

■ Diverse Communication Channels

E.SUN We encourage employees to join the union to safeguard their freedom of association,with the union membership rate reaching 14% in 2025. To foster a positive labor-management relationship, we hold regular labor-management meetings every quarter. In 2025, we conducted four meetings, discussing eleven topics, including attendance based on the official calendar announced by the authorities, workdays and holidays, special leave regulations, overtime procedures, and the implementation of flexible working hours based on operational needs. These labor-management agreements apply to all employees (100%). Since the union has not requested collective bargaining agreements, no such agreements have been signed to date. E.SUN 's internal system includes various communication channels such as the " CHRO Mailbox," "Employee Feedback Zone," and the " E.SUN Community Bulletin Board," which encourage colleagues to voice their opinions. These channels are managed by dedicated personnel for timely and appropriate handling, creating a psychologically safe environment that allows employees to feel secure and confident.

Item	2022	2023	2024	2025
Union membership rate	14.05%	14.08%	14%	14%

Results of Diverse Communication Channels

Communication Channels	Number of Cases/Requests
CHRO mailbox	15 cases/requests.
Employee Feedback Section (Including Mentorship Email, Reporting Email, Gender Equality, and Workplace Bullying Complaint Email)	20 cases/requests.
E.SUN Community Message Board	228 comments/requests.

■ Employee Engagement in 2025

Target Group	All Employees
Objectives	Understanding the diverse voices of employees regarding their long-term development, we will plan subsequent improvement measures based on significant suggestions and trends.
Topic	The dimensions include talent development, career development, rewards and incentives, performance management, employee care and benefits, job satisfaction, purpose, employee happiness, and adaptation to work-related stress.
Response Rate	96.50%
Engagement Level	87.60%
Survey Results	E.SUN communicates its organizational development strategies with employees through knowledge-sharing seminars. After each session, anonymous feedback questionnaires are distributed to understand employees' job satisfaction, organizational commitment, and suggestions for continuous improvement of appraisal and compensation systems. We also actively communicate with managers and employees, and incorporate these insights into the results of the engagement survey to define enhancement directions. In addition, company-wide virtual town hall meetings are held to exchange views and directly address employees' questions.
Improvement Measures	• Performance evaluation is an ongoing and real-time communication process. Supervisors should regularly and as needed hold one-on-one meetings with employees to exchange views and provide concrete and clear feedback, helping high-performing employees sustain their performance and enabling underperforming employees to understand the standards for improvement. • The overall rewards and compensation system is continuously refined based on a comprehensive assessment of factors such as profitability, organizational development strategies, individual job responsibilities, performance, and external market benchmarks.

Historical Employee Engagement Levels

	2022	2023	2024	2025
Managers	92.30%	94.00%	92.00%	93.40%
Non-Managers	81.50%	87.00%	81.70%	85.00%
Overall Engagement Level ^{Note}	85.00%	88.10%	84.90%	87.60%
Response Rate of the Questionnaire	88.70%	89.00%	92.40%	96.50%

Note: The overall employee engagement includes employees of E.SUN Financial Holding Co., Ltd.'s domestic and overseas branches, securities, venture capital, and asset management units.