on Page 78 of our 2021 annual report for more details on the breakdown of our total capital by debt and equity), 59 full-time office staff members and around 3,500 field partners, and 13 locations across northern, central, and southern Taiwan. As the first TPEX-listed insurance brokerage in Taiwan, we adopt a different product marketing strategy from other channels in the banking industry, where we adopt a different product orientation that focuses on short-term insurance policies. We insist on offering customers long-term planning, with insurance products and coverage for retirees that are provided according to needs analysis as our primary focus. As of 2021, we have sold around 210,000 insurance policies cumulatively, including about 10,000 life insurance policies and 200,000 property insurance policies. At the same time, we recorded NT\$500 million in first-year commission income in 2021.

Taiming Assurance Broker Co., Ltd. (TABC) is a company limited by shares incorporated under the Company Act of the Republic of China (Taiwan), and is jointly owned by all shareholders. TABC, which engages in the insurance brokerage business, primarily generates our revenue from commission income from the solicitation of personal and property insurance offered by insurance companies. We provide customers with a variety of products as well as friendly and heart-warming services at our 13 service locations together with the help of around 3,500 contracted field sales partners. At the same time, we actively expand our insurance services to Mainland China and establish collaboration with our peers in Taiwan. For instance, we have not only owned 24.9% of Shanghai Taiming Assurance Broker Co., Ltd. and Jiangsu Taiming Assurance Broker Co., Ltd. in

TABC's 2021 Annual Report:



### TABC's operating revenue in 2021 (Unit: NT\$ thousands)

Revenue category	Amount	Percentage
Life insurance brokerage income	333,339	41.02%
Renewal brokerage income	216,254	26.61%
Bonus and fee income	163,946	20.18%
Property insurance brokerage and other income	99,031	12.19%
Total operating revenue	812,570	100.00%

Mainland China, but also completed the takeover of Link-Aim Life Insurance Broker Co., Ltd. in Taiwan, which is now our wholly-owned subsidiary, with the intention of developing the insurance market in the Greater China region together. These acquisitions also highlight our ability to seek steady sources of profit.

We utilize financial technology (FinTech) as an operation tool and leverage our long-standing professional insurance service quality to build an all-round, comprehensive retirement insurance brand. In addition, we capitalize on our position as a TPEX-listed company to carry out in-depth planning of each insurance policy with our professional service team and 33 insurance companies with which we have signed contracts, so as to serve each and every customer with care. No product or service provided by TABC has ever been prohibited in specific markets.

Insurance is a long-term commitment and service for every customer. Aside from planning for financial and health risks throughout the entire customer life cycle based on professional needs analysis during solicitation, we also provide high-quality services and consultation during the policy period. We focus on developing long-term personal protection and planning for a perfect life, rather than aim for a high number of insurance policies purchased by customers. In 2021, we recorded a customer retention ratio of 32.95%. More importantly, however, our high-quality services and customer satisfaction are reflected in our high persistency ratios. In 2021, TABC achieved a 13th-month persistency ratio of 98.02% and a 25th-month persistency ratio of 95.66%. Yet, over the past five years, the industry average 13th-month persistency ratio was 93.08% while the industry average 25th-month persistency ratio was 88.77%, all of which were lower than our own ratios by around 5%.



13th-month persistency ratio  
**98.02% in 2021**  
97.58% on average over the past five years



25th-month persistency ratio  
**95.66% in 2021**  
94.73% on average over the past five years

Overview of TABC's products:



## Location of operations

At present, the primary market for the products we sell is Taiwan. Our locations of operations where we provide our services are listed as follows:

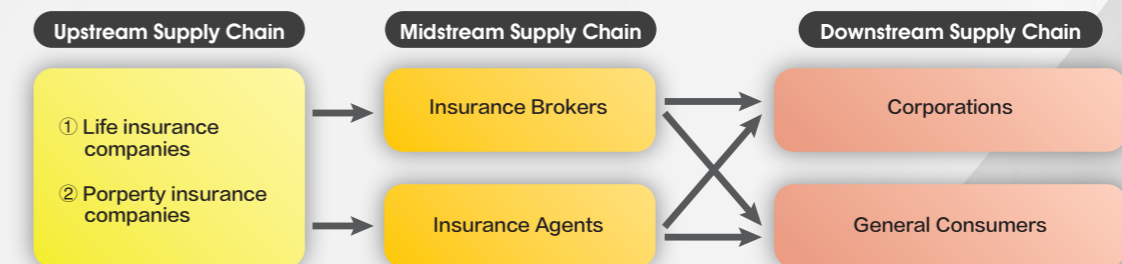
### TABC's LOCATIONS OF OPERATIONS ACROSS Taiwan

	Address	Phone
Headquarters	11F., No. 49, Guanqian Road, Zhongzheng District, Taipei City	(02)5558-5988
<b>Northern region</b>		
Keelung office	9F., No. 148, Xin 1st Road, Xinyi District, Keelung City	02-2421-5399
Chongqing office	9F., No. 83, Section 1, Chongqing S. Road, Zhongzheng District, Taipei City	02-5581-2888
Guanqian office	6F.-3, No. 49, Guanqian Road, Zhongzheng District, Taipei City	02-5582-9988
Taoyuan office	14F.-3, No. 191, Yong'an Road, Taoyuan District, Taoyuan City	03-337-0528
<b>Central region</b>		
Taichung office	25F.-2, No. 447, Section 3, Wenxin Road, Beitun District, Taichung City	04-3500-9998
Yunlin office	3F.-2, No. 178-18, Gong'an Road, Huwei Township, Yunlin County	05-6363-900
Chiayi office	2F., No. 69-18, Tiyu Road, East District, Chiayi City	05-223-5268
Chia-Hsin Business Team	4F., No. 145, Xingye W. Road, West District, Chiayi City	05-236-6632
<b>Southern region</b>		
Tainan office	5F., No. 281, Section 2, Fuqian Road, West Central District, Tainan City	06-293-6046
Kaohsiung office	11F.-2, No. 241, Yixin 1st Road, Qianzhen District, Kaohsiung City	07-955-2888
Pingtung office	2F., No. 88-15, Guangdong S. Road, Pingtung City, Pingtung County	08-751-1095
Tainan Business Team	7th Floor, No. 283, Section 2, Fuqian Road, West Central District, Tainan City	06-293-4288

## Membership of associations

No.	Association	Status
1	Insurance Brokerage Association of Taiwan	Member

## SUSTAINABLE SUPPLY CHAIN



TABC belongs to the insurance brokerage industry. According to the relationships between the upstream, midstream, and downstream segments in this industry, the upstream segment is made up of life or property insurance companies; the midstream segment consists of insurance brokers and insurance agents; and the downstream segment comprises general consumers or corporations. Located in the midstream segment of this industry, we primarily engage in the sale of products offered by insurance companies with which we have signed contracts in accordance with the law and collaborate. Our salespeople will first explain the characteristics and terms of each insurance product based on the policyholder's interests, and then devise a suitable insurance policy for the customer according to needs analysis in order to meet risk requirements. Lastly, the insurance policy we solicit and related documents will be handed over to the insurance company.

In addition, we have instituted the Implementation Rules of Corporate Social Responsibility for Suppliers, aimed at not only promoting occupational safety and health-related laws and regulations to suppliers, but also clearly stipulating the prohibition of forced labor and any form of employment discrimination. Suppliers are also required to comply with international standards as well as labor employment laws in other locations of operations. If a supplier is found to be in breach of its CSR commitment (including but not limited to labor rights protection and environmental protection) and cause significant impact on the environment and society, we may suspend or cancel our contract with the supplier in accordance with the relevant terms in the contract. No major risk events or incidents concerning the use of child labor or forced labor were reported at TABC and other locations of operations in 2021.

### TABC's IMPLEMENTATION RULES OF CORPORATE SOCIAL RESPONSIBILITY FOR SUPPLIERS

Labor rights protection	Environmental protection
<ul style="list-style-type: none"> <li>• Employment of child labor in accordance with the relevant laws and regulations</li> <li>• Prohibition of forced labor</li> <li>• Prohibition of any form of discrimination</li> <li>• Respect for freedom of association and negotiation</li> <li>• Compliance with relevant laws and regulations, such as labor health and occupational safety and health-related laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Suppliers shall attach importance to issues related to environmental protection and energy conservation, implement the corporate culture of environmental sustainability, and devote themselves to caring for the Earth, cherishing resources, and engaging in environmental protection and energy conservation.</li> <li>• Suppliers shall comply with the directions of the relevant environmental protection policies to avoid causing significant negative impact on the environment or committing violations of environmental laws and regulations.</li> </ul>



# 03

## Sustainable Finance

Performance Highlights

Short-term, Medium-term and  
Long-term Strategic Goals

Management Approach

Sustainable Insurance

Responsible Investment

Care Insurance with Financial  
Inclusion

Digital Insurance Purchase  
through Technology Empowerment

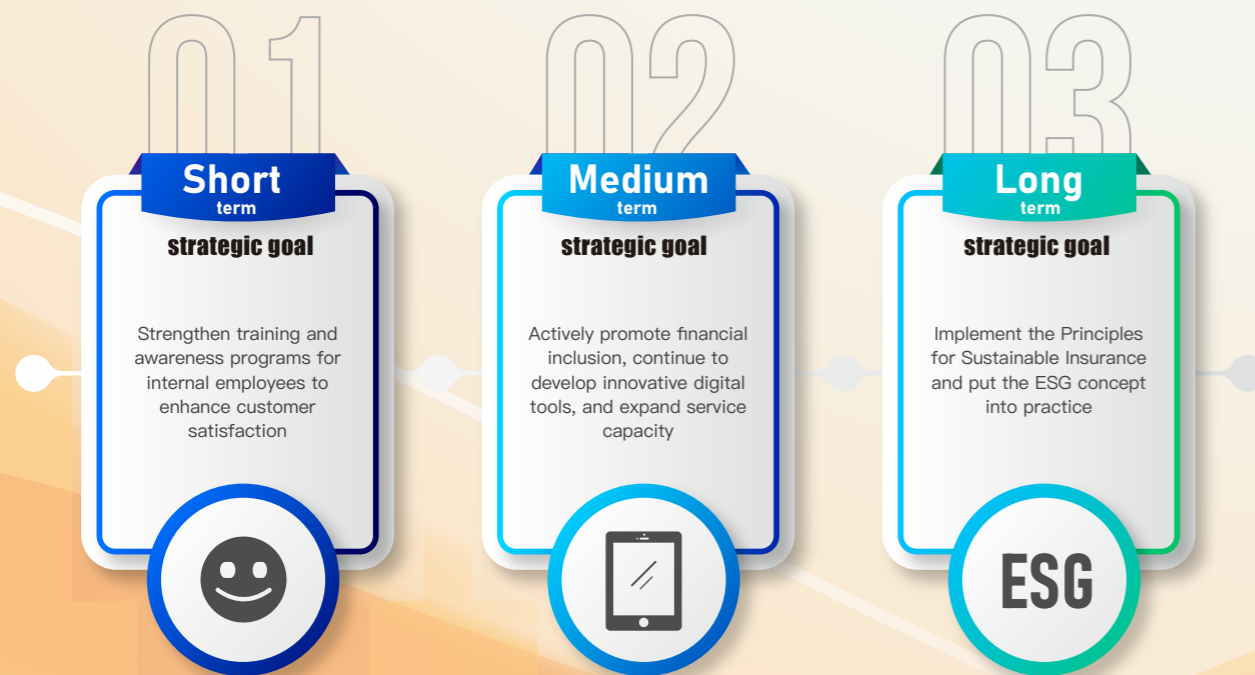
Treating Customers Fairly and  
Customer Satisfaction



## PERFORMANCE HIGHLIGHTS



## SHORT-, MEDIUM- and LONG-TERM STRATEGIC GOALS



## Management Approach



Material topic	Treating customers fairly, and customer service and care
Corresponding GRI standards	Custom topic
Corresponding SDGs	
Policies and commitments	Comply with the Principles of Treating Customer Fairly, and continue to echo the concept of sustainable insurance with a view to enhancing customer service quality.
Targets	<p><b>Short-term target:</b></p> <ul style="list-style-type: none"> <li>Enhance customer satisfaction and reduce the number of customer complaints and reviews.</li> </ul> <p><b>Medium-term target:</b></p> <ul style="list-style-type: none"> <li>Implement the nine Principles of Treating Customers Fairly, and continue to enhance customer service quality through internal training and awareness programs.</li> </ul> <p><b>Long-term target:</b></p> <ul style="list-style-type: none"> <li>Implement the Principles for Sustainable Insurance and put the ESG concept into practice with a view to leading our company towards sustainable development.</li> </ul>
Responsibilities and resources	<ul style="list-style-type: none"> <li>Establish the Corporate Sustainability Committee to actively implement the Principles for Sustainable Insurance</li> <li>Develop the mobile insurance purchase platform, which is a digital information tool, for the convenience of our customers</li> <li>Practice the Principles of Treating Customers Fairly and conduct practical training for our staff at the Insurance Policy Services Department to enhance customer service quality</li> </ul>
Grievance mechanism	Kindly refer to the <b>“Stakeholder Engagement”</b> section in this report for more details
Evaluation mechanism and outcomes	<ul style="list-style-type: none"> <li>Sold a total of 162 micro whole life insurance policies totaling NT\$2,425,634 in 2021.</li> <li>Conducted around 20 internal courses to enhance understanding and clear up doubts in 2021.</li> <li>Reported zero claim disputes in 2021.</li> <li>Recorded a complaints-to-claims ratio of 0% in 2021.</li> <li>Found that 95.34% of our customers were satisfied with the services provided by our salespeople in 2021.</li> </ul>



## SUSTAINABLE INSURANCE

In an effort to enhance business performance, we actively align ourselves with international initiatives and voluntarily adopts the Principles for Sustainable Insurance to demonstrate our commitment to internalizing corporate sustainability and creating a sustainability vision for the common good. By fulfilling the Principle of Sustainable Insurance, we not only effectively control ESG risks and opportunities, but also implement the ESG concept into operating activities, thereby leading our company towards sustainable development.

### TABC'S COMPLIANCE WITH THE PRINCIPLES FOR SUSTAINABLE INSURANCE

Item	Corresponding action
Include ESG topics in our company's decision-making process	<ul style="list-style-type: none"> <li>Establish the Corporate Sustainability Committee.</li> <li>Identify ESG-related risks and report them to the Board of Directors on a regular basis to manage and monitor various ESG issues and integrate them into our operational decisions.</li> </ul>
Increase our customers' and partners' attention to ESG topics	<ul style="list-style-type: none"> <li>Educate our employees, customers, and sales partners on ESG practices and topics and conduct ESG-related training for our employees.</li> </ul>
Promote ESG practices in collaboration with the government and other stakeholders	<ul style="list-style-type: none"> <li>Support, sponsor, and participate in policies and activities concerning ESG promotion, education, and risk control on an annual basis.</li> <li>Communicate, promote, and share our ESG actions and experiences with competent authorities or non-governmental organizations through a wide array of channels (e.g., meetings, seminars, and forums) to show our support for the sustainable development of the insurance industry.</li> <li>Conduct research and launch educational programs on ESG issues in the insurance industry through communication with academic and scientific institutions.</li> <li>Communicate with the public about ESG issues via various channels, such as our official website, social media, and e-newsletters.</li> </ul>
Make regular disclosures of our progress concerning the Principles for Sustainable Insurance	<ul style="list-style-type: none"> <li>Publish ESG reports on an annual basis to communicate and engage with our stakeholders, policyholders, and financial regulators, as well as disclose our performance and achievements in addressing ESG topics.</li> </ul>

## RESPONSIBLE INVESTMENT

With the inclusion of responsible investment in our investment decisions, TABC currently excludes investments in areas that are against the spirit of sustainability, such as gambling, pornography, national defense and firearms, etc.



Furthermore, we are gradually bolstering ESG training courses for our employees based on the concept of responsible investment in order to integrate the analysis of ESG factors into our overall strategies. In the future, the agenda of shareholders' meetings will also include assessments on major ESG violations, where a proposal will not be supported if it violates ESG practices. On the other hand, we will inspect our investment inventory to check whether there is any major controversial issue involved in our investments, where an investment will be put on our watch list if it involves such an issue, and then assess the the appropriate follow-up measures as well as communication and engagement methods, so as to implement the spirit of responsible investment.

### TABC'S IMPLEMENTATION OF RESPONSIBLE INVESTMENT

Principles for Sustainable Insurance	Actions and achievements in 2021
Integrating ESG issues into ownership policies and practices	<ul style="list-style-type: none"> <li>Recorded a 100% participation rate in shareholders' meetings convened by listed investees and a 100% voting rate for the proposals raised in these shareholders' meetings</li> <li>Recorded a 100% participation rate and a 100% voting participation rate in shareholders' meetings convened by unlisted investees</li> </ul>
Disclosure of ESG information by TWSE or TPEX-listed companies that we invest in	<ul style="list-style-type: none"> <li>Prepared investment assessment reports based on the ESG reports published by our target investments and other relevant information</li> </ul>
Activities and progress on the implementation of the Principles for Sustainable Insurance	<ul style="list-style-type: none"> <li>Regularly reviewed the operating and financial performance of investees or the trends of investees' industries, as well as submitted their financial statements, including investment performance, to the Audit Committee and the Board of Directors on a quarterly basis.</li> <li>Disclosed the implementation of the Principles for Sustainable Insurance in our ESG report</li> </ul>

## Care Insurance WITH Financial Inclusion

In order to implement financial inclusion so that more people can afford insurance premiums and enjoy basic insurance coverage, TABC joins hands with insurance companies to sell various types of spillover insurance policies developed by different insurance companies. At the same time, we also encourage policyholders to look after their health through self-health management in combination with the insurance products they have purchased using premium rebates, premium discounts or rebates provided by insurance companies, in hopes of bringing positive effects to customers and building a more robust social safety net.



We do not develop our own products but mainly sells products developed by insurance companies through agents. Therefore, we assist in matching demand for microinsurance with help from the Insurance Brokerage Association of Taiwan and allocate funds each year to meet demand for microinsurance at any time. In addition, we have long been providing insurance services and recommending insurance products based on needs analysis. With a focus on the concept of full insurance coverage, we have initiated the sale of micro whole life insurance (which people aged 0 to 84 years old can purchase) and insurance products for specific groups, with a view to offering protection for the insured in the event of death or total disability. In 2021, we sold a total of 162 micro whole life insurance totaling NT\$2,425,634.

### What is microinsurance?

Microinsurance is an insurance product designed for economically disadvantaged groups and groups of specific identities, with the intention of providing basic protection against specific risks so that disadvantaged groups can receive basic insurance coverage at low premiums and protect their families from financial hardships if an accident happens to the insured.

Microinsurance possesses the following features:

1. It is designed for economically disadvantaged groups.
2. It involves a low insured amount at a low premium.
3. It offers a short coverage period with simple coverage.
4. It is available in the form of personal insurance, collective purchase of personal insurance or group insurance.

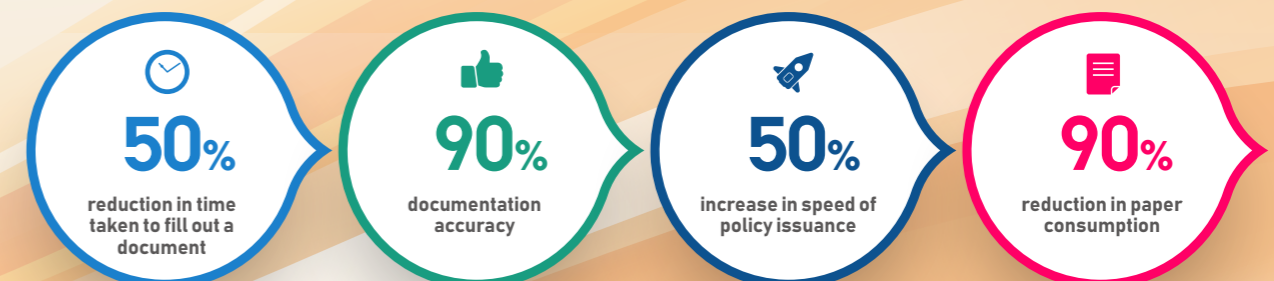


## DIGITAL Insurance PURCHASE THROUGH TECHNOLOGY EMPOWERMENT



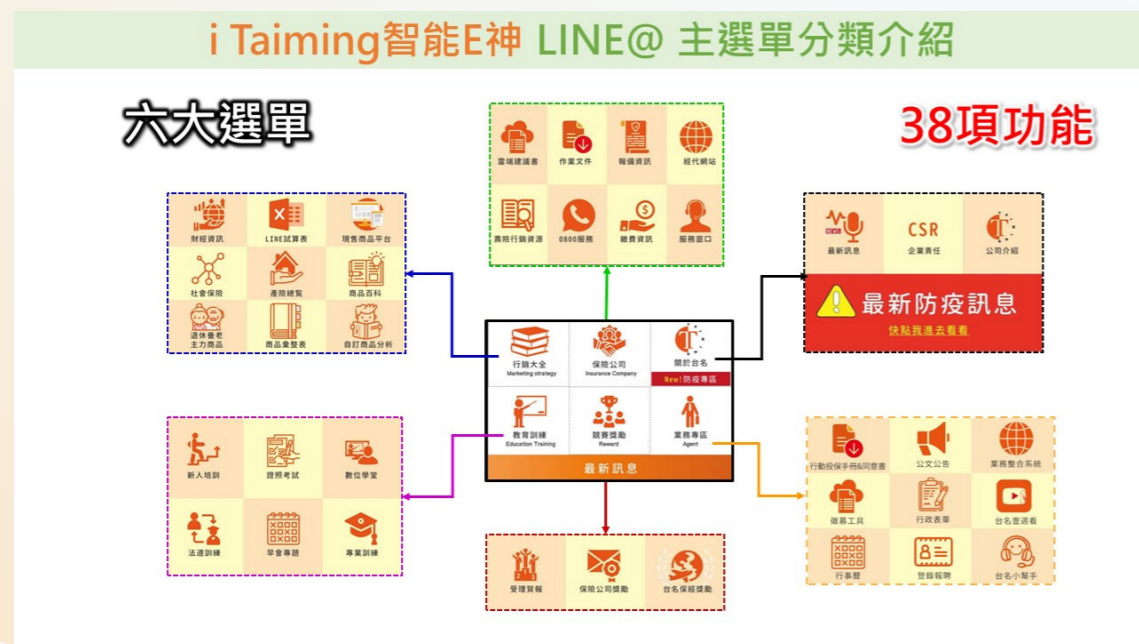
Technological innovation and change have led the insurance industry to transform rapidly from the traditional model towards digital finance. In order to keep up with digital trends, we have taken steps to develop a digital roadmap, which began with our commitment to developing digital services and processes since 2015, followed by the launch of mobile insurance purchase services in 2019 and the introduction of the iTaiming smart tool on LINE in 2020. Through our efforts to design and apply technology tools, we equip our sales partners with high-performance management tools to ensure that we provide excellent policyholder services at all times. In the meantime, we are also planning to develop mobile insurance purchase services with facial recognition, in hopes that we can become the first to provide an innovative and fully digital transformative service experience when the relevant regulations are relaxed in the future.

Our mobile insurance purchase services not only comply with the requirements stipulated in information security regulations promulgated by the competent authority, but also help our contracted field sales partners increase documentation accuracy, streamline operating procedures, break through time and space constraints. In addition to our commitment to speeding up document review and policy issuance on insurance companies' part, we also enhance the efficiency of insurance purchase services for our customers. Furthermore, we can also substantially reduce paper consumption, thereby playing a part in protecting Earth's environment.





TABC has also extended the use of mobile insurance purchase services online with the introduction of the iTaiming smart tool on LINE in 2020. Developed using a simple and intuitive classification structure with various types of business services, this app is also equipped with an interactive search index to provide enhanced convenience for our staff. The iTaiming smart tool on LINE not only integrates various types of information as well as product and market news from insurance companies, but also covers TABC's internal forms and documents, reward announcements, etc. Moreover, files or screenshots can be directly forwarded to others via this app, which not only reduces the amount of printed promotional materials, but also cuts down on waste resulted from using incorrect forms. At the same time, this app is able to provide customer service at any time without time, space or location constraints.



TABC's very own iTaiming smart tool on LINE enables sales partners to serve customers at all times.

Online financial services have become a trend in recent times. As the competent authority relaxes rules regarding application for establishing online insurance companies, coupled with the development and roll-out of various innovative insurance products, TABC will not only continue to invest in the construction of digital and remote systems the development of related training programs, but also import more professional training programs on product sales to enhance competencies related to our core and insurance services, with the intention of providing customers with professional and comprehensive services and bolstering our competitive advantage in the market.

# Treating Customers Fairly and Customer Satisfaction

## Implementing the Principles of Treating Customers Fairly



In addition, TABC also makes arrangements for senior employees at the Policy Services Department to attend practical training on underwriting and claims, so that they can be more empathetic to policyholders and thus demonstrate professionalism and care in customer service. More importantly, our highly efficient administrative team also fully cooperates with life insurance companies to provide policyholders with all-round, high-quality insurance products and services and professional claims assistance in a fair manner.

### TABC's performance in implementing the principles of Treating Customers Fairly in 2021

Principle	Item	Approach
Fairness and integrity in contract clauses	Explain the principles to customers	In 2021, a total of 20 courses were conducted to enhance understanding and clear up doubts.
Duty of care and fidelity	Promote the protection of customer rights	Information is effectively communicated to all our partners via our "TABC Weekly Recap" video once a year, while the Legal Compliance Office sends out solicitation-related legal information via e-mail several times a week.
Truthfulness in advertising and solicitation	Seek the competent authority's approval and inspection of products to be ordered Make it mandatory to seek our company's approval for advertisements	Advertisements are reviewed and monitored via the product listing process. In 2021, all the advertisements submitted for review met the relevant requirements.

Principle	Item	Approach
Product or service suitability	Conduct suitability analysis during solicitation	Customer needs are verified based on the Written Analysis Report before and after purchasing an insurance policy. Should a claims dispute arise after purchasing an insurance policy, we can provide policyholders with professional legal advice. No claims dispute were reported to TABC in 2021.
Notification and disclosure	Conduct tests and telephone interviews	Legal compliance tests were administered twice a year, while weekly telephone interviews were conducted at random with 5% of our customers on new contracts prior to underwriting.
Sale of complex and high-risk products	Establish an internal control system and an audit system	Internal audits are performed on an annual basis.
Balance between remuneration and performance	Revise the remuneration system	The system was approved by the Board of Directors on October 29, 2020.
	Put in place punishments for violations committed by salespeople	The Salesperson Discipline Committee adheres to the principle of joint deliberation by managers among our office and field staff, protects our salespeople's rights and interests, and implements the Principles of Treating Customers Fairly.
Safeguards for complaints	Handle customer complaints	In 2021, we received and reviewed four complaints, all of which were handled appropriately and found to be without detriment to our company, while our complaints-to-claims was 0%.
Professionalism of salespeople	Arrange professional training	Arrangements were made for our senior staff members at the Policy Services Department to undergo practical training on underwriting and claims.

## Perfect Customer Service

TABC treats customers and handles complaints in an impartial, objective, and detached manner. The Policy Services Department at TABC deals with customers and handles complaints with a sincere and friendly attitude based on the core principle of safeguarding customer rights in an effort to maximize customer benefits. In order to satisfy customer needs, we have put in place a variety of service channels, including dedicated phone services as well as online and in-person services, so that customers are able to “reach TABC when they think of TABC.” All the above are implemented with the ultimate goal of enhancing customer satisfaction.

On top of that, TABC is open to different opinions and suggestions. Therefore, we provide a wide array of complaint channels with comprehensive complaint handling procedures to ensure no breach of customer rights. We have also stipulated that when handling a complaint, the person in charge of the complaint shall report the salesperson involved in the complaint to the Salesperson Discipline Committee for further action in accordance with the relevant laws and regulations if the salesperson is found to have committed a violation of laws and regulations.

### Diverse service channels at TABC

Category	Channel
e-services	Official website and social media
In-person services	Counter, media information disclosure, and various policyholder services

## TABC's COMPLAINT HANDLING PROCESS



## Customer Satisfaction

TABC has been conducting customer satisfaction surveys on an annual basis since 2019. This survey covers two categories based on the characteristics of our business - “new contract service” and “after-sales service.” In 2021, we conducted a series of phone interviews with a randomly selected sample of customers in both categories, and found that 95.34% of our customers were satisfied with the services provided by our salespeople. Customers' recognition of our services motivates all our employees to work even harder. We will also conduct customer satisfaction surveys on an ongoing basis to provide customers with services of higher quality.

In addition to making telephone care visits to customers according to the relevant rules and regulations, we have established a customer service hotline to provide consultation on various matters such as insurance renewal and premium, insurance policy changes, and claims. We have also set up the “Policyholders” section on our official website, which includes an insurance question-and-answer area and an online inquiry and consultation area. Moreover, policyholders can obtain first-hand details about our company's events and the most up-to-date news and information regarding the insurance industry via our official Skype account, Facebook Page, LINE account, and Instagram account.

The availability of diverse service channels at TABC shows our commitment to safeguarding customer rights and providing time- and location-independent services. At the same time, in an effort to expand our customer service capacity, we also encourage our staff at the Policy Services Department to obtain the relevant certificates and align themselves with the market. In the future, we will continue to uphold the business philosophy of customer first and make every effort to safeguard customer rights.



# 04



## Corporate Governance

Performance Highlights

Short-term, Medium-term and Long-term Strategic Goals

Corporate Governance Policy and Approach

Diverse Board Members

Connection between Board Remuneration and Sustainability Performance

A Progressive Governance Team

Governance structure

Economic Performance

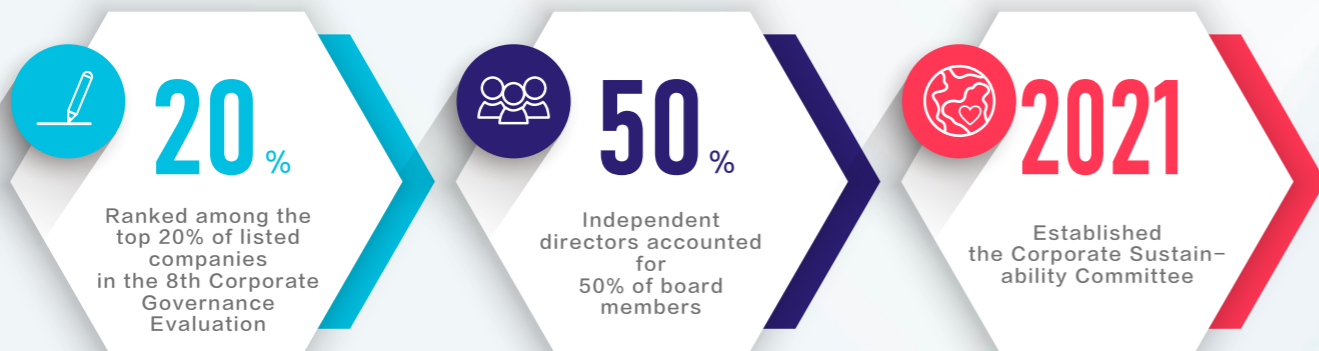
Risk management

Tax Approach, Governance and Risk Management

Legal compliance

Ethical Corporate Management



## PERFORMANCE HIGHLIGHTS



## SHORT-, MEDIUM- and LONG-TERM STRATEGIC GOALS



## Management Approach

<b>Material topic</b>	Corporate governance, ethical corporate management, business performance, legal compliance, and information security
<b>Corresponding GRI standards</b>	<p>Custom topic</p> <p>GRI 205–1 Operations assessed for risks related to corruption</p> <p>GRI 205–2 Communication and training about anti–corruption policies and procedures</p> <p>GRI 205–3 Confirmed incidents of corruption and actions taken</p> <p>GRI 201–1 Direct economic value generated and distributed</p> <p>GRI 419–1 Non–compliance with laws and regulations in the social and economic area</p> <p>GRI 418–1 Substantiated complaints concerning breaches of customer privacy and losses of customer data</p>
<b>Corresponding SDGs</b>	 
<b>Policies and commitments</b>	Implement the principles of corporate governance, continue to enhance the functions of the Board of Directors and implement risk control with the goal of realizing corporate sustainability and maximizing shareholders’ and stakeholders’ interests, and formulate management systems and response measures in relation to emerging risks such as information security and epidemic risks.
<b>Targets</b>	<p><b>Short–term target:</b></p> <ul style="list-style-type: none"> <li>Engage a team of external experts to conduct performance evaluation of directors at least once every three years with the aim of implementing corporate governance and bolstering the functions of the Board of Directors.</li> <li>Ensure that the Ethical Corporate Management Committee regularly reports the results of the implementation of ethical corporate management for the previous year to the Board of Directors on an annual basis.</li> <li>Educate directors, supervisors, managers, and employees on various operating procedures and relevant laws and regulations at least once a year, as well as organize education and awareness programs for newly appointed directors, supervisors, managers, and employees in a timely manner.</li> <li>Create a reliable information system environment to implement and promote information security management processes.</li> </ul> <p><b>Medium–term target:</b></p> <ul style="list-style-type: none"> <li>Propose CSR mission or vision, formulate CSR policies, systems or related management approaches, and ensure that the immediacy and accuracy of information disclosure related to sustainable development.</li> <li>Establish specific ethical corporate management practices and actively prevent unethical conduct.</li> <li>Focus on the development of our company’s businesses and uphold the philosophy of sustainability to prevent occurrences that may affect corporate image and violate laws and regulations.</li> <li>Bolster information security management through the spirit of continuous innovation to ensure the confidentiality, completeness, and availability of customer data and our company’s information assets.</li> </ul>

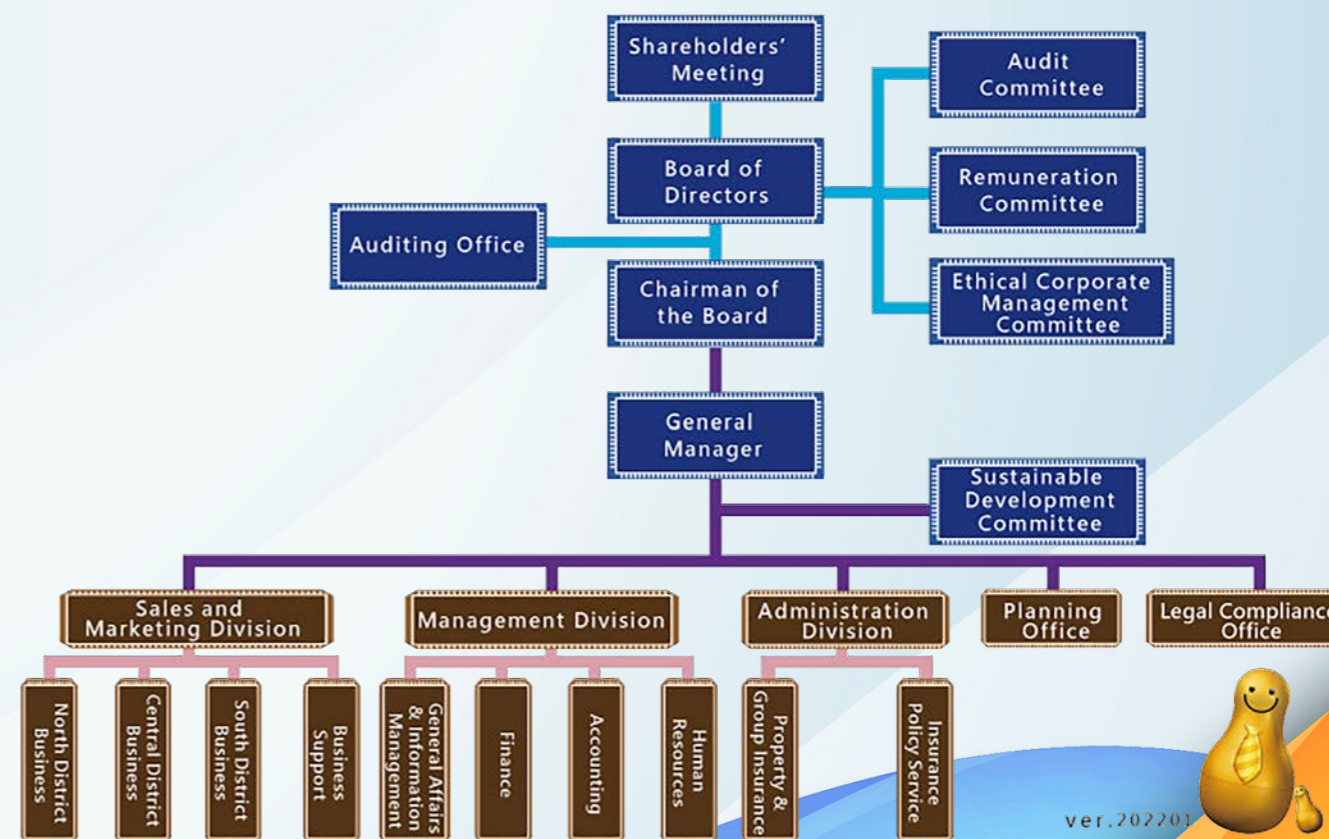


Targets	<p><b>Long-term target:</b></p> <ul style="list-style-type: none"> <li>• Include CSR in our company’s operating activities and development directions, and approve specific promotion plans for CSR and sustainable development.</li> <li>• Engage in business activities based on the principles of fairness, honesty, trustworthiness, and transparency to gain stakeholders’ trust and move towards sustainable development.</li> <li>• Ensure that our partners attach greater importance to legal compliance so as to bolster our compliance performance, and internalize legal compliance among our sales partners and staff to help our customers pursue more rights.</li> <li>• Build a complete and secure information platform and continue to enhance the quality of our policyholder services and ensure that our information platform is safe to use.</li> </ul>
Responsibilities and resources	<ul style="list-style-type: none"> <li>• We have established the Rules for Performance Evaluation of Board of Directors (or Functional Committees).</li> <li>• In an effort to ensure sound ethical corporate management, the Legal Compliance Office is designated as the unit in charge of ethical corporate management, which is tasked with formulating and carrying out ethical corporate management policies and related preventive measures.</li> <li>• In addition to establishing the Information Security Management Committee in 2016, we also convene “Management Review” meetings each year to provide responses and draw up countermeasures concerning information security issues of concern at home and abroad. Ad hoc meetings may also be held when necessary.</li> </ul>
Grievance mechanism	Kindly refer to the “ <b>Stakeholder Engagement</b> ” section in this report for more details
Evaluation mechanism and outcomes	<ul style="list-style-type: none"> <li>• In 2021, the Taiwan Corporate Governance Association was engaged to arrange for external experts to conduct a performance evaluation of the Board of Directors. Upon evaluation, there were three independent directors out of the six board members, who made up half of the Board of Directors and consisted of professional and business management practitioners. This is an achievement deserving of recognition.</li> <li>• In an effort to stay ahead of our peers in the insurance brokerage industry and the requirements set by the competent authority, we continue to publish our own CSR reports (currently known as sustainability report) for the purpose of presenting our proactive actions to achieve the corporate sustainability vision since 2015.</li> <li>• As a small-sized listed company, we have ranked among the top 20% of listed companies in the Corporate Governance Evaluation for two years in a row.</li> <li>• 100% of our locations of operations have been assessed for corruption risk. In 2021, we did not receive any complaints or reports of moral or ethical violations, corruption or illegal conduct committed by employees at work.</li> <li>• In 2021, no fines or penalties were imposed on our company for violations of social and economic laws and regulations, while no related complaints or cases were filed against our company as well.</li> <li>• We continued to be awarded the ISO 27001 Information Security Management Systems certification in 2021.</li> <li>• We received no complaints of customer privacy breach or loss of customer data in 2021.</li> </ul>

## CORPORATE GOVERNANCE POLICY AND APPROACH

In order to ensure that the rights and responsibilities of the relevant organizations and individuals are aligned with each other, we are aware that transparency plays an even more important role in corporate governance and organizational composition. The ultimate goal of implementing corporate governance is to ensure that the interests of shareholders and stakeholders are maximized. With the supervisory mechanism as well as checks and balances put in place by the management team, we have reasonably defined and allocated the rights and responsibilities of all shareholders, the management team, and stakeholders. At the same time, we have also disclosed the establishment and composition of the highest governance body while ensuring that the decisions made by the highest governance body are in line with TABC’s operating objectives, including various topics in the economic, environmental, and social areas.

### ORGANIZATIONAL CHART OF TABC



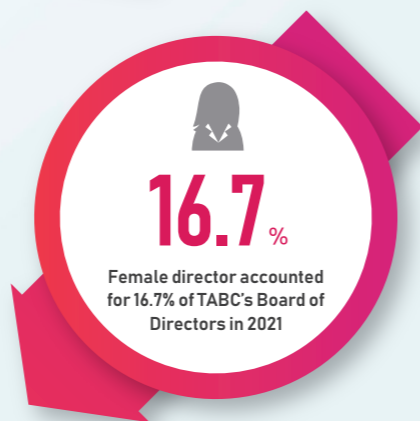


## DIVERSE BOARD MEMBERS

TABC's Board of Directors comprises six members, three of whom are independent directors, accounting for 50% of the board members. In 2021, a total of seven meetings were convened by the Board of Directors, with an overall attendance of 97.62% among the board members. While directors aged 50 years old and above make up 100% of TABC's Board of Directors, these board members not only possess professional knowledge and a wealth of experience in corporate governance, but also continuously upgrade their collective knowledge of the environmental, social, and economic aspects by reading up on international trend reports. In order to keep up with global risk trends and enhance risk response capabilities, the board members actively attend continuing training. In 2021, the board members attended 33 hours of continuing training in total, equivalent to an average of 5.5 hours per person.

Aside from professional competencies, the Board of Directors also attaches importance to their conduct and ethical reputation. Moreover, the Board of Directors places emphasis on gender equality, where a female director has been appointed to the Board of Directors, which not only enhances diversity in the Board of Directors, but also reinforces the overall structure of the Board of Directors. In 2021, female and male directors accounted for 16.7% and 83.3% of the Board of Directors, respectively. The current board members were elected in May 2019, and their three-year term is scheduled to end on May 30, 2022.

As far as independent directors are concerned, candidates are required to meet the professional qualifications, independence requirements, and restrictions on concurrent positions stipulated in the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, so that the Board of Directors can carry out proper planning of business innovation and development strategies, implement effective monitoring, safeguard shareholders' interests, and enhance corporate governance.



## DIVERSE BOARD MEMBERS AT TABC

Title	Name	Gender	Age group	Attendance (times)
Chairman	Taiwan Pilot Asset Investment Co., Ltd. Representative: Cheng-Chih Lee	Male	61 to 70 years old	6
Director	Taiwan Pilot Asset Investment Co., Ltd. Representative: Chih-Chieh Wei	Male	51 to 60 years old	6
Director	Cheng Jung Enterprise Co., Ltd. Designated Person: Mu-Heng Wu	Female	51 to 60 years old	6
Independent Director	Chuang-Teng Tsai	Male	61 to 70 years old	6
Independent Director	Fu-Kuei Huang	Male	61 to 70 years old	6
Independent Director	Chien-Hsiang Chang	Male	71 years old and above	5

## CONNECTION BETWEEN BOARD REMUNERATION AND SUSTAINABILITY PERFORMANCE

TABC performs performance evaluation on the Board of Directors and individual directors on a regular basis, including self-assessment and peer evaluation once a year and external evaluation conducted by a team of external experts once every three years, with the results of these performance evaluations disclosed on an annual basis. In an effort to exercise the due care of a good administrator, the Remuneration Committee also conducts reviews and evaluations in a faithful manner on a regular basis as well as proposes recommendations regarding the criteria for the distribution of remuneration and the exact amount of remuneration to be paid based on the results of performance evaluation, along with the Remuneration Committee Charter.



▲ Performance evaluation of the Board of Directors



## A Progressive Governance Team

With a view to implementing the fundamental spirit of corporate governance and strengthening the functions of the Board of Directors, TABC's Chairman does not hold any administrative position concurrently, demonstrating a clear division of the functions and powers of the Chairman and the President. Our board members possess a wealth of experience in various areas, including business management, leadership and decision-making, industry knowledge, crisis management, as well as finance and accounting, so as to take responsibility for business strategies and major decisions, supervise the management team, and manage risks.

### Core Items Concerning Diversity in TABC's Board of Directors in 2021

Title/Trainee	Business management	Leadership and decision-making	Industry knowledge	Crisis management	Finance and accounting
Chairman/ Cheng-Chih Lee	√	√	√	√	
Director/ Chih-Chieh Wei	√	√	√	√	
Director/ Mu-Heng Wu	√	√	√	√	√
Independent Director/Chuang-Teng Tsai	√	√	√	√	√
Independent Director/ Chien-Hsiang Chang	√	√	√	√	√
Independent Director/ Fu-Kuei Huang	√	√	√	√	√

In addition, the board members also keep abreast of international developments in corporate governance and attend continuing training courses each year. In 2021, each board member attended 5.5 hours of continuing training on average.

### Continuing Training Courses Attended by the Board of Directors and Corresponding Training Hours in 2021

Title/Trainee	Course title	Training hours
Chairman/ Cheng-Chih Lee	A Discussion on Corporate Tax Governance and Tax Technology Solutions based on ESG Trends and the Pandemic Environment	3
	The Effects of AVM on Management Decisions	3
Director/ Chih-Chieh Wei	Practical Analysis of IFSR 17 in the Insurance Industry	3
	Anti-money Laundering Regulations and the Latest Practical Analysis	3
Director/ Mu-Heng Wu	Practical Analysis of IFSR 17 in the Insurance Industry	3
	Anti-money Laundering Regulations and the Latest Practical Analysis	3
Independent Director/ Chuang-Teng Tsai	Analysis and Case Studies of Related Party Transactions Among Directors and Supervisors	3
	A Sharing Session on Corporate M&A Practices – A Focus on Hostile Takeovers	3

Title/Trainee	Course title	Training hours
Independent Director/ Chien-Hsiang Chang	Promoting Sustainable Competitiveness through Climate Change Mitigation and Adaptation	3
Independent Director/ Fu-Kuei Huang	Corporate Governance 3.0 from a Law Enforcement Perspective	3
	Regulations and Operating Practices of Audit Committee	3
Total training hours	33	

In an effort to enhance the overall functions of the Board of Directors, the following measures were taken to refine and effectively evaluate the functions of the Board of Directors in 2021:

1. Formulated the Succession Plan for Members of the Board of Directors and Key Management Personnel and the Rules for Board of Directors' Meetings
2. Conducted performance evaluation of the Board of Directors and functional committees in 2021
3. Took out liability insurance for all directors and report the status of insurance purchase in accordance with the relevant rules and regulations
4. Disclosed our company's important rules and regulations, financial statements, and major resolutions on the Market Observation Post System (MOPS) and our official website to enhance information transparency
5. Accepted shareholder proposals, where no proposals, except for the nomination of director and independent director candidates, were received from shareholders in 2021

Specifically, performance evaluation is regularly performed on the Board of Directors, individual directors, and various functional committees in five areas, namely "level of participation in company operations," "improvement in the quality of decisions made by the Board of Directors," "composition and structure of the Board of Directors," "election of directors and continuing education," and "internal control." The results of performance evaluation are also reported to the Board of Directors. In addition to conducting self-assessment once a year, external experts are also appointed to conduct performance evaluation of the Board of Directors once every three years. The Taiwan Corporate Governance Association was engaged to conduct performance evaluation of the Board of Directors in 2021, and issued a report on the performance evaluation of the Board of Directors on December 3, 2021. According to the results of performance evaluation in 2021, the Board of Directors and various functional committees were given an "Excellent" rating. These results were also disclosed on our official website.



### Governance structure

Several functional committees, including the Remuneration Committee, the Audit Committee, and the Ethical Corporate Management Committee, have been set up and placed under the Board of Directors. Furthermore, the Corporate Sustainability Committee was established in 2021 for the purpose of assisting the Board of Directors in performing its duties and responsibilities and enhancing the functions of the Board of Directors.

### Remuneration Committee

The Remuneration Committee is made up of three independent directors. In 2021, a total of seven meetings were convened by the Remuneration Committee, with a 95.24% attendance rate among the committee members. The Remuneration Committee reviews compensation and remuneration policies, systems, standards, and structures, evaluate and sets compensation and remuneration for directors and managers, and examine the performance of directors and managers on a regular basis.

### Audit Committee

The Audit Committee is composed of three independent directors. In 2021, a total of six meetings were convened by the Audit Committee, with a 100% attendance rate among the committee members. The Audit Committee is primarily responsible for overseeing the fair presentation of our company's financial statements, the effective implementation of internal audit controls and legal compliance, as well as appointing certified public accountants (CPAs) and monitoring their indepen-

### Ethical Corporate Management Committee

Established at the end of 2019, the Ethical Corporate Management Committee is made up of three independent directors. In 2021, only convened one meeting was convened by the Ethical Corporate Management Committee, with a 100% attendance rate among the committee members. The Ethical Corporate Management Committee is primarily responsible for integrating ethics and moral values into our company's operations and ensure the implementation of fraud prevention measures. The term of office for members of the Ethical Corporate Management Committee spans the period from December 26, 2019 to May 30, 2022, which is similar to that for the current Board of Directors. On the other hand, the Legal Compliance Office is the dedicated unit in charge of ethical corporate management, which is tasked with formulating and implementing ethical corporate management policies and preventive measures, and reports the implementation of ethical corporate management in the previous year to the Board of Directors on an annual basis.

### The Corporate Sustainability Committee

In an effort to realize the vision of TABC's sustainability roadmap, the Corporate Sustainability Committee was officially set up in 2021. It is the dedicated unit in charge of promoting CSR, which is placed directly under the President and consists of personnel across different divisions and departments. The Corporate Sustainability Committee reports the promotion and implementation of CSR to the Board of Directors on an annual basis.

## Economic Performance

According to statistics from the Taiwan Insurance Institute, the life insurance business recorded a 6.1% fall in premium income but the property insurance business recorded a 10.3% increase in premium income in 2021 compared to 2020 due chiefly to changes in the product structure and the impact of the COVID-19 outbreak. While overall premium income declined by 5.2% in 2021, the insurance industry continued to demonstrate a solid performance on the whole.

With a strong commitment to enhancing operational benefits, we continue to adjust our business strategies and stabilize our financial structure in an effort to achieve our vision. In spite of the challenges posed by the COVID-19 outbreak in 2021, we held our ground and steadied our business operations as we posted a consolidated operating revenue of NT\$812,570 thousand, a net operating profit of NT\$74,676 thousand, and an earnings per share of NT\$2.98 in the same year.

### Direct economic value generated and distributed by TABC (Unit: NT\$ thousands)

Item (Unit: NT\$ thousands)		2019	2020	2021
Direct economic value generated	Revenue	863,520	914,530	812,570
	Economic value distributed			
	Operating costs	674,378	715,869	636,168
	Employee wages and benefits	64,480	66,143	65,273
	Payments to providers of capital (e.g., Board of Directors, and shareholders)	-	-	-
	Payments to government (e.g., business tax, income tax, and property tax)	20,585	22,131	17,917
	Contributions to charities, arts and educational events, and recreational facilities	293	373	414
	Other operating expenses	36,272	23,170	18,122
Economic value retained		67,512	86,844	74,676

### TABC's key performance indicators in the economic category

Item	Unit	2019	2020	2021
Paid-in capital	NT\$ hundred millions	2.50	2.50	2.50
Consolidated operating revenue	NT\$ hundred millions	8.64	9.15	8.13
Gross profit	NT\$ hundred millions	1.89	1.99	1.76
Income tax	NT\$ hundred millions	0.21	0.22	0.17
Net profit after tax attributable to the owner of the parent company	NT\$ hundred millions	0.68	0.87	0.75
Earnings per share	NT\$	3.04	3.47	2.98
Net worth per share	NT\$	21.43	22.08	22.74

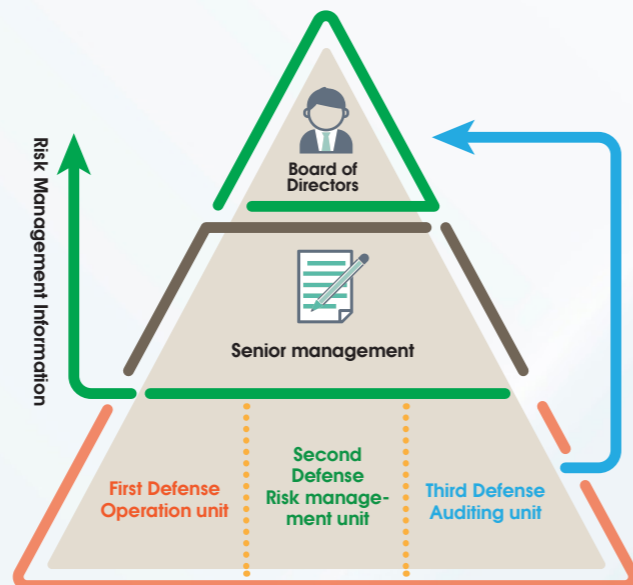
Note: The entities included in the consolidated financial statements are all the operating entities of TABC.

- For more information about TABC's corporate governance structure and the duties and responsibilities of various divisions and departments at TABC, kindly visit our official website to download and read our 2021 annual report.



# Risk Management

The Audit Committee is the risk management unit at TABC. It is mainly responsible for overseeing the effectiveness of internal controls at TABC. The Chief Auditor performs independent audits on TABC’s internal controls on an annual basis for the purpose of implementing risk management. The items involved in these audits include anti-money laundering, salesperson login and logout, and information system security management. The Audit Committee prevents and controls possible risks in the business management process and draws up relevant preventive measures. In October 2021, we instituted the Corporate Sustainability Committee Charter and established the Corporate Sustainability Committee upon the Board of Directors’ approval of the Risk Management Policy and Procedures. The Corporate Sustainability Committee is tasked with overseeing risk management at TABC on the whole and reporting the implementation of risk management by the Risk Management Team to the Board of Directors.



The scope of risk management at TABC encompasses topics in three areas - environment (E), society (S), and governance (G), and covers various types of risks according to TABC’s Risk Management Policy and Procedures, including strategic risk, operating risk, financial risk, safety risk, information security risk, and compliance risk. The risks of various topics are evaluated based on the materiality principle.

Type of risk	Risk factor	Responsible unit	Level of risk identified	Strategy formulation and implementation
Operating risk	<ol style="list-style-type: none"> <li>Operational strategy</li> <li>Goal setting</li> <li>Annual budget</li> <li>Operating target achievement rate</li> </ol>	Board of Directors  Remuneration Committee	Low	<ol style="list-style-type: none"> <li>Formulate operational strategies each year based on changes in the financial environment and development trends in the industry</li> <li>Set overall key performance targets based on operational strategies and report the status of these targets to the Board of Directors and the Remuneration Committee</li> <li>Formulate overall company budget and department budgets based on company targets and operations</li> <li>Review the achievement rates of operating targets for the previous year on an annual basis and report them to the Board of Directors and Remuneration Committee</li> </ol>

Type of risk	Risk factor	Responsible unit	Level of risk identified	Strategy formulation and implementation
Financial risk	<ol style="list-style-type: none"> <li>Significant changes in domestic and international policies and laws, their impact on company finances, and corresponding response measures</li> <li>Mergers and acquisitions (M&amp;As) and investments</li> <li>Asset valuation, credit, solvency, and liquidity risks and accounting policies</li> </ol>	Management Division	Low	<ol style="list-style-type: none"> <li>Simulate financial models based on operational plans in consideration of the impact of current policies and the financial environment on our company’s financial operations and capital planning</li> <li>Keep abreast of the development of industry players and assess possible M&amp;A opportunities; primarily target investments with stable interest income such as bonds and funds; and make long-term investments in real estate for leasing or use by our company’s operating units to earn stable rental income</li> <li>Only manage liquidity forecasts of operations-related payments since our company’s credit and solvency risks are low thanks to zero bank indebtedness at present, and assess, as well as assess and evaluate our accounting policies according to IFRS to ensure that our company’s financial risks are low</li> </ol>
Legal compliance	<ol style="list-style-type: none"> <li>Possible risks arising from failure to comply with various laws and regulations</li> <li>Various legal risks that may infringe on company interests</li> </ol>	Legal Compliance Office	Low	<ol style="list-style-type: none"> <li>1Launch innovative financial services in line with policies promulgated by the Financial Supervisory Commission (FSC), implement electronic voting, and keep abreast of international trends and regulatory changes</li> <li>2Revise the internal control system and implement internal controls in response of the competent authority’s control of solicitation quality and internal audit of company administration</li> </ol>
Climate change risk	<ol style="list-style-type: none"> <li>Impact of climate anomalies</li> <li>Greenhouse gas emission, energy conservation, and carbon reduction management in response to climate change and natural disaster-related issues</li> </ol>	Management Division	Low	<ol style="list-style-type: none"> <li>Actively promote mobile insurance purchase to reduce paper consumption and carbon emissions from business travel</li> <li>Promote the Digital Academy and online morning meetings to not only reduce employees’ travel time for learning and make lecture notes for training courses available online, but also effectively reduce carbon emissions and mitigate the greenhouse effect</li> <li>Turn off the lights at our operational headquarters for one hour at noon to reduce electricity bills and carbon emissions, as well as make meeting materials available online and stop the use of paper for printing to effectively reduce carbon emissions and improve sustainability performance</li> </ol> <p>Kindly refer to the “Climate Change Risks and Opportunities” section for more details.</p>
Information security and personal data risk	<ol style="list-style-type: none"> <li>Hacker intrusion into information systems</li> <li>Risk of personal data leaks from everyday operations or documents</li> </ol>	Management Division	Low	<ol style="list-style-type: none"> <li>The Information Department conducts regular inspections of the back office of our official website and our internal systems for hacker intrusion and Trojan horses</li> <li>Prohibit our office and field staff from disclosing confidential documents, and perform labeling and classification of documents according to confidentiality level</li> <li>Install antivirus software on all company computers used by our office staff and evaluate the collective procurement of antivirus software by the Information Department</li> <li>Engage professional consulting firms to provide recommendations and assist in improving our company’s information security systems</li> </ol> <p>Kindly refer to the “Information Security Risk” section for more details.</p>

# Information Security Risk

## Information Security Governance System

In order to bolster information security management, TABC established the Information Security Management Committee in December 2016. This committee is responsible for reviewing information security governance policies at all our locations of operations and overseeing the implementation of information security management, in hopes of building an all-round information security defense mechanism and enhancing our staff's awareness of information security through management, planning, supervision, and implementation by professional information security units. Information security risks are regularly assessed and reported to the Board of Directors, with the most recent report presented to the Board of Directors on October 28, 2021. On top of that, TABC has taken out cyber security insurance from MSIG Mingtai Insurance Co., Ltd. worth NT\$10 million since 2019 to obtain coverage against known and unknown cyber security threats for the purpose of reducing operational risks and assuming responsibility for all stakeholders, thereby realizing double protection in information security.

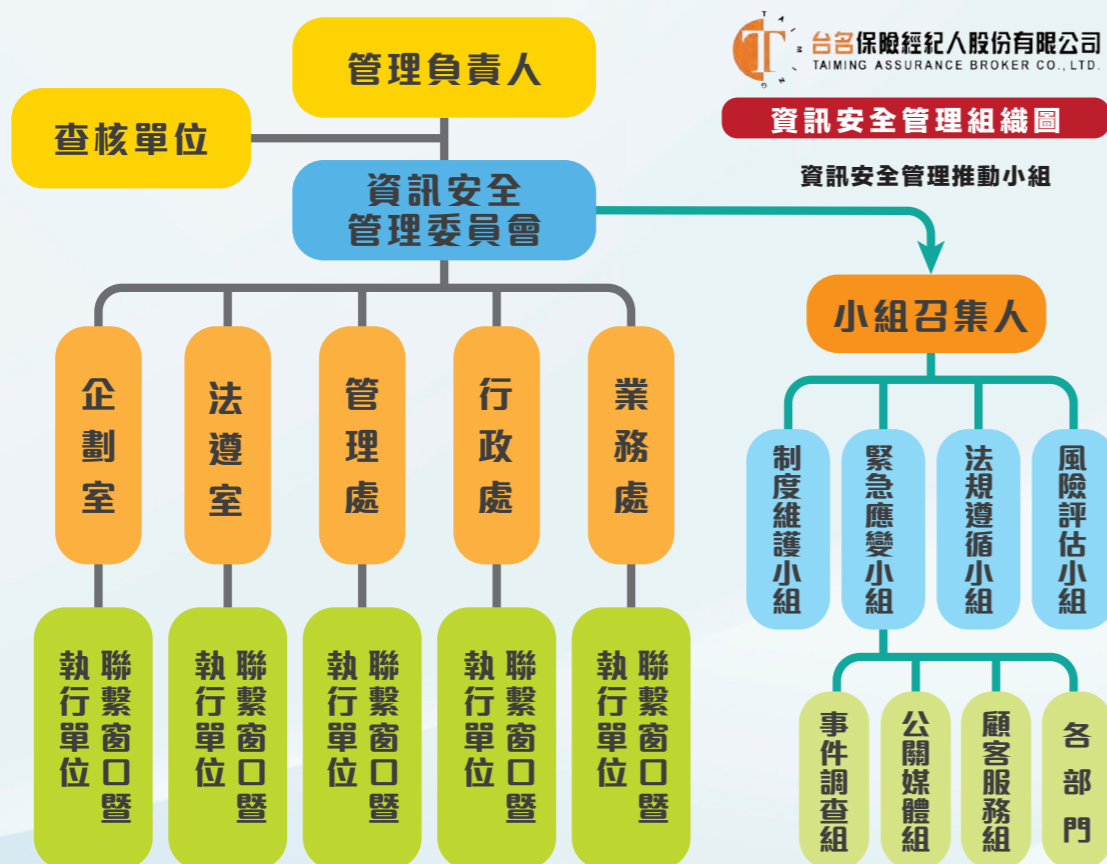
## Information Security Policy

In 2016, we were awarded the ISO 27001 Information Security Management Systems (ISMS) certification, built the BS 10012 Personal Information Management System (PIMS) framework, and formulated our own information security policy based on actual management needs within our company. Developed based on our information security management needs, this policy primarily covers the information services provided through our information management center as well as the relevant departments at our company. In an effort to build a joint financial information security system and strengthen the information security defense capabilities of the financial system, TABC joined as a member of the Financial Information Sharing and Analysis Center in 2019, with a view to realizing the management effects of early prevention and rapid response through over 300 security control items, such as early warning and information sharing for information security incidents, reinforcing system and network management, establishing system development, design, and security control mechanisms, and implementing standard operating procedures.

With a view to maintaining our competitive advantage, all our partners are required to perform self-management in accordance with the rules and regulations for information protection promulgated by our company and raise their awareness of information security. In addition to the information security control measures for the services provided by our information systems, we also put an emphasis on maintaining the confidentiality, integrity, and availability of important personal and transaction information. At the same time, we bolster information security management, ensure that our facilities, including information, systems, equipment, and networks, are secure, create a healthy information environment, deploy innovative information security defense technologies, as well as implement and promote information security management procedures, in order to enhance product security and quality.

In order to achieve this policy, we have established the Information Security Management Committee and formulated relevant information security rules and regulations to ensure the effectiveness of information security management.

### ORGANIZATIONAL CHART IN INFORMATION SECURITY MANAGEMENT



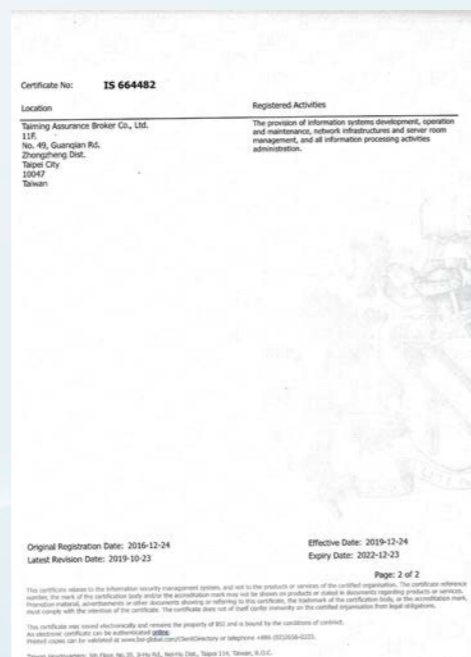
- Each unit shall make an inventory of information assets and identify the corresponding owners. Risk assessment shall be performed according to information asset level. For risks that are above acceptable levels, risk management shall be carried out to effectively reduce risks. At the same time, various control measures shall be implemented on an ongoing basis.
- During recruitment, the relevant personnel shall undergo the necessary assessments and sign required documents related to the relevant operation regulations. In the event of job transfer or resignation, the relevant personnel shall return their information assets. New and current employees must attend information security training to enhance their awareness of information security defense.
- The rules and regulations for access control and bringing items into and out of company buildings and information security control areas shall be enforced accordingly.
- Our staff is strictly prohibited from setting up network equipment to connect external networks with our company's internal network. Both internal and external networks shall



be protected with firewalls, demilitarized zones (DMZs), and necessary security facilities. Important equipment shall be equipped with appropriate backup or monitoring mechanisms to maintain its availability. Antivirus software shall be installed on our staff’s personal computers, along with regular checks for updates on virus patterns, while the use of unauthorized software is prohibited.

- The accounts, passwords, and permissions held by our staff shall be kept and used properly, and also checked and reviewed by administrators on a regular basis. The operational data of important systems shall be backed up periodically while recovery testing shall be carried out on a routine basis.
- During the system development process, a security control mechanism shall be established for the system in the initial stage of development. For outsourced development, control shall be enhanced for the system, while the necessary control measures that can be taken to meet the control requirements of the system shall be assessed according to the information security requirements stipulated in the contract.
- Any information security incident shall be reported immediately and jointly resolved with the responsible departments.
- Our staff shall implement the confirmation and review mechanism in everyday operations to maintain data accuracy. Administrators shall supervise the implementation of the information security compliance system and enhance our staff’s awareness of information security and related legal concepts.
- Our information security policy shall be reviewed on a regular basis to reflect the latest developments in government laws and regulations, technology, and business, with a view to ensuring the effectiveness of our information security practices.

### The ISO/IEC 27001 Information Security Management Systems CERTIFICATE AWARDED TO TABC



TABC's Information Security Policy Statement



TABC's Personal Data Management Policy Statement

### Specific Management Plans for Information Security Management

Aside from establishing the Information Security Management Committee to oversee, manage, and supervise all information security processes at TABC, we also simulate the social engineering techniques commonly used by hackers and conduct e-mail-based social engineering drills from time to time, with a view to not only exposing cyber attack patterns and raising our staff’s vigilance, but also turning informational security awareness into an instinct among our staff. As far as information security management is concerned, we carry out white hat hacker vulnerability scanning, information security inspection of mobile insurance purchase services, system improvements, and regular updating of passwords to ensure that the the personal data provided by each customer to TABC can be protected comprehensively. We recorded zero confirmed information leak with no customer affected by information leaks over the reporting period. In 2021, no information and personal data leaks took place at TABC while no customers were affected by such incidents.

In addition, we organize information security awareness programs and training courses, and provide a safe and secure information environment with the operation of the Information Security Management Committee and the implementation of our information security policy in order to protect information security for our services. Our subsequent goal is to continuously improve information security systems, enhance the information security defense network, as well as consolidate and reinforce the joint information security defense mechanism at all our locations of operations. In the future, we will not only expand our informational security personnel, but also plan to conduct training and carry out verification, so as to ensure that we become more complete and reliable with our information security manpower and capabilities.

### TABC's COST OF INVESTMENT IN INFORMATION SECURITY FOR THE PAST FIVE YEARS (Unit: NT\$ ten thousands)

	2017	2018	2019	2020	2021
Amount	201.5	107.5	54.5	94	92.5
Proportion of cost amount to operating revenue (%)	0.31%	0.15%	0.06%	0.10%	0.11%

Note: TABC's cost of investment in information security for 2021 covered ISMS maintenance, information security reporting, enterprise antivirus solutions, e-mail audits, intrusion prevention systems (IPS), as well as server room and electrical equipment maintenance.

### Information Security Training

Amid the challenges of the COVID-19 pandemic and the government’s efforts to promote digital finance, mobile insurance purchase, electronic operations, and digitization are imminent trends in the insurance industry. Having long been keeping abreast of consumer needs and technology trends in the market, we not only actively develop mobile insurance purchase services, but also understand that only by building the most complete and secure information security platform can we effectively enhance the quality of policyholder services and specifically demonstrate that our information platform is safe to use. The first step towards implementing personal data protection is to instill the concept of information security in a comprehensive manner. Each year, we regularly arrange for all our office staff to attend information security awareness courses. In 2021, a one-hour information security course was held online due to the COVID-19 outbreak, while our office and field staff completed 387 hours of training in total.



# Tax Approach, Governance and Risk Management

In the spirit of tax compliance and CSR, TABC has established tax governance and transfer pricing policies, developed a sound tax administration system and tax governance culture, and formulated immediate and prompt handling procedures, with the goal of creating corporate value and improving tax risk management. By establishing the relevant tax governance policy, we aim to enhance our corporate value, fulfill CSR, exercise our corporate citizenship, and achieve corporate sustainability.

## Tax Governance-related Organizations and Their Duties and Responsibilities

The tax governance-related organizations at TABC and their duties and responsibilities are detailed as follows:

**BOARD OF DIRECTORS**

The Board of Directors is the highest decision-making body in TABC's effort to establish an effective tax risk management mechanism. The Board of Directors is responsible for reviewing and approving the overall tax governance policy according to our overall operational strategies and business environment to ensure the effective operation of the tax administration mechanism.

**TAX ADMINISTRATION UNIT**

The Management Division is the tax administration unit. The implementation of tax administration is first reported by the Management Division to the Corporate Governance and Risk Management Team, and then by the Corporate Sustainability Committee to the Board of Directors at least once a year.

## Tax Governance Approach, Control and Risk Management

We strictly observe the local tax regulations at all our locations of operations when running and expanding our business. With a view to managing tax risks in an effective manner, we identify, assess, and manage tax risks arising from regulatory change and our operating activities in compliance with our internal control process to properly measure, manage, and control risks. Kindly refer to the 6th section titled "Risks to be Analyzed and Assessed" in Chapter 7 of our 2021 annual report for more details on risk management at TABC.

Item	Description	
Approach to tax	Compliance and planning	We file business tax, profit-seeking enterprise income tax, and income tax withholding using the electronic tax filing system, which reviews tax filings directly based on technology and legal compliance-related laws and regulations, in order to enhance the accuracy and efficiency of tax operations.
	Passing on professionalism	We have not only developed an accounting system and established a complete set of operating procedures and fool-proof mechanism using an electronic system, but also pass on our professional tax knowledge through our company's deputy mechanism, experience sharing, and the agent system.
	Performance appraisal	We conduct performance appraisal of our office staff every year, with accounting and taxation personnel included, and review our profit-seeking enterprise income tax filing status and our tax administrators' implementation of tax filing on an annual basis.
Tax risk management mechanism	Three lines of defense	In 2021, no abnormal risk events were identified as a result of our accounting and tax personnel's meticulous work, the fool-proof mechanism developed for our systems, and CPAs' review and audit of various operations on a quarterly basis. Our company's profit-seeking enterprise income tax has been approved till 2020 in accordance with the existing audit process promulgated by the tax authorities to ensure that our tax operations comply with tax laws and regulations.
	Board of Directors	A report on our financial statements, together with our tax data, is presented to the Audit Committee and the Board of Directors in a meeting conducted on a quarterly basis. The committee members and directors also require our accounting manager, finance manager, and accountants to sit in on the meeting to explain the content of our financial statements. High-risk tax data are reported to the Board of Directors, which is also the highest governance body, for adequate oversight.
Internal control	We have established a corporate risk management plan, in which the Risk Management Committee regularly reports the constantly changing risk environment facing our company, corporate risk management priorities, as well as risk assessment and measures to the Audit Committee and the Board of Directors.	
Assurance of tax disclosure	We disclose our tax information based on the financial statements audited by the accounting firm via various channels, including our official website and annual reports.	

## Communication with Stakeholders on Tax-related Issues

The primary stakeholders associated with tax-related issues at TABC are Taiwan's tax authorities. We carry out tax filing in accordance with the relevant laws and regulations in Taiwan. We did not participate in any tax-related public policy or initiative in 2021. In case of any uncertainty with respect to the applicable laws and regulations in the course of our everyday operations, we will contact the tax authorities directly or consult Deloitte Taiwan about the appropriate handling methods. In the event of a tax audit, we will immediately prepare the relevant information once we receive a notice and cooperate with the tax authorities in the audit.

In order to demonstrate the transparency of our tax governance policy, we also disclose tax-related information of concern to stakeholders, particularly shareholders and investors, on the "Stakeholders" section on our official website and our annual report for the particular year as well as during our shareholders' meeting in the particular year. Stakeholders can also contact us by sending an e-mail to our stakeholder mailbox: [appeal@tabc.com.tw](mailto:appeal@tabc.com.tw).



## Legal compliance

### Compliance Education Outcomes

In order to ensure that all our employees are aware of various legal compliance issues, TABC offers resources for related education, training, and awareness programs. The Legal Compliance Office has also been set up to conduct awareness and training programs related to legal compliance and implement anti-money laundering practices, with a view to raising employees' awareness of legal compliance and ensuring that all our businesses are conducted in an upright and compliant manner.

The Legal Compliance Office, which demonstrates strong support for the government's efforts to promote legal compliance, actively organizes awareness programs on various issues, including anti-money laundering and combating the financing of terrorism, personal data protection, and the principles of treating customers fairly. Moreover, the Legal Compliance Office compiles a variety of insurance review and court cases and includes vivid presentations and analysis of these cases via daily e-mails, regular morning meetings, and training courses, with the intention of turning cold, blunt, and difficult-to-understand legal texts into friendly and easy-to-understand points that link them to practice. At the same time, the Legal Compliance Office is able to break down the details of practical cases such as the aforesaid review and court cases with nearly 3,500 sales partners through ongoing discussions and awareness sessions on these cases to prevent potential pitfalls in the solicitation of sales, so that our partners can attach greater importance to legal compliance and thus boost their compliance performance. Internalizing legal compliance among all our sales partners can also help customers pursue more rights.

In addition to continuously keeping abreast of domestic and overseas policies and regulations that affect our company's finances and business, we have also established legal compliance procedures while inspecting our status of legal compliance on an ongoing basis. In 2021, no significant monetary or non-monetary penalties were imposed on TABC for violations of laws and regulations concerning environmental, social, and economic issues.

- **Legal compliance in the environmental area:**

In 2021, no fines or penalties were imposed on TABC for violations of environmental laws and regulations, while no environmental complaints were filed against TABC or handled or resolved by TABC under the official grievance mechanism.

- **Legal compliance in the social area:**

In 2021, no fines or penalties were imposed on TABC for violations of laws and regulations related to workplace discrimination or corruption, while no complaints of human rights issues were filed against TABC or handled or resolved by TABC under the official grievance mechanism.

- **Legal compliance in the economic area:**

In 2021, no huge fines were imposed on TABC for violations of laws and regulations concerning the provision and use of products and services sold by TABC, while TABC was not also involved in any lawsuits related to anti-competitive, antitrust, and monopolistic practices thanks to our compliance with the Fair Trade Act.

- **In 2021, no fines or warnings were issued to TABC for violations of health and safety regulations and voluntary protocols related to products and services.**

- **In 2021, no fines or warnings were issued to TABC for violations of laws and regulations concerning the information and labeling of products and services.**

- **In 2021, no fines or warnings were issued to TABC for violations of laws and regulations concerning marketing communications (including advertising, promotion, and sponsorship).**

- **In 2021, no complaints were filed against TABC for customer privacy breaches or loss of customer data.**



# ETHICAL CORPORATE MANAGEMENT

## Anti-corruption

In order to establish a good corporate governance and risk control mechanism, we have clearly stipulated in our rules and regulations that all our directors, managers, employees, appointees or persons with de facto control of our company shall comply with the Company Act, the Securities and Exchange Act, the Business Entity Accounting Act, the Political Donations Act, the Anti-corruption Act, the Government Procurement Act, the Act on Recusal of Public Servants Due to Conflicts of Interest, the rules and regulations for TWSE and TPEX-listed companies, other laws and regulations concerning business conduct, and local laws and regulations in areas where other subsidiaries and organizations are located with the intention of implementing ethical corporate management. The implementation of our ethical corporate management policy is also reported to the Board of Directors on a regular basis.



Therefore, we have instituted the Ethical Corporate Management Best Practice Principles, the Procedures for Handling Material Inside Information and Preventing Insider Trading, and the Code of Ethical Conduct for Directors to carry out our business approach to combating corruption in a thorough manner. At the same time, all the members of our Board of Directors and management team have been educated to comply with our ethical corporate management policy, with a 100% compliance rate observed among them. All our off ice staff members and new contracted field sales partners are also educated on our anti-corruption policy during internal meetings and training, respectively. We also implement our ethical corporate management policy in our management and business activities. Moreover, a whistleblowing mailbox has also been set up for our staff to report any suspected corruption cases by writing to the following e-mail address: [appeal@tabc.com.tw](mailto:appeal@tabc.com.tw). All our locations of operations have been assessed for corruption risk, while no significant risks have been identified after assessing our company's internal risk management process. In 2021, TABC did not receive any complaints or reports of moral or ethical violations, corruption or illegal conduct committed by employees at work.

Our performance in implementing our anti-corruption and ethical corporate management policies in 2021 is detailed as follows:

- Promoting our ethical corporate management policy to employees: Our Ethical Corporate Management Procedures and Behavioral Guidelines have been announced to all our employees via e-mail and disclosed on our official website.
- Education and training: Our board members are required to undergo anti-corruption training on an annual basis. In 2021, all our six board members attended one hour of anti-corruption training, representing a 100% training completion rate. On the other hand, all our 60 off ice staff members attended two hours of in-person training on "Anti-corruption and Whistleblower Protection" in 2021, representing a 100% training completion rate as well. In addition, we also conduct training programs on various ethical topics, such as

trade secrets, intellectual property rights, information security, prevention of insider trading, and anti-corruption, for our off ice staff and field partners. In 2021, we organized one in-person class, one online course, and two e-mail campaigns, which saw the participation of around 500 people.

- Promoting our ethical corporate management policy to new employees: Beginning on December 26, 2019, every new employee will be educated on our ethical corporate management policy on the day when they report for duty.
- Overview of whistleblower reports: The dedicated unit in charge of ethical corporate management at TABC is the Legal Compliance Office. On December 29, 2021, the Ethical Corporate Management Committee reported the status of whistleblower reports filed via our whistleblowing mailbox to the independent directors, and also the implementation of ethical corporate management in 2021 to the Board of Directors. The implementation of ethical corporate management at TABC has also been disclosed on our official website. In 2021, no whistleblower reports were received by TABC, and no incidents of unethical conduct such as corruption were reported at TABC.
- Identifying possible ethical risks in our operating activities: Interviews were conducted with units at higher risk of unethical conduct within our scope of operations to assess the risk level of their operating activities. Upon assessment, these units were found to be at low risk of unethical conduct.
- Communication with business partners: Our joint promotion contract with all the insurance companies that we have partnered with clearly specifies provisions related to "anti-money laundering." At the same time, each insurance company has also included anti-money laundering-related items in their annual performance appraisal. All 33 insurance companies have completed the signing of the contract in 2021. On the other hand, no termination or non-renewal of contract with business partners due to corrupt practices was reported at TABC in 2021.
- Each year, the Legal Compliance Office performs two compliance audits on our administrative staff, where one-third of our administrative staff will be randomly selected for our annual audits. The results of audit reviews confirmed that our off ice staff truly understands and complies with the relevant laws and regulations such as the Criminal Code and the Money Laundering Control Act.
- Senior management's statement on ethical corporate management policy: The President and Vice Presidents of TABC have signed the Statement of Ethical Conduct.

## Recusal Due to Conflict of Interest

In an effort to implement the principles of recusal due to conflict of interest, any director or independent director are required to recuse themselves when the Board of Directors discusses and votes on proposals in which they or the legal person they represent have an interest, and refrain from exercising their voting rights on behalf of other directors. When the Remuneration Committee is discussing the remuneration of individual directors, the directors involved must also recuse themselves from the discussion to demonstrate the independence of the Remuneration Committee. The status of directors' recusal from board proposals due to conflict of interest is disclosed in detail in our annual report.



# 05



## Environmental Protection

Performance Highlights

Short-term, Medium-term and Long-term Strategic Goals

Management Approach

TABC's Low-carbon Value Chain

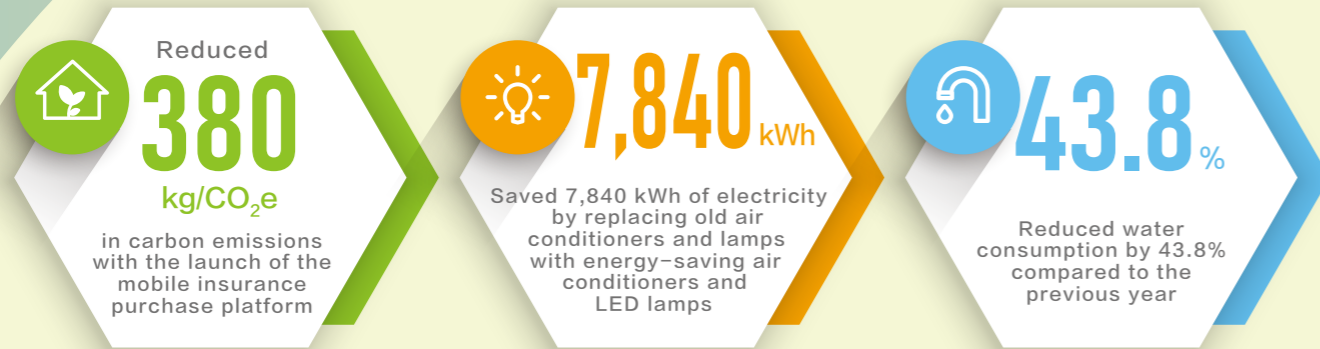
Climate Change Risks and Opportunities

Energy Conservation and Carbon Reduction

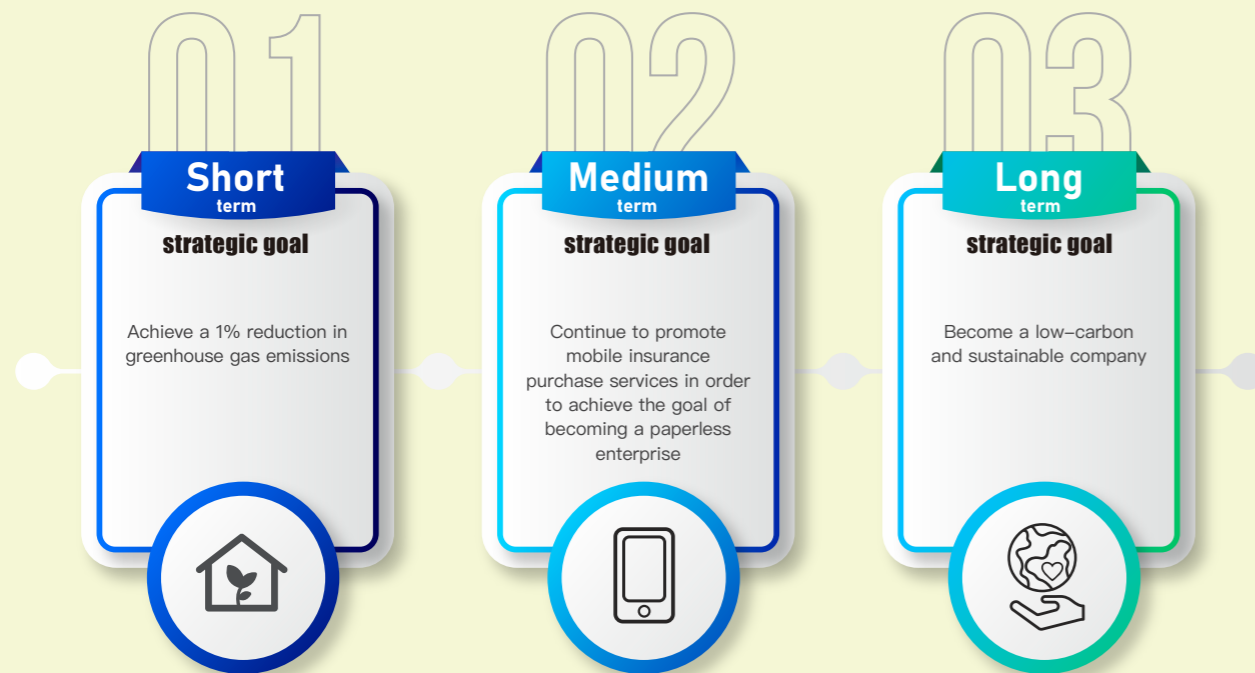
Water Resource Management

Paperless Enterprise

## PERFORMANCE HIGHLIGHTS



## SHORT-, MEDIUM- AND LONG-TERM STRATEGIC GOALS



## MANAGEMENT APPROACH

<b>Material topic</b>	Energy Conservation and Carbon Reduction
<b>Corresponding GRI standards</b>	GRI 302-1 Energy consumption within the organization GRI 302-3 Energy intensity GRI 305-2 Energy indirect (Scope 2) GHG emissions GRI 305-4 GHG emissions intensity
<b>Corresponding SDGs</b>	
<b>Policies and commitments</b>	Actively implement energy conservation and carbon reduction measures to bolster organizational resilience in response to climate change while bringing a positive impact to the overall environment
<b>Targets</b>	<p><b>Short-term target:</b></p> <ul style="list-style-type: none"> <li>Achieve a 5% reduction in water consumption in 2022, with 2018 as the base year.</li> <li>Save 100,000 sheets of paper (up to 5,000 sheets of paper with mobile insurance purchase services) in 2022, with 2019 as the base year.</li> <li>Achieve a 1% reduction in greenhouse gas emissions in 2022, with 2019 as the base year.</li> </ul> <p><b>Medium-term target:</b></p> <ul style="list-style-type: none"> <li>Continue to promote mobile insurance purchase services in order to maximize the efficiency of resource utilization.</li> </ul> <p><b>Long-term target:</b></p> <ul style="list-style-type: none"> <li>Implement TABC's three low-carbon strategies to build a low-carbon, sustainable enterprise.</li> </ul>
<b>Responsibilities and resources</b>	The Corporate Governance and Risk Management Team under the Corporate Sustainability Committee is responsible for convening the relevant units to identify and assess climate change risks and formulate the relevant policies to address climate shocks each year.
<b>Grievance mechanism</b>	Kindly refer to the "Stakeholder Engagement" section in this report for more details
<b>Evaluation mechanism and outcomes</b>	<ul style="list-style-type: none"> <li>Replaced old air conditioners and lamps with energy-saving air conditioners and LED lamps, which saved 7,840 kWh of electricity in 2021.</li> <li>Installed wireless projection systems in our 14 office premises, which substantially reduced paper consumption as of 2021.</li> <li>Launched the mobile insurance purchase platform, which have saved 21,135 sheets of paper cumulatively, equivalent to 380 kg CO<sub>2</sub> in carbon emissions as of 2021.</li> <li>Began the use of the electronic document system and introduced the electronic form system, which saved 11,000 sheets of paper in 2021, equivalent to 198 kg CO<sub>2</sub> in carbon emissions. (Note)</li> <li>In 2021, we implemented remote working and staggered working hours due to the COVID-19 outbreak, which led to a 43.8% reduction in water consumption compared to the previous year.</li> </ul>

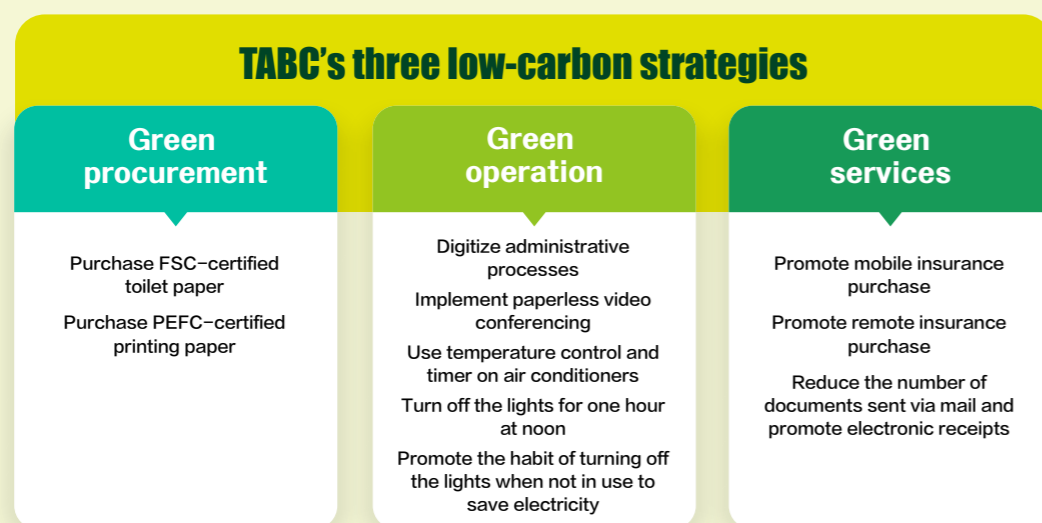
**Note:** Reduction in carbon emissions resulted from saving paper through the use of the electronic document system is calculated using the measurement: 1 sheet of A4 paper = 0.018 kg. Source: The National Carbon Dioxide Emissions Reduction Information Portal provided by the Environmental Protection Administration.



## TABC's Low-carbon Value Chain

Facing up to the possible risks of climate change to society and the environment on the whole, we set out from within the value chain and takes stock of our operating activities before proposing various measures. We implement three low-carbon strategies, i.e., "green procurement," "green operation," and "green services," with great endeavor to mitigate the negative impact of our operations on the environment. We also leverage our resources, in combination with an innovative mindset, to demonstrate our commitment to enhancing the positive impact of our operations on the environment. With a view to realizing sustainability, we have made lots of efforts in each stage of our operating activities, including selecting procurement items with the relevant eco labels, implementing energy conservation and carbon reduction in our everyday operations to enhance energy efficiency, providing customer service with digital resources, and actively promoting mobile insurance purchase services that have led to a substantial decline in paper consumption. In the future, we will not only refine our low-carbon actions on an ongoing basis, but also actively communicate with our external partners, including suppliers, customers, and the public, in an effort to maintain environmental sustainability together.

### TABC's efforts to create a low-carbon value chain



## Climate Change Risks and Opportunities

In order to address the business risks caused by climate change to the industry, the Corporate Governance and Risk Management Team under the Corporate Sustainability Committee is charged with convening the relevant units and identifying potential climate change risks and opportunities based on four core elements of climate-related financial disclosures as stipulated in the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, namely "governance," "strategy," "risk management," and "metrics and targets," keeping track of the impact and effects of TABC's operations, as well as drawing up in advance the relevant response strategies and measures to prevent risks and damage arising from climate change.

## TCFD's Core Elements

### TCFD's core elements of climate-related financial disclosures

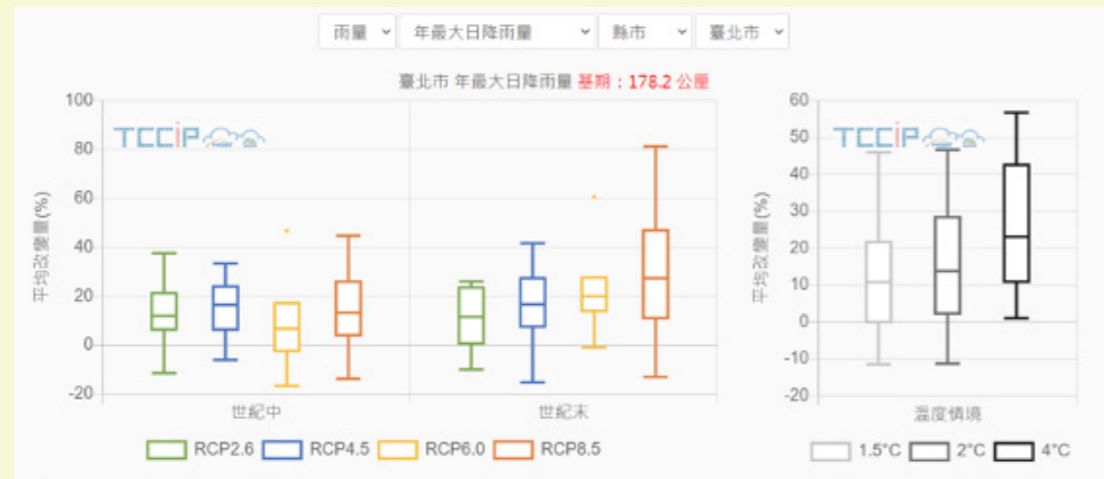
Core element	Action plan
<b>Governance</b>	The Corporate Governance and Risk Management Team under the Corporate Sustainability Committee is tasked with convening the relevant units to make an inventory of various risk issues according to various types of risks and verify their potential impact within and outside the organization on an annual basis, including assessing and identifying climate change risks and responding to climate shocks. Meetings are also held on a regular basis each year to select the priority initiatives for corporate sustainability, including climate change-related issues with the intention of fulfilling CSR with concrete actions.
<b>Strategy</b>	<p>While identifying physical and transition risks according to business type and status of operations, we actively promote green energy and environmental protection policies. In an effort to address the global impact of climate change and the greenhouse effect on the environment, we have adopted three low-carbon strategies, namely green procurement, green operation, and green services, aimed at mitigating climate change risks. Aside from formulating energy conservation and carbon reduction measures, such as promoting energy conservation management in offices and public areas, and reducing waste and implementing green procurement to purchase products with energy-saving and eco labels, we also establish collaboration with suppliers that comply with environmental regulations and related standards on efforts to minimize the financial impact of climate change on our operations.</p> <p>When identifying climate change risks and opportunities, we have simulated physical risks under the RCP2.6, RCP4.5, RCP6.0, and RCP8.5 scenarios introduced by the Intergovernmental Panel on Climate Change (IPCC), and transition risks under the scenarios stipulated in the Nationally Determined Contributions (NDCs) under the Paris Agreement and the relevant laws and regulations in Taiwan. We also assess potential climate-related impacts on our business, strategies, finances, and investments under different climate scenarios based on scenario analysis.</p>
<b>Risk management</b>	In order to identify and assess the potential significant impact or risks that may arise from existing and future activities, products, and services related to sustainable operations, the Corporate Governance and Risk Management Team under the Corporate Sustainability Committee regularly assess organizational risks, including climate change conditions. After analyzing the probability of occurrence of each item and their potential financial, business, and strategic impacts, we identify significant climate-related risks and opportunities, and then draw up comprehensive response strategies and actions plans according to the assessment results.
<b>Metrics and targets</b>	<p>In line with efforts to mitigate the impact and risks of climate change and achieve green energy and carbon reduction-related goals, we have promoted energy conservation and carbon reduction measures over the years based on metrics used for managing climate change-related risks and opportunities. These measures are listed as follows:</p> <ul style="list-style-type: none"> <li>Electricity consumption: We use lighting equipment with energy-saving and eco labels, and turn off the air conditioner and lights in meeting rooms when not in use. Only the necessary lights are turned on in offices and public areas during lunch break. In 2021, we managed to save 7,840 kWh of electricity by replacing old air conditioners and lamps with energy-saving air conditions and LED lamps.</li> <li>Water resources: We aim to achieve a 5% reduction in water consumption in 2022, with 2018 as the base year. We promote water conservation, control water flow from basin faucets at public toilets, and replace old faucets and toilet seats with those awarded the water efficiency label. Furthermore, we conduct regular inspections of water pumping motors, water towers, faucets or other pipe connectors, as well as wall or underground pipelines for leaks.</li> <li>Waste: We aim to save 100,000 sheets of paper (up to 5,000 sheets of paper with mobile insurance purchase services), with 2019 as the base year. We promote our waste reduction policy that includes a variety of measures. For instance, for official documents and paper use, we require our staff to print on both sides of paper or reuse paper by printing on the unused reverse side of paper. We also increase the use of the online document approval system to reduce printing of paper documents.</li> <li>Greenhouse gases: We aim to gradually reduce carbon dioxide emissions from year to year, with 2019 as the base year. We reduced 48.97 ton CO<sub>2</sub>e in Scope 2 greenhouse gas emissions in 2021.</li> </ul>

# Scenario Analysis

## Physical Scenarios

TABC simulated the following climate scenarios, namely RCP2.6, RCP4.5, RCP6.0, and RCP8.5, based on various climate models such as the Taiwan Climate Change Project Information and Adaptation Knowledge Platform (TCCIP) and the Disaster Potential Map. According to our simulations, it was estimated that the average rainfall and maximum daily rainfall at TABC's headquarters in Taipei City in 2100 will not exceed the disaster criteria listed on the Disaster Potential Map, including 350 mm of rainfall over 6 hours in potential areas, 400 mm of rainfall over 12 hours in potential areas, and 650 mm of rainfall over 24 hours in potential areas.

### Estimated maximum daily rainfall at TABC's headquarters under different climate scenarios



Source: TCCIP

As far as average annual temperature is concerned, Taipei City, in which TABC's headquarters is located, is likely to encounter the RCP2.6 and RCP4.5 climate scenarios, as well as be at risk of a 2C increase by 2100, which may lead to a sudden increase in electricity consumption and thus the possibility of increased infrastructure costs. In view of the risk of rising average temperatures, we have not only gradually replaced old lighting equipment, but also actively promote energy conservation measures, with the intention of minimizing to the greatest extent operational and financial risks resulted from rising temperatures in the future.

### Estimated changes in average annual temperature at TABC's headquarters



Source: TCCIP

## Transition Scenarios

We estimated the financial impact of future electricity costs based on an analysis of the scenarios stipulated in the Nationally Determined Contributions (NDCs) under the Paris Agreement and the relevant laws and regulations in Taiwan (e.g., the Greenhouse Gas Reduction and Management Act and the Renewable Energy Development Act). Taiwan has set the goal of 50% reduction in greenhouse gas emissions based on business as usual by 2030. If the share of renewable energy in Taiwan increases from 5.6% in 2019 to 40% in 2030 as planned in the National Energy Policy, the unit price of electricity is expected to increase from NT\$2.63 per kWh in 2019 to NT\$3.88 per kWh in 2030 due to higher costs of renewable energy in Taiwan, which in turn leads to increased cost of purchased electricity for TABC.

With 97,541 kWh of electricity used by TABC coming from purchased electricity in 2021, our energy costs are projected to rise to NT\$378,459 in 2030. In view of the possible impact of various scenarios on purchased electricity demonstrated in the results of scenario analysis, we will continue to implement various energy conservation measures to minimize the impact of climate change on electricity consumption.

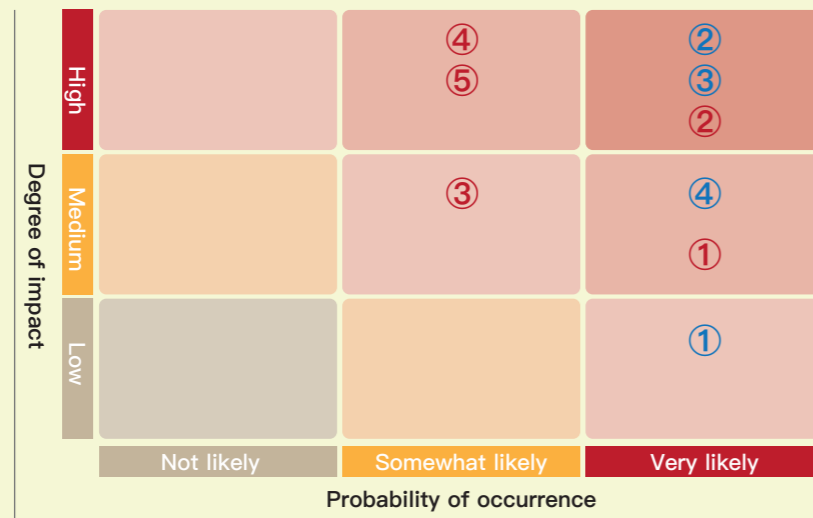




# Financial Impact of Climate-Related Risks and Opportunities

We conducted an assessment of climate-related risks and opportunities. In this assessment, we analyzed and ranked them according to degree of impact and probability of occurrence. Specifically, these climate-related risks and opportunities were classified by degree of impact into three levels - low, medium, and high, and also by probability of occurrence into three levels - not likely, somewhat likely, very likely. After identifying and analyzing the high-risk items, we drew up the appropriate response measures to enhance our resilience to climate change risks and opportunities.

## CLIMATE-RELATED RISK AND OPPORTUNITY MATRIX



## LIST OF CLIMATE-RELATED RISKS AND OPPORTUNITIES

Climate-related risks	Climate-related opportunities
① Renewable energy and carbon reduction-related regulations	① Increased efficiency of resource utilization
② Costs of developing low-carbon technologies and services	② Expansion of low-carbon products and services
③ Collaboration with high-emitting suppliers	③ Investment in businesses related to low carbon emissions
④ Climate anomalies (e.g., rainstorms, typhoons, etc.)	④ Enhanced resilience to climate change risks
⑤ Climate anomalies (e.g., rising average temperatures)	

## CLIMATE-RELATED RISKS AND THEIR FINANCIAL IMPACTS

Category	Type	Corresponding climate-related risk	Potential financial impact	Action
Transition risk	Policy and legal risk	① Renewable energy and carbon reduction-related regulations	<ul style="list-style-type: none"> <li>In line with Taiwan's Climate Change Adaptation Act, our company may be affected by potential carbon fees and carbon trading systems, which in turn forces us to enhance energy efficiency at our locations of operations, thereby leading to increased costs arising from adding installed capacity for renewable energy and subscribing to green power certificates.</li> </ul>	<ul style="list-style-type: none"> <li>We actively keep abreast of the trend of domestic and overseas laws and regulations, and initiate energy conservation and carbon reduction projects to reduce carbon emissions from our operations. In 2021, we reduced a total of 48.97 ton CO<sub>2</sub> in Scope 2 greenhouse gas emissions.</li> </ul>
	Technology risk	② Costs of developing low-carbon technologies and services	<ul style="list-style-type: none"> <li>Owing to regulatory and advocacy restrictions, low-carbon technologies are bound to be developed for the purpose of reducing carbon emissions, which in turn leads to an increase in additional capital investment.</li> </ul>	<ul style="list-style-type: none"> <li>We made a comprehensive inventory of our overall value chain, made improvements at carbon emission hotspots, and invested around NT\$310,000 in creating a mobile insurance purchase platform to promote insurance purchase without paper, with the aim of realizing low-carbon operations.</li> </ul>
	Market risk	-	<ul style="list-style-type: none"> <li>In view of growing sustainability awareness, customers may opt for low-carbon products or services in the market, which in turn affects our operating revenue.</li> </ul>	<ul style="list-style-type: none"> <li>We promote video conferencing to reduce carbon emissions from transportation used for commuting among our office and field staff. The operating costs of the video conferencing system and a wireless projector were approximately NT\$6,000 and NT\$30,000, respectively.</li> </ul>
	Reputation risk	③ Collaboration with high-emitting suppliers	<ul style="list-style-type: none"> <li>Collaboration with high-emitting suppliers may affect customers' trust in our company.</li> <li>Investing in stigmatized industries such as high-emitting or high-polluting ones causes doubts or negative impressions among stakeholders.</li> <li>Low climate resilience may affect investors' and stakeholders' trust in our company.</li> </ul>	<ul style="list-style-type: none"> <li>We include our supplier management policy in our ESG-related policies, with a view to creating a low-polluting industrial ecosystem with our suppliers.</li> <li>We publish our sustainability report every year to disclose in detail our climate change responses and environment-related data while continuously refining our climate management.</li> </ul>
	Acute risk	④ Climate anomalies (e.g., rainstorms, typhoons, etc.)	<ul style="list-style-type: none"> <li>Employees' productivity will be affected when they are unable to make business visits, which in turn leads to reduced revenue and increased occupational safety costs.</li> </ul>	<ul style="list-style-type: none"> <li>In response to operational disruptions caused by natural disasters such as typhoons, we have developed a business continuity plan to improve the timeliness of system recovery.</li> </ul>
Physical risk	Chronic risk	⑤ Climate anomalies (e.g., rising average temperatures)	<ul style="list-style-type: none"> <li>Rising average temperatures cause increased use of air conditioners at our locations of operations, which in turn leads to rising electricity costs from year to year.</li> <li>Low-lying buildings are susceptible to floods due to heavy rainfall or typhoons, which in turn leads to increased maintenance and repair costs.</li> </ul>	<ul style="list-style-type: none"> <li>In order to effectively control air conditioner temperature and time, we spent NT\$430,000 and NT\$120,000 to replace old air conditioners and lamps with energy-saving air conditioners and LED lamps, respectively in 2021, which saved up to 7,840 kWh of electricity. Moreover, we also virtualized our network hosts in the same year, which saved up to 3,504 kWh of electricity.</li> </ul>

### CLIMATE-RELATED OPPORTUNITIES AND THEIR FINANCIAL IMPACTS

Category	Type	Corresponding climate-related opportunity	Potential financial impact	Action
Resource efficiency	<ul style="list-style-type: none"> <li>Recycle and reuse paper and waste</li> <li>Switch to more efficient office equipment</li> <li>Reduce water use and water consumption</li> </ul>	① Increased efficiency of resource utilization	<ul style="list-style-type: none"> <li>Reduce the amount of money spent on consumables.</li> <li>Reduce electricity consumption and carbon emissions.</li> <li>Reduce water costs.</li> </ul>	<ul style="list-style-type: none"> <li>We set energy conservation and carbon reduction targets and implement corresponding actions, such as replacing old lamps with LED ones and purchasing energy-saving equipment.</li> <li>We adopt video conferencing and promote a paperless policy. As of 2021, we installed wireless protection systems at all our 14 locations, which substantially reduced paper consumption.</li> <li>In 2021, we implemented remote working and staggered working hours due to the COVID-19 outbreak as well as water conservation measures, which led to a 43.8% reduction in water consumption compared to the previous year.</li> </ul>
Products and services	<ul style="list-style-type: none"> <li>Launch low-carbon products</li> <li>Provide digital financial services</li> </ul>	② Expansion of low-carbon products and services	<ul style="list-style-type: none"> <li>Reduce time costs, through the promotion of digital finance, which indirectly accelerates improved operational efficiency and profitability.</li> </ul>	<ul style="list-style-type: none"> <li>We promote our mobile insurance purchase platform to enhance the efficiency of resource utilization. As of 2021, we have saved up to 21,135 sheets of paper, equivalent to 380 kg CO<sub>2</sub> in carbon emissions.</li> </ul>
Market risk	<ul style="list-style-type: none"> <li>Practice responsible investment</li> </ul>	③ Investment in businesses related to low carbon emissions	<ul style="list-style-type: none"> <li>Meet current trends while boosting corporate image, sales, and profits.</li> <li>Increase diversity in financial assets.</li> </ul>	<ul style="list-style-type: none"> <li>We practice responsible investment by excluding investments in high-emitting companies or assets and investing in green energy-related industries.</li> </ul>
Resilience	<ul style="list-style-type: none"> <li>Integrate climate change risks with corresponding handling methods to bolster our company's resilience</li> </ul>	④ Enhanced resilience to climate change risks	<ul style="list-style-type: none"> <li>Enhance our company's resilience to reduce losses caused by climate change.</li> </ul>	<ul style="list-style-type: none"> <li>We include climate risks in the risk management process, review climate-related risks and opportunities on a regular basis, and formulate corresponding countermeasures to enhance our overall risk tolerance.</li> </ul>

## ENERGY CONSERVATION AND CARBON REDUCTION

As a leading insurance brokerage firm in Taiwan, we are fully aware of the potential impact of our operations on the overall environment. Therefore, we have been making ongoing efforts to reduce energy consumption all the time while continuously pondering about how to increase the proportion of green energy use in the future. This year, we remained committed to improving energy efficiency at all our locations of operations.

We have been promoting our energy conservation action plans in a comprehensive manner in recent years, with the intention of encouraging our staff to practice the concept of energy conservation in our processes and their everyday lives. In 2021, we made year-long plans to replace our old air conditioners and lamps with energy-saving air conditioners and LED lamps, and also virtualized our network hosts in an effort to reduce energy consumption and carbon emissions. In addition, we also continued to promote online video conferencing to reduce carbon emissions from business travel, which also led to a 36.43% drop in business travel expenses compared to 2020.

### TABC'S ENERGY-RELATED DATA

	2019	2020	2021
Consolidated operating revenue	8.64	9.15	8.13
Energy consumption (MJ)	287,348.40	317,476.80	351,147.60
Energy intensity (MJ per NT\$ hundred million in operating revenue)	33,257.92	34,696.92	43,191.59
Greenhouse gas emissions (ton CO <sub>2</sub> e)	40.63	44.27	48.97
Greenhouse gas emissions intensity (ton CO <sub>2</sub> e per NT\$ hundred million in operating revenue)	4.70	4.84	6.02

Note:

- The energy data above were compiled based on purchased electricity. Purchased electricity was calculated using the following formula: 1 kWh = 3.6 megajoules (MJ).
- Greenhouse gas emissions data were compiled by means of operational control and involved Scope 2 greenhouse gas emissions. The types of greenhouse gases included in these data consisted of carbon dioxide (CO<sub>2</sub>), nitrogen oxides (NO<sub>x</sub>), and methane (CH<sub>4</sub>).
- According to the IPCC Sixth Assessment Report, CO<sub>2</sub> has a global warming potential (GWP) of 1.
- The carbon emission factors for electricity in 2019 and 2020 were 0.509 and 0.502 kg CO<sub>2</sub>e per kWh, respectively, while the carbon emission factor for electricity in 2021 has yet to be published. Therefore, the energy data were calculated based on the carbon emission factor for electricity in 2020, i.e., 0.502 kg CO<sub>2</sub>e per kWh.
- Energy intensity was calculated using the following formula: energy consumption (MJ)/operating revenue (NT\$ hundred million).
- Carbon emission intensity was calculated using the following formula: greenhouse gas emissions (ton CO<sub>2</sub>e)/operating revenue (NT\$ hundred million).
- The electricity consumption data disclosed in this report merely covered our headquarters in Taipei City, due primarily to the fact that our other locations of operations involve commercial buildings, where electricity charges are not incurred separately but replaced with management fees set by the corresponding building management committee.
- Energy consumption in 2020 was mistakenly input as 34,696.6 MJ, and has been revised to 317,476.80 MJ. Greenhouse gas emissions in 2020 was re-calculated using the carbon emission factor for electricity in 2020, i.e., 0.502 kg CO<sub>2</sub>e per kWh, and has been revised to 44.27 ton CO<sub>2</sub>e.
- The base year for greenhouse gas emissions was 2019.

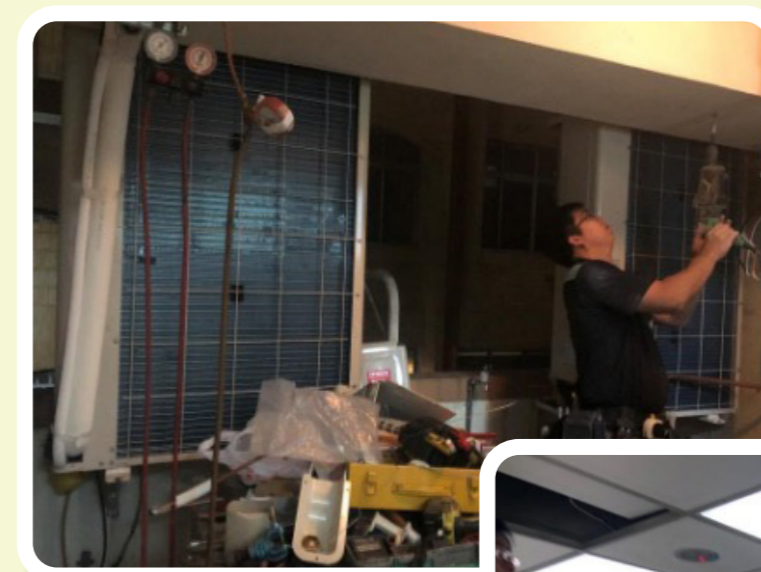


**TABC's energy conservation action plans and performance in 2021**

Action plan	Electricity consumption (Unit: kWh)	Reduction in energy consumption (Unit: MJ)	Reduction in carbon emissions (Unit: kg CO <sub>2</sub> e)
Replacement of old air conditioners and lamps with energy-saving air conditioners and LED lamps	7,840	28,224	3,936
Virtualization of network hosts	3,504	12,614	1,759
<b>Total</b>	<b>11,344</b>	<b>40,838</b>	<b>5,695</b>

Note:

- 1 kWh of purchased electricity = 3.6 megajoules (MJ).
- The carbon emission factor for electricity was 0.502 kg CO<sub>2</sub>e per kWh.
- The amount of electricity conserved as a result of replacing old air conditioners and lamps with energy-saving air conditioners and LED lamps was calculated using the following formula: the total electricity consumption of air conditioners and lighting equipment in 2021 minus the total electricity consumption of air conditioners and lighting equipment in 2020.
- The amount of electricity conserved as a result of virtualizing network hosts was calculated using the following formula: 4.8 kWh per day (i.e., the average amount of electricity conserved in a single computer per day) x 2 units x 365 days = 3,504 kWh.



▲ Replacement of old air conditioners and lamps with inverter air conditioners and LED lamps at our Tainan office.



▲ Virtualization of network hosts at our headquarters



# Water Resource Management

As TABC's headquarters is located in Taipei City, 100% of our water supply is sourced from tap water provided by the Taiwan Water Department. According to the Aqueduct Water Risk Atlas provided by the World Resources Institute (WRI), Taipei City is not a water stressed area as its water stress level is Low-Medium (1-2). After obtaining a detailed report on the use of local water resources using the data provided on the statistical charts, we calculated the equivalent amount of carbon dioxide emissions from the use of water resources. In 2021, we implemented remote working and staggered working hours due to the COVID-19 outbreak, which led to a 43.8% reduction in water consumption compared to the previous year.

## TABC's water consumption in the past three years

	2019	2020	2021
Water consumption (million liters)	1.135	1.286	0.723
Water intensity	0.131	0.141	0.089
Carbon emissions (ton CO <sub>2</sub> e)	0.18	0.08	0.04

Note:

1. Water intensity was calculated using the following formula: water consumption (million liters)/operating revenue (NT\$ hundred million).
2. According to the Taipei Water Department, the carbon emission factor for water in 2021 was 0.0554 kg CO<sub>2</sub>e per m<sup>3</sup>.



# Paperless Enterprise

Holding fast to the 4Rs of environmental protection (i.e., Reduce, Reuse, Recycle, and Recovery) in the spirit of the circular economy, TABC is committed to conserving various types of resources. Aside from using information systems to reduce physical documents and building a video conferencing system to reduce business travel, we also expand the use of wireless projection systems in meeting rooms at our locations of operations nationwide, promote paperless meetings, and encourage the use of recycled envelopes for internal document delivery. In the future, we will also continue to promote the use of our mobile insurance purchase platform and increase the number of partnerships with insurance companies in mobile insurance purchase services, with a view to going fully paperless with the digitization of insurance documents in the future, thereby minimizing the potential impact of our operations on the environment when rendering services.

## Waste reduction measures

Measure	Method	Outcome
Going paperless with mobile insurance purchase services	Fully digitize insurance applications	As of 2021, we have successfully connected our mobile insurance purchase platform with seven property insurance companies to provide mobile insurance purchase services. In 2021, we saved up to 21,135 sheets of A4 paper through this initiative, which led to a reduction of 380 kg CO <sub>2</sub> e in carbon emissions.
Paperless meetings	Install wireless projection systems at our headquarters and all our locations operations nationwide to promote the concept of paperless meetings.	Wireless projection systems were installed at all our 14 locations of operations across Taiwan.
Online meetings via video conferencing	Conduct online meetings via video conferencing to reduce carbon emissions from business travel	Our business travel expenses in 2021 were NT\$436,917, a 36.43% decrease from NT\$687,274 in 2020.
Digitization of forms and applications	Introduce applications using electronic forms at our headquarters to promote the concept of paperless enterprise.	A total of 2,211 applications were made in 2021, which saved 4,422 sheets of paper in total if two sheets of paper were used for each application on average.
Digitization of documents	Introduce the electronic approval system for various documents and letters at our headquarters to promote the concept of paperless enterprise.	Since the launch of the system in 2016, a total of 3,289 applications were made in 2021, which saved 6,578 sheets of paper in total if two sheets of paper were used for each application on average.
Electronic voting in shareholders' meetings	Promote electronic voting to reduce paper consumption.	<ul style="list-style-type: none"> <li>• The number of people participating in electronic voting from 2017 to 2021 is listed as follows: 67 people in 2017;</li> <li>• The number of people participating in electronic voting from 2018 to 2021 is listed as follows: 96 people in 2018;</li> <li>• The number of people participating in electronic voting from 2019 to 2021 is listed as follows: 114 people in 2019;</li> <li>• The number of people participating in electronic voting from 2020 to 2021 is listed as follows: 123 people in 2020;</li> <li>• and 153 people in 2021.</li> </ul>



# 06



## Happy Enterprise

Performance Highlights  
Short-term, Medium-term and  
Long-term Strategic Goals  
Management Approach  
Creating a Happy Workplace  
Comprehensive Welfare Protection

Safeguarding Labor-Management  
Relations  
Diverse Training Channels  
A Transparent and Fair Promotion  
System  
Top-Performing Contracted Field  
Sales Partners of the Year

## PERFORMANCE HIGHLIGHTS



## SHORT-, MEDIUM- and LONG-TERM STRATEGIC GOALS



## MANAGEMENT APPROACH

Material topic	Diversity and equality in the workplace, and talent development and recruitment
Corresponding GRI standards	GRI 404-1 Average hours of training per year per employees GRI 405-1 Diversity of governance bodies and employees
Corresponding SDGs	
Policies and commitments	Build a high-quality sales team through systematic professional training and specialized programs based on market changes and product trends, and nurture more professional managers to not only lead a golden retirement life for themselves, but also become an all-round insurance planner
Targets	<p><b>Short-term target:</b></p> <ul style="list-style-type: none"> <li>Provide an inclusive and equal workplace environment and comprehensive education and training so that our employees and partners can work with peace of mind and identify the position and stage that enable them to shine.</li> </ul> <p><b>Medium-term target:</b></p> <ul style="list-style-type: none"> <li>Assist our partners in achieving work-life balance and equip them with capabilities and development opportunities to help them grow and retain them in the process.</li> </ul> <p><b>Long-term target:</b></p> <ul style="list-style-type: none"> <li>Establish the structure of the Second-Generation Magic Development Academy and gradually implement and execute the relevant succession plan to facilitate the sustainable development of our sales system.</li> </ul>
Responsibilities and resources	<ul style="list-style-type: none"> <li>We have set up four schools, i.e., the School of Marketing, the School of Management, the School of Finance, and the School of Education, in order to meet employees' different continuing education needs.</li> <li>We established the preliminary structure of the Second-Generational Magic Development Academy in 2021, with the aim of helping young contracted field partners and new recruits at TABC adapt to the environment and continue learning.</li> </ul>
Grievance mechanism	Kindly refer to the “Stakeholder Engagement” section in this report for more details
Evaluation mechanism and outcomes	<ul style="list-style-type: none"> <li>We welcome anyone who is passionate, dares to challenge, and loves to interact with people, regardless of gender, age, education background, and job position, to join TABC. All our office staff and contracted field sales partners enjoy equal and transparent promotion opportunities.</li> <li>At the end of 2021, a total of 59 full-time office staff members and nearly 3,500 contracted field sales partners were serving TABC.</li> <li>In 2021, females accounted for 66.67% of vice presidents of sales at TABC.</li> <li>In 2021, we recruited 4 new office staff members, representing a new recruit rate of 6.78%.</li> <li>We launched the Workplace 2.0 Project in 2020 and completed the construction of Tainan Workplace 2.0 in April 2021.</li> <li>In 2021, our full-time office staff attended 17.2 hours of training on average, with each receiving NT\$4,000 in education and training subsidy on an annual basis.</li> </ul>





**DISTRIBUTION OF FULL-TIME OFFICE STAFF AT TABC IN 2021** (Unit: persons; %)

Category	Males		Females		Subtotal	
	Taiwan national	Other nationalities	Taiwan national	Other nationalities	Number of people	
	15(25.4)	0	44(74.6)	0	59	
Employment contract	Periodic contract	14	0	44	0	58
	Fixed-term contract	1	0	0	0	1
	Subtotal	15	0	44	0	59
Type of employment	Full-time employment	15	0	44	0	59
	Part-time employment	0	0	0	0	0
	Subtotal	15	0	44	0	59
Type of employees	Managers	7	0	3	0	10
	Non-managerial employees	8	0	41	0	49
	Subtotal	15	0	44	0	59
Age	30 years old and below	1	0	4	0	5(8.5)
	31 to 50 years old	6	0	33	0	39(66.1)
	51 years old and above	8	0	7	0	15(33.4)
	Subtotal	15	0	44	0	59

Note:

- When recruiting and appointing employees, TABC takes into consideration various diversity metrics, such as disadvantaged groups and diverse groups. The data of relevant metrics will also be disclosed in detail in the future with a view to enhancing and achieving TABC's goal of organizational diversity.
- The figures in parentheses denote percentages to total.

## Creating a Happy Workplace

With “happiness through sustainability” as our goal, along with “people” as our starting point, we have been committed to creating a safe workplace environment since our founding. All our field sales partners and office staff, regardless of gender, age, education background, and job position, can enjoy equal and transparent promotion opportunities in the happy environment at TABC. At the same time, we provide comprehensive education and training as well as proper workplace health management, so that our partners can work with peace of mind. All the above can also be reflected in our growing salaries and benefits as well as our high revenue performance over the years.

### Diverse Employment Opportunities

Our partners are the most important assets in our company's growth and development. We welcome anyone who is passionate, dares to challenge, and loves to interact with people to join TABC. In the TABC family, both our field sales partners and office staff can identify the position and stage that enable them to shine. As of the end of 2021, a total of 59 full-time office staff members and nearly 3,500 contracted field sales partners were serving TABC to create a sustainable and happy workplace together.

Our office staff plays the most important role in our everyday operations. They have to not only serve our contracted field sales partners, but also plan and promote our overall sales. Out of the 59 official staff members at TABC, including 10 managers and 49 general staff members, males and females account for 25.42% and 74.58%, respectively.





Nearly 3,500 contracted field sales partners at TABC are the most important members in our business development. Specifically, females and males account for 67.90% and 32.10% of our contracted field sales partners, respectively. Based on the distribution of managerial positions by gender, females accounted for 66.67% of vice presidents of sales at TABC over the reporting period. Under our people-oriented system, our female partners enjoy equal promotion opportunities, enabling them to pursue personal career achievements and opportunities for financial freedom.

**DISTRIBUTION OF CONTRACTED SALES PARTNERS at TABC in 2021** (Unit: persons; %)

Marketing personnel		Middle-level sales managers		Senior sales managers	
667 males	1,463 females	377 males	742 females	30 males	67 females
<b>Junior Sales Manager: 773 people</b>		<b>Regional Manager: 489 people</b>		<b>Vice President of Sales: 3 people</b>	
254 males/32.86%	519 females/67.14%	152 males/31.08%	337 females/68.92%	1 male/33.33%	2 females/66.67%
<b>Sales Supervisor: 712 people</b>		<b>Assistant Manager: 630 people</b>		<b>Assistant Vice President of Sales: 4 people</b>	
229 males/32.16%	483 females/67.84%	225 males/35.71%	405 females/64.29%	2 males/50%	2 females/50%
<b>Sales Executive: 645 people</b>				<b>Sales Director: 23 people</b>	
461 females/71.47%	461 人 /71.47%			15 females/65.22%	15 人 /65.22%
				<b>Division Manager: 67 people</b>	
				48 females/71.64%	48 人 /71.64%

**Diversity and Equality in the Workplace**

Movement of human resources may affect the stability of an organization but can also inject new blood and vitality into a company. In 2021, TABC recruited four new office staff members (excluding those who were temporarily hired to handle COVID-19-related insurance policies), i.e., one male and three females, representing a 6.78% new recruit rate. On the other hand, a total of six employees left TABC, including one male and five females, representing a 10.17% turnover rate. We have always demonstrated an unwavering commitment to not only



helping our partners achieve work-life balance, but also providing them with capabilities and development opportunities to help them grow and retain them.

**DISTRIBUTION OF NEW EMPLOYEES AND DEPARTED EMPLOYEES BY AGE AND GENDER at TABC**

Category	Subcategory	Males		Females		Subtotal	
		Number of people	Percentage	Number of people	Percentage	Number of people	Percentage
New employees	21 to 30 years old	1	100%	1	25.00%	2	40.00%
	31 to 40 years old	0	0.00%	1	7.14%	1	6.25%
	41 to 50 years old	0	0.00%	1	5.26%	1	4.35%
	51 years old and above	0	0.00%	0	0.00%	0	0.00%
<b>Total number of new employees</b>		1	6.67%	3	6.81%	4	6.78%
Departed employees	21 to 30 years old	0	0.00%	3	75.00%	3	60.00%
	31 to 40 years old	0	0.00%	1	7.14%	1	6.25%
	41 to 50 years old	0	0.00%	0	0.00%	0	0.00%
	51 years old and above	1	12.5%	1	14.29%	2	13.33%
<b>Total number of departed employees</b>		1	6.67%	5	11.36%	6	10.17%

Note :

1. The percentage of new employees is calculated using the following formula: Number of new employees in the category/ number of employees in the category at the end of the period.
2. The percentage of departed employees is calculated using the following formula: Number of departed employees in the category/number of employees in the category at the end of the period.
3. The number of new employees and departed employees excluded those who were temporarily hired to handle COVID-19-related insurance policies.

**Fair Compensation**

We offer competitive compensation to recruit and retain talents required for our operations, so that our company can grow steadily and develop sustainably. In 2021, the average annual salary of non-managerial employees at TABC was NT\$619 thousand while the median annual salary of full-time non-managerial employees at TABC was NT\$531 thousand. At the same time, TABC attaches great importance to the value of equal pay for equal work and does not allow employees to be paid differently because of gender. Employees are paid both fixed and variable salaries. Specifically, fixed salaries are paid on a monthly basis according to industry pay rates and labor market statistics, and adjusted in consideration of job position, nature of work, professional capabilities, and supply and demand in the job market. On the other hand, variable salaries are derived from year-end bonuses, employee bonuses, and performance bonuses, which links part of an employee's compensation to the company's operational performance.



**Average and median annual salaries of full-time non-managerial employees at TABC in the past three years**

Year	Average annual salary (Unit: NT\$ thousands)	Median annual salary (Unit: NT\$ thousands)	Number of full-time non-managerial employees (Unit: persons)
2019	579	540	48
2020	584	526	52
2021	619	531	49
Difference in annual salary between 2021 and the previous year	35	5	-3

In the Workplace 2.0 Project, we plan to offer our contracted field sales partners a new office with a comfortable and high-quality working environment, with the intention of not only bolstering cohesion among them, boosting their passion at work, and building a team of steel, but also breaking the stereotype that offices in the traditional financial industry are monotonous in color and full of rigid partitions. Hence, we took away the partitions at our staff's seats, moved the cabinets away from the windows, created a diverse range of space to increase space utilization, and used natural lighting to reduce the use of lighting equipment. At the same time, we insisted on using green building materials and energy-saving light bulbs, replacing old electrical appliances with energy-saving ones, installing air circulators, and attaching insulation films on window walls to protect the workplace environment. Aside from providing a healthy workplace environment, we also hope to expand our manpower and attract more young people to join our team. In the future, we will also upgrade our workplaces based on the conditions and status of workplace environments for our field staff in various locations.

**A Perfect Workplace Environment**



The workplace is a location where our staff spends most of their time other than their homes. Aside from providing a considerate and well-thought welfare and retirement system, a sound workplace environment is also an important factor that can help our staff maintain their physical and mental health and achieve work-life balance. We constantly review and adjust workplaces for our office and field staff to ensure that each employee has a safe and secure environment to work in.

We initiated our efforts to maintain a healthy workplace for our staff in the building where our headquarters are located. In addition to purchasing air purifiers to clean the ambient air, we also increase ventilation efficiency in the workplace by turning on exhaust fans for an hour each time on a daily basis to channel fresh air to the workplace. For a long period of time, we also provided alcohol-based hand sanitizers in the workplace and required visitors to undergo temperature screening and conduct contact information registration. All these efforts demonstrate our determination to protect our staff.

As regards the workplace environment where our contracted field sales partners work on a daily basis, TABC launched the Workplace 2.0 Project in 2020, with one workplace to be built in northern, central, and southern Taiwan each during the first phase of this project. In northern Taiwan, the Taoyuan Workplace was completed in February 2020, whereas in central Taiwan, the Taichung Workplace was completed in September 2020. Meanwhile, the Tainan Workplace in southern Taiwan was completed in April 2021. We also plan to expand the construction of similar workplaces to other units across Taiwan in the future.



▲ Tainan Workplace

▲ Taoyuan Workplace

▲ Taichung Workplace







## Maternal Health Protection Program

TABC not only implements the Act of Gender Equality in Employment and advocates SDG 5 - Gender Equality, but also supports employees' right to raise the next generation and also protects their right to unpaid parental leave. Employees who have served TABC for at least six months are allowed to apply for unpaid parental leave to look after each child aged below three years old until the child turns three years old but for no more than two years. Employees who are on unpaid parental leave can continue to participate in the original social insurance program.

### DISTRIBUTION OF EMPLOYEES ON UNPAID PARENTAL LEAVE AT TABC IN 2021

	Males	Females	Total
(a) Number of employees who were eligible to apply for unpaid parental leave in 2021	1	1	2
(b) Number of employees who actually applied for unpaid parental leave in 2021	0	0	0
Percentage of unpaid parental leave applications (b/a)	0.00%	0.00%	0.00%
(c) Number of employees on unpaid parental leave who were expected to be reinstated in 2021	0	1	1
(d) Number of employees on unpaid parental leave who have actually been reinstated in 2021	0	1	1
Percentage of reinstatement of employees on unpaid parental leave (d/c)	-	100.00%	100.00%
(e) Number of employees on unpaid parental leave who have actually been reinstated in 2020	0	0	0
(f) Number of employees on unpaid parental leave who were reinstated in 2020 and then completed one year of service after reinstatement	0	0	0
Percentage of retention of employees on unpaid parental leave (f/e)	-	-	-

Note:

- (a) Estimated number of employees who have applied for maternity or paternity leave in the past three years (from 2019 to 2021)
- (b) Number of employees on unpaid parental leave in 2021
- (c) Number of employees on unpaid parental leave who were expected to be reinstated in 2021
- (d) Number of employees on unpaid parental leave who were expected to be reinstated and have actually been reinstated in 2021
- (e) Number of employees on unpaid parental leave who have actually been reinstated in 2020
- (f) Number of employees on unpaid parental leave who have actually been reinstated in 2020 and then completed one year of service after reinstatement (still in service in 2021)



## Safeguarding Labor-Management Relations



Despite not having a labor union, TABC still attaches importance to labor-management relations. We conduct regular labor-management meetings and may hold ad hoc meetings when necessary in accordance with Article 83 of the Labor Standards Act, with the purpose of carrying out two-way communication and negotiations on various issues such as labor-management cooperation, coordinating labor-management relations, improving working conditions, and planning employee benefits.

In order to safeguard employees' right to work in the possible event of a significant change in operations and minimize its impact, TABC will fully comply with the relevant laws and regulations and notify employees of the termination of labor contract based on the minimum period of advance notice stipulated in Article 16 of the Labor Standards Act. TABC did not experience any significant changes in operations over the reporting period.

### Smooth Channels of Communication

With the intention of promoting harmony and sustainable development in labor-management relations to ensure smooth channels of labor-management communications, TABC has established a variety of transparent and effective communication channels to collect valuable feedback from all our employees. We convene labor-management meetings four times each year and manager meetings once a month. We have also set up an employee grievance mailbox: Labor@tabc.com.tw to learn about employees' needs and expectations, and proactively respond to their concerns.

With our endeavor to establish obstacle-free labor-management relations, we have truly achieved the goal of protecting labor rights over the reporting period through a series of efforts, including:

- (1) No incidents of discrimination and related complaints.
- (2) No violation of freedom of association and right of collective bargaining.
- (3) No employment of child labor.
- (4) No incidents of forced or compulsory labor.
- (5) No major labor disputes.
- (6) No delay or accumulation of employee feedback and grievances.

## DIVERSE TRAINING CHANNELS

Providing all our partners with the best learning environment is the direction that we have long been working towards. With the introduction of a diverse range of courses, we have not only adopted in-person learning, but also developed a learning platform that combines both online learning and knowledge management systems, in hopes of enhancing talent development and competencies through comprehensive learning and training.

Amid the ongoing impact of the COVID-19 pandemic in 2021, we officially launched the Digital Academy, our very own online learning system, aimed at enabling all our partners who are not able to attend training courses in person to learn without interruption and grow continuously. In 2021, 128 online courses totaling 150.5 hours were uploaded onto the Digital Academy and completed by 29,573 participants. The content of these courses encompassed a variety of areas, such as product marketing, laws and regulations, tax knowledge, retirement planning, claims practice, customer management, counseling training, organizational management, and self-growth, aimed at enabling all our partners to continue learning seamlessly regardless of the impact of the COVID-19 outbreak, and thus expanding the depth and breadth of learning for our employees.

### Deepening the Cultivation of Essential Competencies

Despite not requiring our office staff to obtain insurance sales qualifications, our staff's duties and responsibilities are closely connected to insurance-related knowledge. Therefore, we improve our office staff's insurance-related knowledge and deepen their understanding of the significance and value of insurance through internal and external training, and also provide them with training on individual competencies so that our office staff can serve as a strong support for our company. In 2021, our office staff underwent 17.2 hours of internal and external training on average, where our male and female office staff members received 25.8 hours and 13.8 hours of training on average, respectively. On the whole, this scenario occurred because at present, the majority of our managers are males, who also perform duties related to corporate governance, legal compliance, audit, and signatories, and thus are required to undergo longer hours of training related to their duties. Yet, as we adopt gender equality, there are no gender differences in planning employee training. The types of training we have planned for our employees are listed as follows:

#### INTERNAL TRAINING

Professional competency training, special functional courses (i.e., information security, insurance laws and regulations, and promotion of laws and regulations promulgated by the competent authorities, etc.), where these courses were conducted both in person and online simultaneously based on the pandemic situation.

#### EXTERNAL TRAINING

Each office staff member was provided with NT\$4,000 in education and training subsidy to schedule continuous learning based on their job duties and career planning.

### NUMBER OF TRAINING HOURS AMONG OFFICE STAFF AT TABC AND THE CORRESPONDING GENDER DISTRIBUTION IN 2021

Category	Item	Internal training			External training		
		Males	Females	Subtotal	Males	Females	Subtotal
Managers	(a1) Actual number of managers over the reporting period	7	3	10	7	3	10
	(b1) Training hours over the reporting period	46	30	76	97	109	206
	(b1/a1) Average training hours over the reporting period	6.6	10	7.6	13.9	36.3	20.6
Non-manual employees	(a2) Actual number of managers over the reporting period	8	41	49	8	41	49
	(b2) Training hours over the reporting period	88	460	548	156	28	184
	(b2/a2) Average training hours over the reporting period	11	11.2	11.2	19.5	0.7	3.8
Total	(R=a1+a2) Total number of employees at the end of the reporting period	15	44	59	15	44	59
	(Q=b1+b2) Total training hours	134	470	624	253	137	390
	(Q/R) Average training hour per employee	8.9	10.7	10.6	16.9	3.1	6.6

Note 1: Average training hours per person in the gender category = total training hours for employees in the gender category / total number of employees in the gender category for the current year

Note 2: Managers refer to positions above Assistant Vice President or employees who hold important positions.

### Mastering the Profession through Complete Training

TABC has established a series of courses in four major schools, namely the School of Marketing, the School of Management, the School of Finance, and the School of Education, aimed at helping our sales partners in acquiring the knowledge required for insurance marketing and counseling management through complete training planning. In addition to in-person courses, we also provide a wide range of online courses on the Digital Academy, our very own learning system that was officially launched in 2021, so that our sales partners can enrich themselves anytime, anywhere. At the same time, we have also launched the "TABC Weekly Recap" program each week via digital means to effectively convey the latest news on insurance products and information on relevant important laws and regulations to all our partners on an ongoing basis without interruption, so that all our sales partners are continuously updated with the latest news and information.

#### Skills Development in the Four Major Schools

- **School of Marketing:** This school primarily focuses on professional knowledge and marketing skills related to property and life insurance products. It is suitable for all salespeople.
- **School of Management:** With enhancing organizational development as the core value of its courses, this school offers training courses related to management skills, team management, and leadership to help sales managers develop professional skills related to talent recruitment and coaching. It is suitable for senior sales partners and managers.



- School of Finance: With “developing the profession and integrating the profession” as its core value, this school invites industry, government, and academic professionals to share their experience and knowledge and give lectures, and aims to nurture our sales partners to play the role of a family financial planner. It is suitable for all salespeople.
- School of Education: This school focuses on promoting insurance regulations and various laws and regulations, with developing excellent teaching skills among sales managers as its core value. It is suitable for all salespeople.

**TRAINING HOURS AND NUMBER OF PARTICIPANTS IN THE FOUR MAJOR SCHOOLS**

	School of Marketing	School of Management	School of Finance	School of Education
Training hours	6,989	1,632	816	35,190
Number of participants	4,264	204	214	4,832

**Second-Generation Magic Development Academy**

Aside from the four major schools aimed at equipping our contracted field sales partners with the relevant skills, we also plan to pass down and rejuvenate our contracted sales team. In 2021, we established the preliminary structure of the Second-Generation Magic Development Academy, whose primary objectives are to assist the second generation of young, contracted field sales partners and new blood who has joined TABC in adapting to learning in the existing workplace and system environment, provide them with training on insurance products and the marketing model in the insurance brokerage industry, and work hand in hand to help our new partners settle and grow steadily. We hope to gradually initiate and implement the relevant succession plan through the selection of appropriate candidates in 2022, thereby facilitating the sustainable development of our business system.



**A Transparent and Fair Promotion System**

**Let Efforts and Capabilities Be Visible to All**

Based on calculations using the average retirement age of 61.3 years old in 2021 obtained from the latest survey conducted by the Ministry of Labor (R.O.C.), most workers have worked for more than 40 years before retirement. At TABC, our off ice staff performs nine years of service on average, which is more than 20% of the number of years spent on work before retirement. With a focus on enhancing our off ice staff’s overall capabilities and expand their careers, we also conduct a comprehensive performance evaluation and give consideration to promotion based on their individual performance, capabilities, conduct, and sustainability. Promotion not only serves as a recognition for an employee’s overall performance, but also represents care for his/her family. A transparent and fair promotion system not only enables employees to earn personal achievements in the workplace, but can also enhance overall business synergy, thereby realizing our philosophy of “happiness through sustainability.”

**DISTRIBUTION OF EMPLOYEES RECEIVING PERFORMANCE AND CAREER DEVELOPMENT REVIEWS EACH YEAR AT TABC**

Type of employees	Calculation method	Male	Female	Total
Managers	(A1) Total number of managers at the end of the reporting period	7	3	10
	(B1) Number of managers receiving regular performance and career development reviews	7	3	10
	(B1/A1) Percentage	100.00%	100.00%	100.00%
Non-manual employees	(A2) Total number of managers at the end of the reporting period	8	41	49
	(B2) Number of managers receiving regular performance and career development reviews	8	41	49
	(B2/A2) Percentage	100.00%	100.00%	100.00%
Total	(A1+A2) Total number of employees over the reporting period	15	44	59
	(B1+B2) Number of employees receiving regular performance and career development reviews	15	44	59
	(B1+B2/A1+A2) Percentage	100.00%	100.00%	100.00%



### Dreams Come True at TABC



We plan the marketing capabilities corresponding to each job grade for our contracted field sales partners and quantifies them accordingly. With progressive manpower requirements in place, supplemented by our training capacity based on the concept of point and line to plane, our sales partners only have to follow the steps set out in our plan and make individual efforts in order to gain promotion, thereby achieving the goal of organizational sustainability. According to the spirit of “partners are shareholders” at TABC, employees who have been promoted to the position of division manager and above are entitled to an annual performance bonus equivalent to a certain percentage of our net profit before tax based on their sales performance and contributions for the year. On the other hand, in order for both our sales managers and our company to improve our sales performance and move towards mutual benefits and prosperity, we hold sales planning meetings in the middle and at the end of each year. Aside from enhancing relevant professional knowledge and management skills among sales managers, building an efficient sales management team, enriching the resources and roles for organizational development, and improving managers’ leadership skills are some of the key points in holding these meetings. These meetings gather all our managers to work diligently towards our annual targets, and thus drive TABC towards a better future.

**STATUS OF PROMOTION AMONG CONTRACTED FIELD SALES PARTNERS at TABC in 2021** (Unit: persons)

Marketing personnel			Middle-level sales managers		Senior sales managers			
SC	ASM	SM	AUM	UM	DM	DMA	SVP	AVP
0	20	10	9	8	2	1	0	0





# 07



## Social Care

- Performance Highlights
- Education Promotion
- Assistance and support for the disadvantaged
- Health Promotion
- Environmental Protection

# PERFORMANCE HIGHLIGHTS



TABC has long been engaging in social welfare activities in the spirit and philosophy of SDGs. In line with a number of SDGs, including SDG 1 No poverty, SDG 2 Zero hunger, SDG 3 Good health and well-being, SDG 4 Quality education, and SDG 15 Life on land, we have invested an abundance of manpower and material resources into a host of initiatives, such as helping people with spinal cord injuries, calling on our partners and the public to donate blood for 11 years in a row, and offering scholarships for disadvantaged and underprivileged students at Chihlee University of Technology for 17 consecutive years. At the same time, we also help seniors living alone in local communities through various initiatives such as offering home services and giving donations, with the aim of not only promoting safe and health living for local seniors, but also creating an age-friendly city. Upon evaluation, our initiatives have also been confirmed to have no negative impact on the local area. In addition, we realize our influence via various means, such as providing free forums to promote education and environmental protection, to give back to society, in hopes of creating a sustainable, long-lasting, positive, and mutually beneficial society together with people from all walks of life and all corners of society. In 2021, we injected approximately NT\$800,000 into social welfare activities.



## Overview of TABC's engagement in social welfare in 2021

Area of social welfare	Education Promotion	Assistance and support for the disadvantaged	Health Promotion	Environmental Protection
<b>Activity</b>	<ol style="list-style-type: none"> <li>Provided scholarships to students at Chihlee University of Technology</li> <li>Sponsored the Forum on Financial Planning and Health Trends organized by Wealth Invest Weekly magazine</li> </ol>	<ol style="list-style-type: none"> <li>Provided home care services and donated supplies to seniors living alone in collaboration with Huashan Social Welfare Foundation</li> <li>Delivered Lunar New Year gifts and meals to seniors living alone in collaboration with Huashan Social Welfare Foundation</li> <li>Delivered Mid-autumn Festival gifts to seniors living alone in collaboration with Huashan Social Welfare Foundation</li> <li>Delivered Dragon Boat Festival gifts to seniors living alone in collaboration with Huashan Social Welfare Foundation</li> <li>Organized a supply donation drive in Kaohsiung City to collect supplies from the public and donate them to rural areas and disadvantaged groups</li> <li>Organized a Christmas gift donation drive to collect gifts from the public and donate them to Yi Kuang Orphanage</li> <li>Sent donations to the Taiwan Fund for Children and Families in an effort to help disadvantaged children in Taiwan</li> <li>Donated supplies to the Child Welfare League Foundation</li> <li>Organized a charity sale event for Renyou Sanatorium</li> <li>Organized a charity sale event for the Ruth Society for Disability Services</li> <li>Organized a charity sale event for the Yellow</li> </ol>	<ol style="list-style-type: none"> <li>"When There Is Love, There Is Me" Blood Donation Drive</li> <li>Participated in the Let Life Shine Fair</li> <li>Supported the shooting of the social welfare video titled "Amplify Your Stimulus Voucher" by the Development Center for the Spinal Cord Injured</li> </ol>	<ol style="list-style-type: none"> <li>Purchased Leopard Tiger Rice from Fengshuwo</li> <li>Donated cat and dog food to the Animal Rescue Team Taiwan</li> </ol>
<b>Outcome</b>	Benefited more than 1,000 people	Benefited more than 500 people	Benefited more than 600 people	Benefited 100 people and around 20,000 cats and dogs
<b>Corresponding SDGs</b>	 4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.	 1.4 By 2030 ensure that all men and women, particularly the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership, and control over land and other forms of property, inheritance, natural resources, appropriate new technology, and financial services including microfinance.   2.1 By 2030 end hunger and ensure access by all people, in particular the poor and people in vulnerable situations including infants, to safe, nutritious and sufficient food all year round.	 3.4 By 2030, reduce by one third premature mortality from noncommunicable diseases through prevention and treatment, and promote mental health and well-being.	 15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species.



## Education Promotion

### Providing Scholarships to Students at Chihlee University of Technology for 17 Consecutive Years

TABC has established industry-academia collaboration with Chihlee University of Technology since 2015, in hopes of enriching students' experience and developing their practical skills required for the insurance industry through a combination of theory and practice. At the same time, with the TABC Scholarship System in place, we also endeavor to encourage students to study hard, develop their outlook on life in services, and also support underprivileged to complete their studies successfully. This scholarship has benefited up to 170 students since its founding 17 years ago. In order for students to apply what they have learned to society after graduation, TABC President Yang-Kuo Chen gave a lecture on insurance-related knowledge and shared his experience during the scholarship award ceremony. He also interacted with students in person, imparted his workplace experience, and gave insights into the insurance industry, thereby creating a cycle of positivity through this initiative.

A total of 10 students were awarded the scholarship in 2021. One of the scholarship recipient was an underprivileged student, who wrote in his autobiography for the scholarship application that his motto is "work hard and never give up." He admitted that although he was not a gifted student, he was willing to make extra efforts to improve himself. He also proved that one can achieve anything as long as he is willing to work hard. At the same time, he

also shared that when he was learning about insurance, he not only established an in-depth understanding of the significance of insurance and the idea of taking out the correct type of insurance, but was also clearly aware that the significance and function of insurance lies in the fact that it can help ourselves and others too. On the day of the scholarship award ceremony in 2021, Mr. Chen shared the latest developments in the financial environment and the concept of insurance with 60 students who attended the event, so that students can have a better understanding of the financial and insurance markets.



### Sponsoring Forums Organized by Wealth Invest Weekly Magazine

TABC has joined hands with Taiwan Fire & Marine Insurance Co., Ltd. to sponsor four free sessions of the Forum on Financial Planning and Health Trends organized by Wealth Invest Weekly (WIW), a well-known financial magazine in Taiwan, for the seventh year running. According to a survey conducted by the Taiwan Academy of Banking and Finance, around 20% of Taiwanese people are unable to raise NT\$100,000 within a week and 47% of Taiwanese households are unable to make ends meet owing to soaring housing prices and rising prices of goods and services in Taiwan, coupled with stagnating salaries among Taiwanese people. This year, the Ministry of Health and Welfare (R.O.C.) also called on the public to exercise more during the COVID-19 pandemic. At present, only 50% of adults and 30% of seniors in Taiwan are doing enough exercise.

Due to the impact of the local COVID-19 outbreak in 2021, two sessions of the forum were held in person while the other two were conducted online. In each session, not only did WIW President Chin-Ho Hsieh speak about economic trends and health issues, but other guests were also invited to share their insights with the public in order to help the public gain a better understanding of the concepts of wealth management and health, so that they can achieve a balance between financial planning, investment and health during the COVID-19 pandemic. In 2021, the in-person sessions of the forum were attended by around 1,000 participants, whereas the online sessions of the forum were viewed about 60,000 times on WIW's YouTube channel and around 36,000 times on WIW's Facebook page.



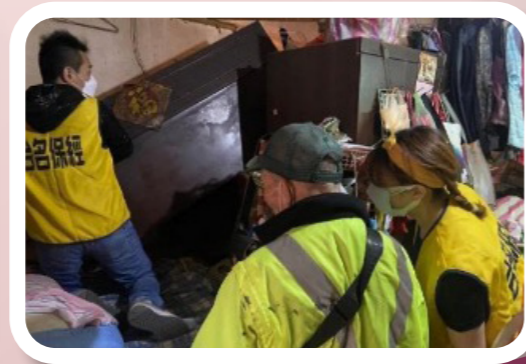
## Assistance and Support for the Disadvantaged

### Safeguarding Seniors with LOHAS and Home Care Services



According to the latest statistics published by the Ministry of the Interior (R.O.C.), Taiwan's aging index has risen from 68.64% in 2010 to 127.8% in 2020, indicating that the elderly population is higher than the number of new births in Taiwan. At the same time, Taiwanese people also have a high average life expectancy of 85.3 years old, so there is an increasing number of seniors living alone in Taiwan. Despite the emergence of long-term care and related measures, there are still lots of disadvantaged seniors who require assistance from society. Therefore, TABC, which has long kept abreast of retirement and senior care issues, has joined forces with Huashan Social Welfare Foundation to provide various services such as care and donation of supplies during major festivals to seniors living alone with disabilities and dementia. In 2021, seven volunteers from TABC were also convened in collaboration with Huashan Social Welfare Foundation for the first time to participate in social welfare activities related to home care services for seniors living alone.

One of the seniors we served this time around was Grandpa Ho, a 82-year old senior citizen who lives alone and sells magnolias. Despite getting married for years, Grandpa Ho did not have any children and his wife also passed away a few years ago. He not only suffered from hearing loss, but was also too old to clean up his home and carry heavy objects on his own. In order for Grandpa Ho to have a comfortable and clean home, all the volunteers rolled up their sleeves and helped clean up and disinfect his home, including packing and sorting items, cleaning the toilet and his bedroom. Grandpa Ho raised an adorable and satisfied smile when seeing his home clean and tidy. After cleaning and tidying up his home, TABC also bought all the magnolias he was planning to sell on that day, so that Grandpa Ho, who had kept the volunteers company all day long, can have a good rest and enjoy his clean home. We also uploaded a video and a post using the power of social media, with the intention of calling on the loving public to safeguard seniors and the future with our company.



### Spreading Warmth to Seniors Living Alone in Pursuit of Sustainable Happiness

TABC has established collaboration with Huashan Social Welfare Foundation since 2018. In addition to donating Dragon Boat Festival gifts, Mid-autumn Festival gifts, and Lunar New Year meals, we also provide seniors living alone with meal delivery services. In 2021, TABC Chairman Cheng-Chih Lee and TABC President Yang-Kuo Chen called on our office staff and field partners to join our meal delivery volunteer team, visit seniors living alone, and deliver festive meals, pillows, and red envelopes to them in person.

With people as our starting point, we turned our core philosophy of "happiness through sustainability" into action. While paying a visit to 14 senior citizens, we deeply felt the changes in seniors living alone in Yonghe District over the past three years as some of them were no longer alive while some were bedridden. One of the seniors who was in her 90s said that she was glad to have the volunteers visit her. The volunteers chat with these seniors and listened to their words because sometimes spiritual comfort is more important than monetary donations.







### Spreading Warmth in Winter with Supply Donation

TABC Kaohsiung Division Manager Tsai-Hui Lin once again initiated a winter supply donation drive at the end of the year to collect supplies from the public and donate them to Wu Ja Educational and Nursing Institution, which primarily serves mentally and physically handicapped people aged 18 years and above with multiple disabilities. The objective of this institution is to provide physically and mentally handicapped people with self-care training, skills training, rehabilitation and medical care, special needs education, and living care services. This institution is also equipped with a home-like, small-sized, safe, and hygienic environment of high quality for professional, practical, and diverse education programs to exercise and protect their rights and dignity, so that they can adapt or return to the lifestyle of the general public in the local community and society.

During this supply donation drive, we managed to collect a variety of items including second-hand clean adult clothes, children's toys, stationery, household appliances, daily necessities, as well as rice, noodles, and canned foods that were still within their expiration dates. Furthermore, this donation drive saw the participation of 80 people, who consisted of not only partners from our Kaohsiung office, but also members of the public from the same building in which our Kaohsiung office is located and fans of TABC's Facebook group. At the end of the event, we managed to collect five tons of supplies, which were then sorted by 16 volunteers gathered by Ms. Lin and transported to this institution. This supply donation drive is a testament to the spirit of coming together to do charity work.

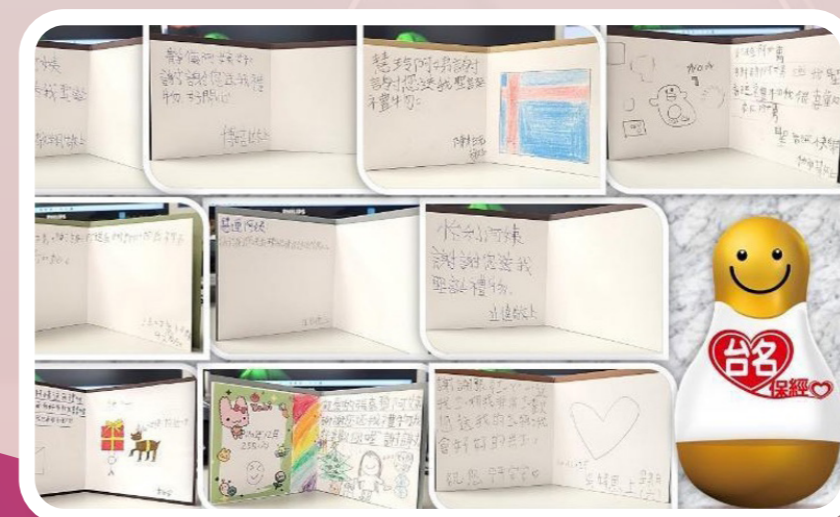


Event highlights: <https://fb.watch/arJRIQb-u3/>

### Sending Love to Yi Kuang with Gift Donation

In 2021, partners at our Chongqing office in Taipei City organized the "Sending Love to Yi Kuang" Christmas donation drive on their own initiative for the second consecutive year. This event aimed to collect and donate gifts to Yi Kuang Orphanage, which primarily adopts orphans, abandoned babies, and physically and mentally handicapped people, in hopes of fulfilling the little wishes of children and students at the orphanage through this event during the month of December filled with Christmas cheer. This event continued to see considerably active participation despite the COVID-19 pandemic. A total of 31 partners donated a variety of gifts that would be of interest to children, including toys, books, and stationery, which were wrapped beautifully and attached with hand-written Christmas cards.

Although it was not possible to deliver the gifts in person to the 25 children at the orphanage due to the COVID-19 outbreak, the gifts were successfully handed over to the orphanage. The children also prepared handwritten cards and made an event highlights video to express their gratitude to our partners. Seeing the children receive and eagerly open their gifts with a huge smile on their faces warmed the heart of our partners.



Event Video



### Sent donations to the Taiwan Fund for Children and Families in an effort to help disadvantaged children in Taiwan



Amid the widening gap between the rich and the poor, the society is witnessing an increasing number of disadvantaged children who are in need of help. The Taiwan Fund for Children and Families is an international non-profit organization that cares for disadvantaged children and their families, whose mission and vision all these while have been to serve disadvantaged children and youth and their families. Since our core philosophy is “happiness through sustainability,” we hope to provide various services for disadvantaged children and youth, such as education subsidies, emergency aid, early intervention, and employment empowerment, so that they can receive more help, grow up with no worries, and then give back to society in the future.



### Caring for Children and Youth with Supply Donation

The COVID-19 pandemic and inflation have added fuel to the fire in the lives of many disadvantaged families. As the impact of rising prices of goods and services on disadvantaged families is 3.5 times more than that on ordinary families, families already suffering from a lack of food and clothing are unable to provide their children with the nutrition they need to grow up, which easily affects their physical health and mental development. Therefore, TABC not only gives monetary donations to help disadvantaged children and youth, but also assists disadvantaged families without financial resources by donating supplies through the Child Welfare League Foundation to address their basic needs for survival, i.e. food and clothing. What was special about this initiative was that we sourced our supplies from products purchased in charity sale events or gifts donated by three social welfare organizations and then donated them to the Child Welfare League Foundation, with a view to not only utilizing limited resources on more people in need, but also maximizing the benefits of supply donations to help a number of organizations at the same time.

#### Overview of supply donations made BY TABC in 2021

Social welfare organization	Objective	Donated supplies
Renyou Sanatorium	Provide home living and care services and living skills training for children with multiple disabilities	270 bags of Wu-Mu Thin Kan To Noodles and 150 bags of Kiki Young Vinegar Noodles donated by Renyou Sanatorium
Yellow Ribbon Network Association for Taiwan	Provide after-school care for children from disadvantaged families, help them with their studies, and build character in them	50 bags of Golden Buckwheat Noodles purchased from Yellow Ribbon Network Association for Taiwan in a charity sale
Ruth Society for Disability Services	Provide education, vocational training, and employment counseling for physically and mentally handicapped people	100 rice gift boxes purchased from Ruth Society for Disability Services in a charity sale





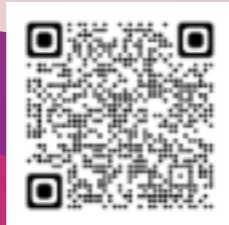
# HEALTH PROMOTION

## “When There Is Love, There Is Me” Blood Donation Drive

TABC has organized a series of blood donation drives for 11 years since 2011. Each year, we called on a large number of our partners and members of the public to participate in our blood donation drives that are usually held in areas with easy access to public transportation and high traffic volume in northern, central, and southern Taiwan. At the same time, we also upload many posts on related information and precautions for blood donation on our fan page while helping the public to learn about the rules and regulations for blood donation through the power of the Internet. We continue to organize blood donation drives because similar to insurance, blood donation is an activity and a behavior that helps both ourselves and others; thus, it is worth continuing this meaningful effort.

Considering the impact of the COVID-19 outbreak in 2021, we only organized two in-person events in Taipei City. However, the local COVID-19 outbreak also led to a blood crisis throughout Taiwan. Despite a slowdown in the COVID-19 outbreak in the second half of the year, Taiwan’s blood stock could only last for four days at one point due to people’s reluctance to donate blood during a sudden drop in temperature. In an effort to promote the importance of blood donation and encourage more people to donate blood, we offered 400 blood donation gifts, including limited-edition face masks as well as eco-friendly tumblers and bags, at our blood donation stations in Taichung City, Pingtung County, and Taipei City, with the intention of increasing people’s willingness to donate blood and attracting people to donate blood. Even without the presence of volunteers onsite, we still managed to collect 409 bags of blood through giveaways.

During the in-person events held in Taipei City on October 5 and 25, we managed to recruit 58 enthusiastic volunteers to join our events. With strong calls from our volunteers, the public actively joined our blood donation drives to donate blood while our foreign friends also took part in our blood donation initiative. Interestingly, many people donated blood without wanting any gifts in return, and this kind of selfless spirit touched our volunteers’ hearts.



▲ Blood Donation Drive on TABC's facebook





## Let Life Shine Fair

TABC has participated in the “Let Life Shine Fair” event organized by the Development Center for the Spinal Cord Injured (DCSCI) for two consecutive years. Thanks to our long-standing efforts to promote various types of insurance, such as long-term care insurance, disability insurance, disability support insurance, and critical illness insurance, we are particularly aware that although insurance can help the public transfer part of the risks they face, insurance is unable to help policyholders who become physically handicapped due to injuries rebuild their lives and train them on community living. DCSCI mainly provides people with spinal cord injuries with various types of training as well as employment and entrepreneurship counseling for free, in hopes that these people can rediscover the value of life, live with confidence and dignity, and lead a normal life again after returning to society.

During this event, TABC not only sponsored two charity sale booths and purchased NT\$60,000 worth of coupons, but also offered 119 pieces of Mamaway Baby Sling for charity sale. At the same time, 14 young volunteers were invited to participate in this charity sale event. We also gave out free coupons to our office and field staff, policyholders, and fans so that they can attend this event and buy the products sold in this event to support charity with concrete actions. In addition, many patrons at DCSCI also joined as event workers, with the intention of letting the visitors get a sense that people with spinal cord injuries are no different from ordinary people, and may even be more cheerful and positive about their lives than ordinary people.



## Amplifying Love for Charity

After the local COVID-19 outbreak proliferated all of a sudden in May 2021, the government rolled out the Quintuple Stimulus Voucher in October to stimulate the economy. Therefore, DCSCI also encouraged the public to purchase charity products with this voucher in conjunction with the roll-out of this government initiative, where the government would add another 50% to the value of this voucher as long as the public uses this voucher for charity. This voucher can be used for making monetary donations and purchasing coffee and Christmas flowers sold by DCSCI patrons during charity sale events. Various companies were also invited to take part in the video promotion activity for this event. Due to our sponsorship for DCSCI’s “Let Life Shine Fair” event for two years in a row, we were invited to take part in video shooting for this event with a view to letting more people know about this event. In order to get more people to attend this event, we stepped up efforts to promote this event on social media, where our social media posts managed to reach 1,408 people and garner 516 views and 14 shares.



Video of Amplifying Love for Charity





# ENVIRONMENTAL PROTECTION

## Promoting Animal Rescue through Monetary and Food Donations

According to the information provided by the Council of Agriculture, the government advocates public-private partnerships to relocate stray cats and dogs to animal shelters under the no-kill policy. However, owners of animal shelters rely on their own salaries or savings to rescue and feed stray cats and dogs and face increasing burden due to such efforts. Therefore, with our commitment to protecting the right to life for stray cats and dogs in the spirit of promoting life education, we have made monetary donations to the Animal Rescue Team Taiwan (ARTT) for two years in a row, in an effort to support its animal rescue efforts and assist in repairing disadvantaged animal shelters while promoting life education and supporting animal protection organizations in schools. Our donations assisted 140 animal shelters across Taiwan and benefited over 20,000 cats and dogs. We hope to help these kind-hearted animal shelter owners with our small efforts, so that these homeless cats and dogs have a place to stay without having to go hungry and continue their lives.



## Purchasing Leopard Tiger Rice and Donating Them to Seniors Living Alone

Leopard tigers in Taiwan are currently facing a survival crisis. These animals are primarily active in areas below 1,500 meters above sea level, which are also places where humans live, move around, and farm frequently. Due to various factors such as habitat loss, excessive use of pesticides and fertilizers in crops, and hunting activities, only 400 to 600 leopard tigers remain in the country, pushing them to the brink of extinction. However, local farmers in the Fengshu community in Tongxiao Township, Miaoli County have initiated the adoption of eco-friendly rice cultivation methods to improve the habitat and ecological environment of leopard tigers, and also established the “Leopard Tiger Rice” brand with leopard tiger conservation groups and social enterprises. Local farmers have abandoned the use of pesticides and fertilizers and adopted the most natural cultivation method so that leopard tigers can live freely on this piece of land forever.

We have long adopted ESG principles as one of our approaches to corporate governance. On the subject of environmental protection, we have also purchased 100 bags of Leopard Tiger Rice for two consecutive years to show our support for local farmers and play our part in protecting the environment. These bags of Leopard Tiger Rice were donated to seniors living alone in Yonghe District in collaboration with Huashan Social Welfare Foundation, with a view to maximizing social welfare benefits.



# 08



## Appendix

GRI Standards Index

SASB Index

Rules Governing the Preparation and Filing of Sustainability Reports by TPEX

Listed Companies Index



# GRI Standards Index

## Core Options

GRI standard	Disclosure number	Disclosure item	Corresponding section and page number
GRI 102: General Disclosures 2016 – Organizational profile	102-1	Name of the organization	About TABC P.39
GRI 102: General Disclosures 2016 – Organizational profile	102-2	Activities, brands, products, and services	About TABC P.39
GRI 102: General Disclosures 2016 – Organizational profile	102-3	Location of headquarters	Location of Operations P.41
GRI 102: General Disclosures 2016 – Organizational profile	102-4	Location of operations	Location of Operations P.41
GRI 102: General Disclosures 2016 – Organizational profile	102-5	Ownership and legal form	About TABC P.39
GRI 102: General Disclosures 2016 – Organizational profile	102-6	Markets served	About TABC P.39
GRI 102: General Disclosures 2016 – Organizational profile	102-7	Scale of the organization	About TABC P.39
GRI 102: General Disclosures 2016 – Organizational profile	102-8	Information on employees and other workers	Diverse Employment Opportunities P.99
GRI 102: General Disclosures 2016 – Organizational profile	102-9	Supply chain	Sustainable Supply Chain P.42
GRI 102: General Disclosures 2016 – Organizational profile	102-10	Significant changes to the organization and its supply chain	Reporting Boundary and Scope P.13
GRI 102: General Disclosures 2016 – Organizational profile	102-11	Precautionary Principle or approach	Risk Management P.67
GRI 102: General Disclosures 2016 – Organizational profile	102-12	External initiatives	External Initiatives P.15
GRI 102: General Disclosures 2016 – Organizational profile	102-13	Membership of associations	Membership of Associations P.41
GRI 102: General Disclosures 2016 – Strategy	102-14	Statement from senior decision-maker	A Message from the Management P.11
GRI 102: General Disclosures 2016 – Ethics and integrity	102-16	Values, principles, standards, and norms of behavior	Sustainability Strategies and Goals P.19 Ethical Corporate Management P.77
GRI 102: General Disclosures 2016 – Governance	102-18	Governance structure	Corporate Sustainability Committee P.23 Governance Structure P.65

GRI standard	Disclosure number	Disclosure item	Corresponding section and page number
GRI 102: General Disclosures 2016 – Stakeholder engagement	102-40	List of stakeholder groups	Identifying and Selecting Stakeholders P.28
GRI 102: General Disclosures 2016 – Stakeholder engagement	102-41	Collective bargaining agreements	TABC has not entered into any collective bargaining agreements as no labor union has been established at TABC
GRI 102: General Disclosures 2016 – Stakeholder engagement	102-42	Identifying and selecting stakeholders	Identifying and Selecting Stakeholders P.28
GRI 102: General Disclosures 2016 – Stakeholder engagement	102-43	Approach to stakeholder engagement	Responding to Stakeholder Concerns P.29
GRI 102: General Disclosures 2016 – Stakeholder engagement	102-44	Key topics and concerns raised	Responding to Stakeholder Concerns P.29
GRI 102: General Disclosures 2016 – Reporting practices	102-45	Entities included in the consolidated financial statements	Economic Performance P.66
GRI 102: General Disclosures 2016 – Reporting practices	102-46	Defining report content and topic Boundaries	Reporting Boundary and Scope P.13 Materiality Analysis of Topics of Concern P.33
GRI 102: General Disclosures 2016 – Reporting practices	102-47	List of material topics	Materiality Analysis of Topics of Concern P.33
GRI 102: General Disclosures 2016 – Reporting practices	102-48	Restatements of information	Reporting Boundary and Scope P.13
GRI 102: General Disclosures 2016 – Reporting practices	102-49	Changes in reporting	Reporting Boundary and Scope P.13 Materiality Analysis of Topics of Concern P.33
GRI 102: General Disclosures 2016 – Reporting practices	102-50	Reporting period	Reporting Boundary and Scope P.13
GRI 102: General Disclosures 2016 – Reporting practices	102-51	Date of most recent report	Report Overview and Reporting Frequency P.13
GRI 102: General Disclosures 2016 – Reporting practices	102-52	Reporting cycle	Report Overview and Reporting Frequency P.13
GRI 102: General Disclosures 2016 – Reporting practices	102-53	Contact point for questions regarding the report	Contact Information P.16
GRI 102: General Disclosures 2016 – Reporting practices	102-54	Claims of reporting in accordance with the GRI Standards	Reporting Guidelines P.13
GRI 102: General Disclosures 2016 – Reporting practices	102-55	GRI content index	GRI Standards Index P.134
GRI 102: General Disclosures 2016 – Reporting practices	102-56	External assurance	External Certification and Assurance P.14

## Disclosure of Material Topics

GRI standard	Disclosure number	Disclosure item	Corresponding section and page number
<b>Corporate governance</b>			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Materiality Analysis of Topics of Concern P.33
GRI 103: Management approach 2016	103-2	The management approach and its components	Management Approach P.58
GRI 103: Management approach 2016	103-3	Evaluation of the management approach	Management Approach P.58
<b>Ethical Corporate Management</b>			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Materiality Analysis of Topics of Concern P.33
GRI 103: Management approach 2016	103-2	The management approach and its components	Management Approach P.58
GRI 103: Management approach 2016	103-3	Evaluation of the management approach	Management Approach P.58
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Anti-corruption P.77
GRI 205: Anti-corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Anti-corruption P.77
GRI 205: Anti-corruption 2016	205-3	Confirmed incidents of corruption and actions taken	Anti-corruption P.77
<b>Business performance</b>			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Materiality Analysis of Topics of Concern P.33
GRI 103: Management approach 2016	103-2	The management approach and its components	Management Approach P.58
GRI 103: Management approach 2016	103-3	Evaluation of the management approach	Management Approach P.58
GRI 201: Economic performance 2016	201-1	Direct economic value generated and distributed	Economic Performance P.66
<b>Legal compliance</b>			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Materiality Analysis of Topics of Concern P.33
GRI 103: Management approach 2016	103-2	The management approach and its components	Management Approach P.58
GRI 103: Management approach 2016	103-3	Evaluation of the management approach	Management Approach P.58
GRI 419: Socioeconomic compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	Compliance Education Outcomes P.75
<b>Treating customers fairly</b>			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Materiality Analysis of Topics of Concern P.33
GRI 103: Management approach 2016	103-2	The management approach and its components	Management Approach P.46
GRI 103: Management approach 2016	103-3	Evaluation of the management approach	Management Approach P.46

GRI standard	Disclosure number	Disclosure item	Corresponding section and page number
<b>Information security</b>			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Materiality Analysis of Topics of Concern P.33
GRI 103: Management approach 2016	103-2	The management approach and its components	Management Approach P.58
GRI 103: Management approach 2016	103-3	Evaluation of the management approach	Management Approach P.58
GRI 418: Customer privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Specific Management Plans for Information Security Management P.72
<b>Customer service and care</b>			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Materiality Analysis of Topics of Concern P.33
GRI 103: Management approach 2016	103-2	The management approach and its components	Management Approach P.46
GRI 103: Management approach 2016	103-3	Evaluation of the management approach	Management Approach P.46
<b>Diversity and equality in the workplace</b>			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Materiality Analysis of Topics of Concern P.33
GRI 103: Management approach 2016	103-2	The management approach and its components	Management Approach P.98
GRI 103: Management approach 2016	103-3	Evaluation of the management approach	Management Approach P.98
GRI 405: Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	iverse Board Members P.61 Diverse Employment Opportunities P.99
<b>Talent development and recruitment</b>			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Materiality Analysis of Topics of Concern P.33
GRI 103: Management approach 2016	103-2	The management approach and its components	Management Approach P.98
GRI 103: Management approach 2016	103-3	Evaluation of the management approach	Management Approach P.98
GRI 404: Training and education 2016	404-1	Average hours of training per year per employee	Deepening the Cultivation of Essential Competencies P.109
<b>Environmental Protection</b>			
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its Boundary	Materiality Analysis of Topics of Concern P.33
GRI 103: Management approach 2016	103-2	The management approach and its components	Management Approach P.82
GRI 103: Management approach 2016	103-3	Evaluation of the management approach	Management Approach P.82
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Energy Conservation and Carbon Reduction P.90
GRI 302: Energy 2016	302-3	Energy intensity	Energy Conservation and Carbon Reduction P.90
GRI 305: Emissions 2016	305-2	Energy indirect (Scope 2) GHG emissions	Energy Conservation and Carbon Reduction P.90
GRI 305: Emissions 2016	305-4	GHG emissions intensity	Energy Conservation and Carbon Reduction P.90



## Disclosures of Non-material Topics

GRI standard	Disclosure number	Disclosure item	Corresponding section and page number
GRI 201: Economic performance 2016	201-2	Financial implications and other risks and opportunities due to climate change	Climate Change Risks and Opportunities P.83
GRI 201: Economic performance 2016	201-3	Defined benefit plan obligations and other retirement plans	Retirement System P.106
GRI 203: Indirect economic impacts 2016	203-1	Infrastructure investments and services supported	Social Care P.114
GRI 207: Tax 2019	207-1	Approach to tax	Tax Approach, Governance and Risk Management P.73
GRI 207: Tax 2019	207-2	Tax governance, control and risk management	Tax Approach, Governance and Risk Management P.73
GRI 207: Tax 2019	207-3	Stakeholder engagement and management concerns related to tax	Tax Approach, Governance and Risk Management P.73
GRI 307: Environmental compliance 2016	307-1	Non-compliance with environmental laws and regulations	Compliance Education Outcomes P.75
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Diversity and Equality in the Workplace P.101
GRI 401: Employment 2016	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Welfare System P.105
GRI 401: Employment 2016	401-3	Parental leave	Maternal Health Protection Program P.107
GRI 402: Labor/management relations 2016	402-1	Minimum notice periods regarding operational changes	Protecting Labor/Management Relations P.108
GRI 404: Training and education 2016	404-2	Programs for upgrading employee skills and transition assistance programs	Retirement System P.106 Diverse Training Channels P.109
GRI 404: Training and education 2016	404-3	Percentage of employees receiving regular performance and career development reviews	A Transparent and Fair Promotion System P.112
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Smooth Channels of Communication P.108
GRI 416: Customer health and safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Compliance Education Outcomes P.75
GRI 417: Marketing and labeling 2016	417-2	Incidents of non-compliance concerning product and service information and labeling	Compliance Education Outcomes P.75

## SASB Index

SASB code	Disclosure item	Corresponding section and page number/description
<b>FN-IN-270a Transparent Information &amp; Fair Advice for Customers</b>		
FN-IN-270a.1	Total amount of monetary losses as a result of legal proceedings associated with marketing and communication of insurance product related information to new and returning customers	None
FN-IN-270a.2	Complaints-to-claims ratio	TABC's complaints-to-claims ratio is 0%
FN-IN-270a.2	Customer retention rate	TABC's customer retention ratio in 2021 was 32.95%
FN-IN-270a.4	Description of approach to informing customers about products	Implementing the Principles of Treating Customers Fairly P.48
<b>FN-IN-410a Incorporation of Environmental, Social, and Governance Factors in Investment Management</b>		
FN-IN-410a.1	Total invested assets, by industry and asset class	Responsible Investment P.48
FN-IN-410a.2	Description of approach to incorporation of environmental, social, and governance (ESG) factors in investment and/or wealth management processes and strategies	Responsible Investment P.48
<b>FN-IN-410b Policies Designed to Incentivize Responsible Behavior</b>		
FN-IN-410b.2	Discussion of products and/or product features that incentivize health, safety, and/or environmentally responsible actions and/or behaviors	Care Insurance for Lifelong Happiness P.95
<b>Activity metric</b>		
FN-IN-000.A	Number of policies in force, by segment: (1) property and casualty, (2) life, (3) assumed reinsurance	In 2021, TABC sold a total of 216,595 insurance policies, including 11,397 life insurance policies and 205,198 property insurance policies.

