



NISSAN TAIWAN

SUSTAINABILITY REPORT 2024



 NISSAN
INTELLIGENT
MOBILITY

Environmental
Social
Governance
2024

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About the Report

Yulon Nissan Motor Co., Ltd. (Hereafter referred to as YNM, the Company, we, or us) published our eleventh Sustainability Report (Hereafter referred to as the Report) in August 2025. The Report outlines the approach to the implementation and planning of sustainable operations, the management of sustainability-related risks and opportunities, and the response to stakeholder expectations. The Company focuses on issues of importance to stakeholders and provides corresponding responses during the process of publishing sustainability reports each year. The Company offers comprehensive disclosure of practices across key aspects including corporate governance, human rights advocacy, social responsibility, and environmental sustainability, aiming to drive continuous improvement and growth in our sustainability efforts.

Principles of Preparing the Report

The Report discloses YNM's management policies and performance in governance, economics, society, and the environment. The disclosure follows the GRI 2021 Standards published by the Global Reporting Initiative, the Task Force on Climate-related Financial Disclosures (TCFD), the Sustainability Accounting Standards Board (SASB) Automotive Industry Standards, and the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies.

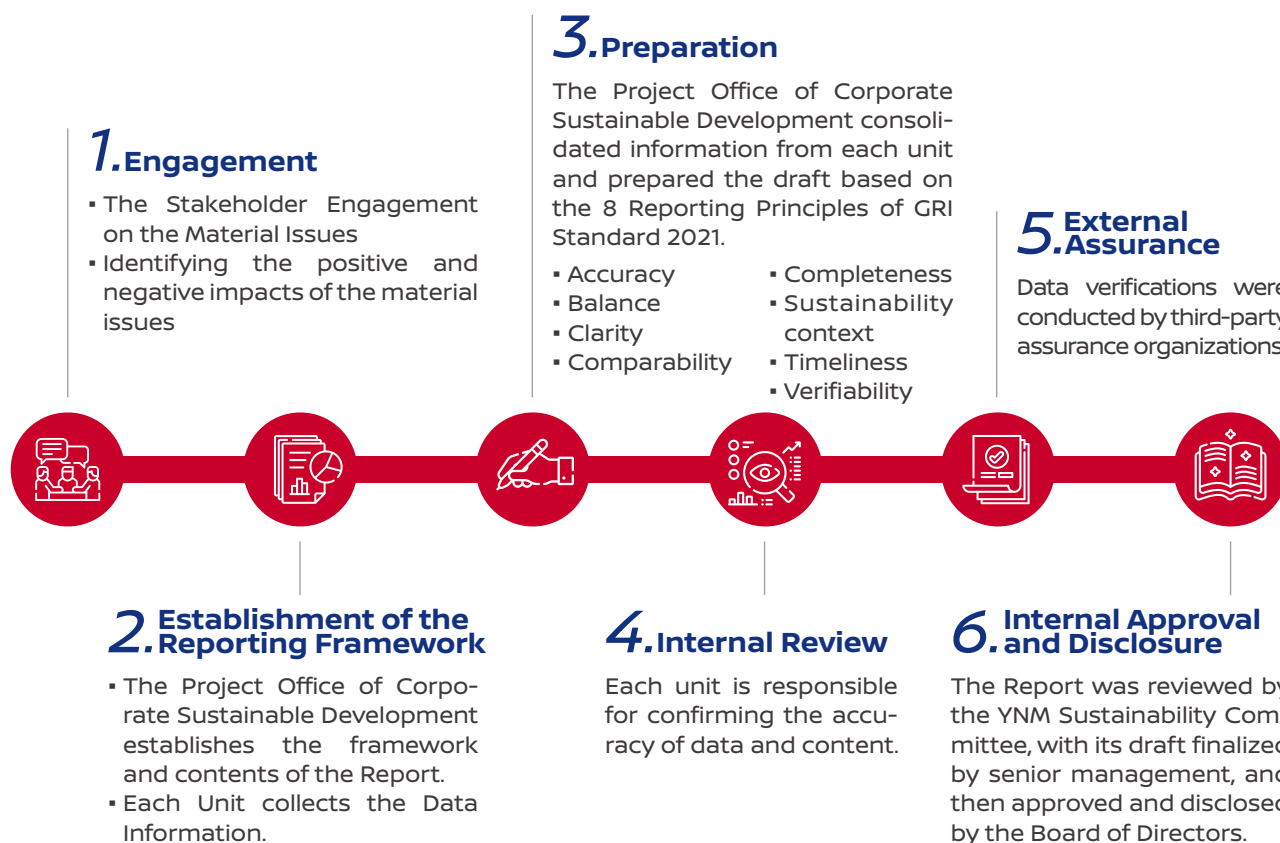
Reporting Period

The reporting period for the Report covers from the 1st of January, 2024, to the 31st of December, 2024 (aligned with the financial reporting period). To enrich the context of sustainability, certain information also includes past performance and future outlook.

Reporting Boundary

The disclosure boundary for the information disclosed in the report is limited to Yulon Nissan Motor Co., Ltd. itself only. However, financial data are disclosed from the consolidated financial statements, which include affiliated entities, please refer to Chapter 1 for details. Where adjustments to the reporting boundary will be indicated within the context.

The Management Process of the Report



Quality of the Report

External Assurance

For the report, we retained the service of Ernst & Young, which is independent and accountable, to provide a limited assurance on the 2024 Corporate Sustainability Report prepared under the GRI standards in accordance with the International Standard on Assurance Engagements 3000 "Assurance Engagements Other than Audits or Reviews of Historical Financial Information." The results of the assurance work have been thoroughly communicated with the governing bodies. For the third-party assurance statement, please refer to Appendix 5, Page 164 of the report.

Data Quality Management

The Financial Data and ISO Environmental Management Systems in this report have been verified by independent third-party assurance.

Financial Data	➔	Deloitte Taiwan
ISO 14001 Environmental Management System Certification	➔	DNV
ISO 14064-1 Greenhouse Gas (GHG) Verification	➔	Metal Industries Research & Development Centre (MIRDC)

Publication Overview

A Chinese version of the Sustainability Report is published annually, with the English version being introduced starting in 2023. Both versions are available for viewing and download in the Sustainability section of our official website. Publication date:

Publication of
this issue
August, 2025

Publication of
next issue
August, 2026

Please refer to the sources below for the data from previous years and other information regarding the sustainability responsibility of the Company:



Official Website
of YNM



CSR Section
of YNM



Youtube
of YNM



Facebook
of YNM



Instagram
of YNM

Contact Information

For any questions or suggestions regarding the Report, we always welcome you to share your thoughts with us through the following channels.



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Letter from the Chairman and President

Yulon Nissan Motor upholds three core business principles: "pursuing customer satisfaction, fostering corporate prosperity, and contributing to social welfare." With a strong management team, we consolidate relationships with our technical parent company, positioning ourselves as a benchmark enterprise in cross-strait automotive industries for both product and service innovation. For the product aspect, the Company continues to drive the development of new energy vehicles, offering more efficient products to the market. On the service side, the Company actively promoting digital transition to create an integrated online experience for digital car displaying, purchasing, and maintenance services, fundamentally revolutionizing the traditional physical dealership business channel.

Yulon Nissan Motor shoulders the responsibility of leading the Taiwanese automotive industry value chain. From upstream raw material supply to downstream sales, the Company is dedicated to driving the overall enhancement of industry value. To fulfill corporate responsibility, we continue to reinforce our ESG strategy. In 2024, we were honored with the TCSA "Silver Award for Sustainability Reporting," "Talent Development Leadership Award," and "Information Security Leadership Award," recognizing our steadfast commitment to environmental sustainability, social responsibility, and corporate governance.

Environmental Sustainability: Implementing Carbon Reduction Transition to Co-create Green Value

Yulon Nissan Motors creates products of sustainable value based on core technologies, which integrate environmental protection, energy conservation, and new energy concepts. The Company has fully implemented the use of recyclable plastics from R&D, design, and manufacturing to sales and after-sales service, minimizing waste throughout the entire process, and complying with the European Union Requirements for Parts Material Labelling, thereby embodying the essence of a circular economy.

Yulon Nissan Motor has completed its independent greenhouse gas inventory, and has introduced third-party verification and advisory mechanisms to strengthen its carbon management capabilities in 2024. Yulon Nissan Motor leverages the integration advantages with its central factory to strengthen a sustainable supply chain through management. YNM has been enhancing the ESG performance of its overall supply chain, collectively creating a safe, healthy, and human rights-friendly work environment with our suppliers through evaluation and advisory mechanisms. The annual carbon reduction rate of our suppliers reached 2.21% in 2024, demonstrating the strength of the green commitment to sustainable growth and mutual success we share with our partners.

Chairman
Yen Chen, Li-Lien

嚴陳莉蓮



President
Chung, Wen-Chuan

鍾文川



Social Inclusion: Deepening Diversity and Inclusion to Foster a Friendly Workplace

Yulon Nissan Motor is committed to creating a diverse and inclusive workplace. While offering compensation above market standards, we also ensure that employees are not subject to discrimination based on gender, race, religion, or marital status, upholding fairness and respect throughout the whole enterprise. We offer comprehensive employee benefits covering “food, housing, transportation, and leisure,” creating a work environment that fosters both peace and happiness. We support employees' professional growth and career planning through a systematic learning and development mechanism, at the same time, to achieve a win-win outcome for both the company and individuals.

Yulon Nissan Motor leverages its influence within the automotive industry chain to make long-term contributions to the education sector in terms of social participation. We actively nurture the future talent of Taiwan's automotive industry through various initiatives, including campus ambassadors, summer internships, career experience programs, the Yulon Nissan Motor Innovation Design Award, and the Sustainability Hackathon. We are committed to supporting vulnerable groups and actively promoting charitable initiatives, fulfilling our corporate social responsibilities.

Corporate Governance: Strengthening Governance Resilience for Steady and Sustainable Operations

Yulon Nissan Motor regards corporate governance as the cornerstone of sustainable operations. We have established a comprehensive and rigorous governance framework, with a focus on all aspects of operations from top management to front-line employees. We actively identify and manage risks to ensure the company's stable development. The Company continues to strengthen governance effectiveness through collaborative efforts between the Board of Directors and the management team, ensuring transparent decision-making and robust oversight mechanisms. Together, we enhance corporate governance evaluation performance, continually optimizing systems and improving governance quality.

In terms of organizational diversity, Yulon Nissan Motor actively promotes gender equality and focuses on the cultivation of female leadership. The proportion of female managers has steadily increased, fostering a more inclusive and creative decision-making environment. We will continue to advance corporate governance and diversity & inclusion development, steadily progressing towards excellence in operations and achieving our sustainability goals.

Yulon Nissan Motor will continue to move forward steadily, actively responding to environmental changes and social needs. We will deepen our connections with employees, dealers, and supply chain partners to jointly build a resilient and sustainable value chain. We sincerely invite all stakeholders, including car owners, shareholders, and the wider community, to join us in our efforts. We can harness the power of change and co-create a greener, better future together.



Sustainability Performance Highlights



E

Annual Performance Highlights

Supply Chain and Environment



Environmental Management

- ◆ Continuously acquiring ISO 14001 Environmental Management System certification.
- ◆ We organize mountain cleanup health campaigns, providing opportunities for public participation in exercise while encouraging the public to take eco-friendly actions.



Energy and Greenhouse Gases Management

- ◆ The external verification of the 2024 ISO 14064-1 greenhouse gas inventory has been completed.
- ◆ We fully replaced traditional lighting tubes with LED lights in 2024, achieving a 100% replacement rate. Additionally, independent switches were installed to enhance lighting usage flexibility.
- ◆ We are switching company vehicles to e-POWER and electric vehicles, currently having replaced 8 company vehicles with e-POWER or electric models, accounting for 16.7% of the total company vehicle fleet.



Sustainable product recycling and reuse

- ◆ The vehicle recycling rate varies by model, ranging from 92% to 95%, with an average recycling rate of 94% based on sales weight (Regulatory standard: 80%).
- ◆ We aim for the goal of maintaining a recycling and reuse rate of over 95%.
- ◆ 8 models of cars have received the "Energy Label," and 8 models have received the "Green Mark" of the Ministry of Environment (then EPA), achieving a 100% coverage rate.



Sustainable Supply Chain

- ◆ The proportion of local procurement reached 46% with an increase of 3% compared to 2023.
- ◆ Held one collaboration conference and conducted two stakeholder engagement activities.
- ◆ Achieved an annual carbon reduction rate of 2.21% among suppliers.
- ◆ Outstanding suppliers in energy conservation and carbon reduction were recognized during the collaboration conference. Number of suppliers receiving awards in 2024: 3 suppliers.

S

Annual Performance Highlights Social Inclusion



Talent Cultivation

- ◆ Awarded the Talent Development Leadership Award at the 17th Taiwan Corporate Sustainability Awards (TCSA).
- ◆ The proportion of female executives increased to 20% from 12% in 2024.
- ◆ Total investment in educational training reached TWD 9,129,233, representing a 50.9% increase compared to 2023.



Talent Retention

- ◆ The average score of the organizational climate survey (employee satisfaction survey) reached 4.46, reflecting a 1.83% improvement compared to the 2023 score of 4.38.
- ◆ The President Award provides generous bonuses and benefits to 9 teams and 11 individuals.



Employee Benefits

- ◆ Awarded the "Best Employer Brand Award" in the 104 Job Bank Employer Brand Award.
- ◆ Organized Family Day, company trips, basketball summer camps, the Starlight Marathon, and other events.
- ◆ Provided a quarterly subsidy of TWD 5,000 for each employee club as activity expenses.
- ◆ Engaged sports instructors to tutor employees in sports-related club activities, reaching a total of 935 participants.



Rooted Down to the Campus

- ◆ Successfully held the 11th Yulon Nissan Motor Innovation Design Award.
- ◆ Pioneering the industry with our Campus Ambassador Program, we have recruited a total of 28 campus ambassadors accumulatively.
- ◆ NISSAN Little Car Experts event was expanded to 20 NISSAN service centers.
- ◆ Conducted innovation lecture tours at over 20 universities and colleges, with a cumulative participation of more than 2,000 faculty members and students.
- ◆ Participated in the "2024 Sustainability Hackathon" for the first time.



Social Engagement

- ◆ Donated to the 'Employer's Compensation Insurance' designed for the temporary workers by Taipei City Government's Department of Environmental Protection annually for continuously 20 years, donating TWD 1 million each year (jointly donated with Yulon Motors).
- ◆ A donation of JPY 5 million was made to support the victims of the earthquake in Eastern Taiwan.
- ◆ Through the provision of vehicle and product placement sponsorship, the Company actively participates in the production of Taiwanese television programs, including "Hi! Come in (嗨!營業中)," "Running Girls (女孩好野)," and others to support the development of Taiwan's creative content industry.

G

Annual Performance Highlights Sustainable Governance



Corporate Governance

- ◆ The corporate governance evaluation score increased from 21% to 35%, reflecting continuous improvements in corporate governance.
- ◆ The Board of Directors achieved a self-performance evaluation score of 4.44 out of 5.



Profitability Situation

- ◆ Annual revenue of TWD 23,132,016 thousand with a profit of TWD 1,670,343 thousand.



Sustainable Development Management

- ◆ Awarded the "Silver Award for Sustainability Report, Automotive Industry, Category 1," at the 17th Taiwan Corporate Sustainability Awards (TCSA).
- ◆ Awarded the 18th Golden Torch Award for "Top 10 Outstanding Enterprises."



Customer Services

- ◆ Awarded the 18th Golden Torch Award for Excellence in "Customer Satisfaction Award."
- ◆ The NISSAN brand ranked fourth in overall favorability among sixteen companies in the automotive industry.
- ◆ Launched the "Nissan Certified Pre-Owned Vehicles" service.
- ◆ Actively investing in digital services, with 35% of customers now processing orders and acquiring services & maintenance through the app.



Information Security Maintenance

- ◆ Received the Information Security Leadership Award at the 17th Taiwan Corporate Sustainability Awards (TCSA).
- ◆ Customer satisfaction with internal and external information systems reached 3.83 out of 4.
- ◆ Acquired ISO 27001 certification.

01

NISSAN TAIWAN | ESG REPORT 2024

Corporate Sustainability Vision

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1.1 | About Yulon Nissan Motor

Established in 2003, YNM spun off from Yulon Motor Manufacturing Co., Ltd. as a joint venture between Yulon Motor and Nissan Motor Co., Ltd. Yulon Nissan Motor Co., Ltd. exclusively manages the entire value chain operations of the NISSAN and INFINITI brands in Taiwan, excluding manufacturing. The Company was officially listed on the Taiwan Stock Exchange in 2004.

YNM has been cultivating in the Taiwan automotive market for over two decades. Our corporate mission is to pursue customer satisfaction, create business prosperity, and contribute to social welfare. With this mission at heart, we strive for sustainable corporate development. We have established a strong management team that brings profound synergies to our technical parent plant. In response to trends of the times, environmental changes, and ongoing significant transformations in the automotive industry, we are allocating substantial resources to innovate in new product development. We aim to deliver smarter and more human-centric excellent services. Moreover, we are committed to continuous efforts and contributions in environmental, social, and governance sustainability dimensions, creating positive value for all stakeholders.



1.1.1 | Company Development History



Apr. The NISSAN Flagship Showroom in Gangshan, Kaohsiung, became NISSAN's first showroom to pass NREDI 2.1.

Jun. Launched the "Passionate Blood Donation" campaign: the 'A Bag of Blood, A Generation of Love' Blood Donation Campaign.

Jul. Offered sponsorship for emergency relief for temporary workers.

Nov. Held the car owner event - Nissan Nature Adventure.

Dec. Held the event "NISSAN Little Warriors Mission" Automotive Plant Tour.

Sep. Held the first "Read for a Better World" Charity Book Donation Campaign."

Dec. Awarded with "2020 National Talent Development Awards."

2017

2018

2019

2020

2021

2022

2023

**YNM 20th
Anniversary**

2024

Aug. Organizing the "Your Redemption, My Donation, Giving Warmth to Children" charity event.

Sep. NISSAN Zero Carbon Emission all-electric EV LEAF Launched.

Sep. Awarded with "2021 HR Asia Best Companies to Work For in Asia."

Oct. Awarded with "The 18th National Brand Yushan Award- Best Entrepreneur."

Nov. Awarded with "2021 14th Taiwan Corporate Sustainability Awards (TCSA)."

Jul. YNM collaborated with the dealer companies in donating 8 NISSAN LEAF EVs for R&D and Education.

Sep. Launched "Digital Sales Consultant" service to meet online consumer demands.

Oct. Awarded with "2022 PMI Taiwan Grand Award (PTGA)."

Nov. Awarded with "2022 15th Taiwan Corporate Sustainability Awards(TCSA)."

Apr. YNM provided support to victims of the Eastern Taiwan Earthquake.
May. YNM actively implemented ESG initiatives by donating fire guard vehicles.

Jun. Awarded the 18th Golden Torch Award — Top 10 Outstanding Enterprises and Excellence in Customer Satisfaction Awards.

Jun. Won 104 Job Bank Employer Brand Award — Best Employer Brand Award.

Jul. Officially Launched NISSAN ARIYA.

Jul. YNM marked its 20th consecutive year of sponsoring emergency relief insurance for temporary workers.

Aug. The "Little Car Experts 2024" Service Center Work Experience Camp hosted by NISSAN successfully concluded.

Oct. The final results of the "2023-2024 YNM Innovation Design Awards" were announced.

Oct. YNM marked its 20th consecutive year of sponsoring insurance for temporary workers.

Nov. Commended by the Ministry of Education's Sports Administration (SA) at the "Commendation Event for Promoting Corporate Recruitment of Sports Instructors."

Nov. Awarded the 17th TCSA Taiwan Corporate Sustainability Awards — Silver award for Sustainability Report, Automotive Industry, Category 1. Received the 17th TCSA Taiwan Corporate Sustainability Awards —

Nov. Talent Development Leadership Award.

Nov. Awarded the 17th TCSA Taiwan Corporate Sustainability Awards — Information Security Leadership Award.

Dec. Acquired the ISO14064-1 certification for 2022 and 2023.

May. YNM 2023 Nationwide NISTEC / NISAC Skills Contest.

Jul. "2023-2024 Yulon Nissan Motor Innovation Design Award."

Aug. For the celebration of YNM's 20th anniversary, the Company expanded the 2023 "Little Car Expert" event.

Oct. "Yulon Nissan Motor Innovation Design Award" Campus Tour Speech.

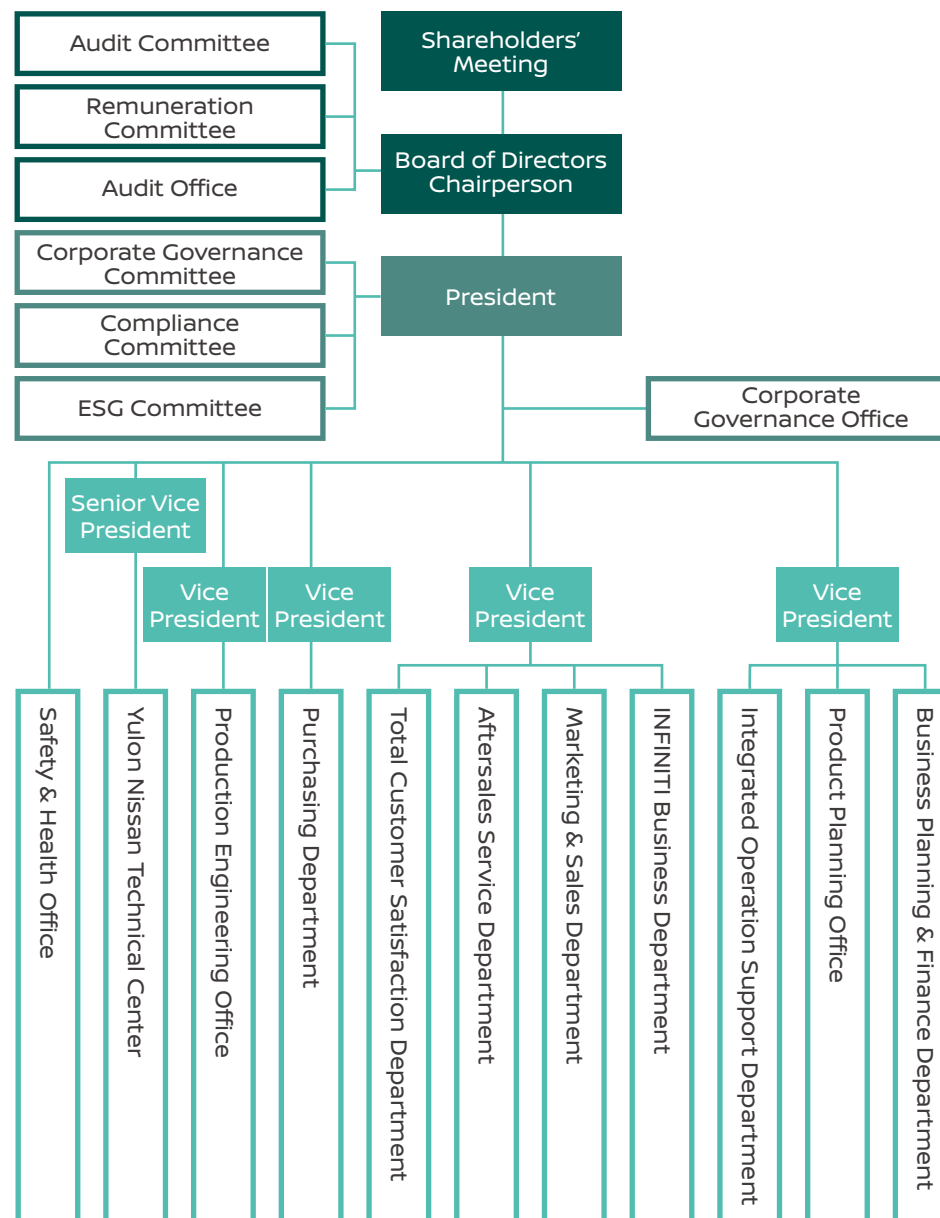
Oct. Awarded the First Best IT Employer Award.

Nov. Awarded the 2023 16th TCSA Taiwan Corporate Sustainability Awards.

1.1.2 | Business Overview

Date of Establishment	22nd of October, 2003
IPO Date	December, 2004
Stock Symbol (TWSE)	2227
Company Address	Company Headquarters: No. 39-2, Bogongkeng, Xihu Village, Sanyi Town, Miaoli County Taipei Branch: 18F, No. 2, Section 2, Dunhua S Rd, Da'an District, Taipei City Xindian Office: 1F, No. 3, Sec. 3, Zhongxing Road, Xindian Dist, New Taipei City
Chairperson of the Board of Directors	Yen Chen, Li-Lien
President	Chung, Wen-Chuan
Number of Employees	366
Capital	TWD 3 Billion
Operating Revenue	TWD 23.1 Billion

Organization Structure of YNM



YNM Industry Chain

Yulon Nissan Motor Co., Ltd. is primarily responsible for the sales and after-sales services of NISSAN and INFINITI brands in the Taiwan market. The Company oversees the operation and management of all business activities (excluding manufacturing) across the entire value chain. In addition, YNM is actively expanding its overseas investments and collaborating with Dongfeng Motor Group Co., Ltd., the second largest automotive manufacturer in Mainland China, to develop its overseas ventures. The Company is committed to becoming a benchmark enterprise in product and service innovation within the cross-strait automotive industry through strategic business deployment both domestically and internationally.

Motor Industrial Chain

Upstream	Midstream	Downstream
<ul style="list-style-type: none"> ▪ Manufacturing of Motor Vehicle Parts ▪ Raw Materials related to Battery Energy Storage 	<ul style="list-style-type: none"> ▪ Research and Development of Technology ▪ Vehicle Assembly ▪ Vehicle Testing 	<ul style="list-style-type: none"> ▪ Sales of Cars ▪ After-sales Service

Note1: YNM operations cover the items in red.

Note2: During the reporting period, no significant changes have occurred in the organization's operations, value chains, business relationships, or other key areas.

Domestic Business	The operation of the entire value chain of NISSAN and INFINITI (excluding the manufacturing phases).		
Equity Investment	Yi-Jan Overseas Investment Co., Ltd. (100%)	Jetford Inc. (100%)	Guangzhou Aeolus Automobile Co., Ltd. (42.69%) Aeolus Xiangyang Automobile Co., Ltd. (16.55%)

Participation in Associations and Guilds

YNM recognizes the critical importance of engagement and communication in the development of the automotive industry. As a result, YNM actively participates in external professional organizations and serves as a member of several industry associations, maintaining close and timely exchanges with our peers. We are dedicated to promoting the long-term development of the automotive industry while staying focused on the goal of sustainable operations. We endeavor to fulfill our responsibilities and make meaningful contributions to the sustainable growth of both the industry and the Company through active participation.

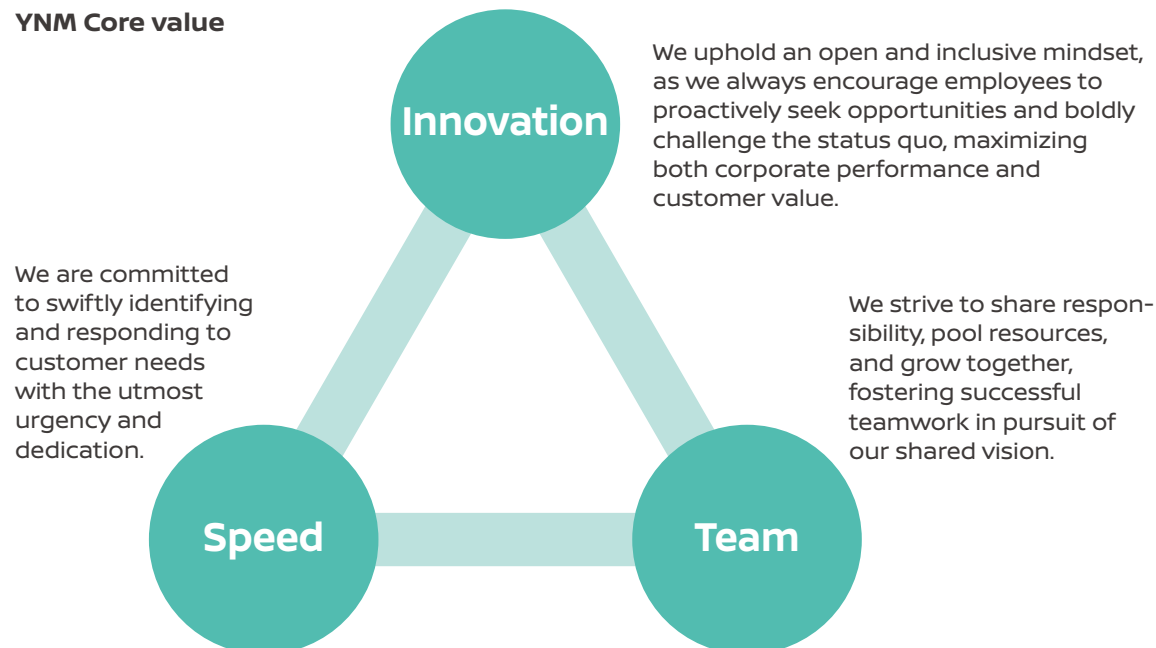
Name of Associations	Participation Role
Taiwan Transportation Vehicle Manufacturers Association	Member
Taiwan Automobile Repair Industry Association	Member
Taipei Automobile Distributors Association	Member
Chinese National Association of Industry and Commerce, Taiwan	Member
Miaoli County Industrial Association	Member
SAE International Taipei Section	Member
Chinese Arbitration Association, Taipei	Member
CommonWealth Sustainability CWS	Member
Miaoli County Union of Nurses Association	Member
Miaoli County Labor Relations Association	Member

1.1.3 | Brand Core Value and Vision

YNM builds core values with a fresh perspective. Through continuous innovation, revolutionary products and technologies that will lead the automotive industry will be brought to the world. The year 2024 marks the inaugural year of YNM's brand revitalization. By planning the "NISSAN's Attention to Detail" project, as well as the exclusive e-POWER electricity drive technology, offering new brand values to the market.

In a fiercely competitive market, speed is one of the keys to success. We are committed to swiftly responding to market demands and launching high-quality products to maintain our competitive edge. Furthermore, we value the importance of teamwork. The YNM employees are our most valuable treasure, and we believe that through collaboration and mutual support, we can achieve profound synergies. YNM adheres to three core values: Innovation, Speed, and Team. We aspire to become a real "1st" in our industry.

YNM Core value



2024 New Brand Value

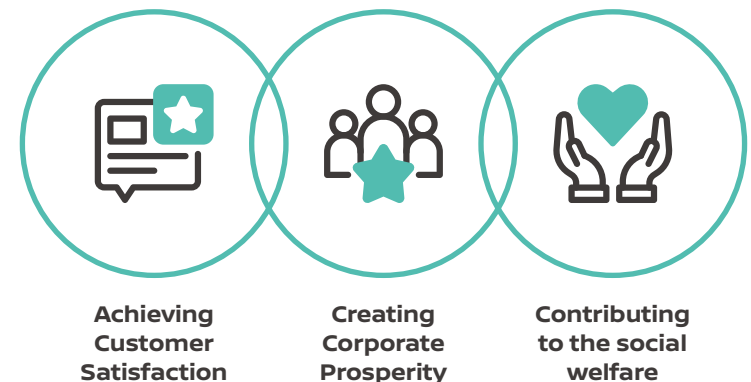
NISSAN's meticulous attention to detail reflects exceptional craftsmanship, complemented by the innovative e-POWER technology to deliver a driving experience that is efficient, intelligent, and environmentally friendly.

NISSAN's
Attention to
Details

e-POWER innovation
and a sense of
advanced technology

YNM Mission

By strengthening our management team and enhancing our relationship with the authorized technical repair shops of our parent, we aim to develop more investment-worthy new ventures across the Taiwan Strait. The approach allows YNM to achieve greater synergies and deliver increased profits to our shareholders. With the expansion of corporate operations, the goal of internationalization of the Company's operations, the three main missions as the guidelines of governance:



Brand Vision of YNM

Deeply rooted in the three crucial dimensions of people, vehicles, and the environment. We are advancing toward development that focuses on safety, environmental protection, and humanized innovation. Our goal is to ensure drivers experience comfort and convenience while on the go. We firmly believe that a truly enjoyable driving experience can only be realized when customer safety is paramount. Hence, driver safety remains our top priority and a guiding principle that YNM consistently upholds.

By constructing the exclusive YNM thoughtfulness and delivering it to our customers, we will bring convenience to their driving experience in everyday life. The user experience is our top priority, and we strive to provide safer, smarter vehicle products while maintaining close communication and interaction with customers.



We will keep on exploring and applying various innovative technologies that are user-oriented, including smart driving assistance systems, Vehicle-to-everything, and driving the development of EVs.



1.2 | Sustainability Vision of YNM

We combine the guidance from the Nissan spirit, Yulon Group's management philosophy, and the expertise of the local business team. We are committed to developing YNM's sustainable blueprint by upholding our mission of pursuing customer satisfaction, creating corporate prosperity, and contributing to social welfare. We also carry the respect and protection we hold for our environment and society while we strive for the success of our business. We actively engage in various sustainability initiatives, emphasizing energy conservation, emission reduction, and resource recycling in our product design. We also put heavy emphasis on human rights issues and maintain ongoing communication with our stakeholders, striving to build a cleaner and more sustainable future.

1.2.1 | Sustainable Governance

Sustainable Governance Framework

YNM ensures the implementation of our sustainability vision and strategies through the YNM Sustainability Development Committee. President Mr. Chung Wen-Chuan was appointed to the Chair of the committee by the YNM Chairperson. The committee oversees five working groups—Corporate Governance, Employee Care, Sustainable Environmental Development, Customer and Partner Relations, and Social Welfare—each responsible for defining corresponding duties and formulating sustainability goals across their respective domains. Each working group is composed of representatives from the corresponding responsible departments. During operations, they integrate resources across departments and regularly report to the Board of Directors to ensure the thorough implementation of sustainable governance.

Highest Governance Body

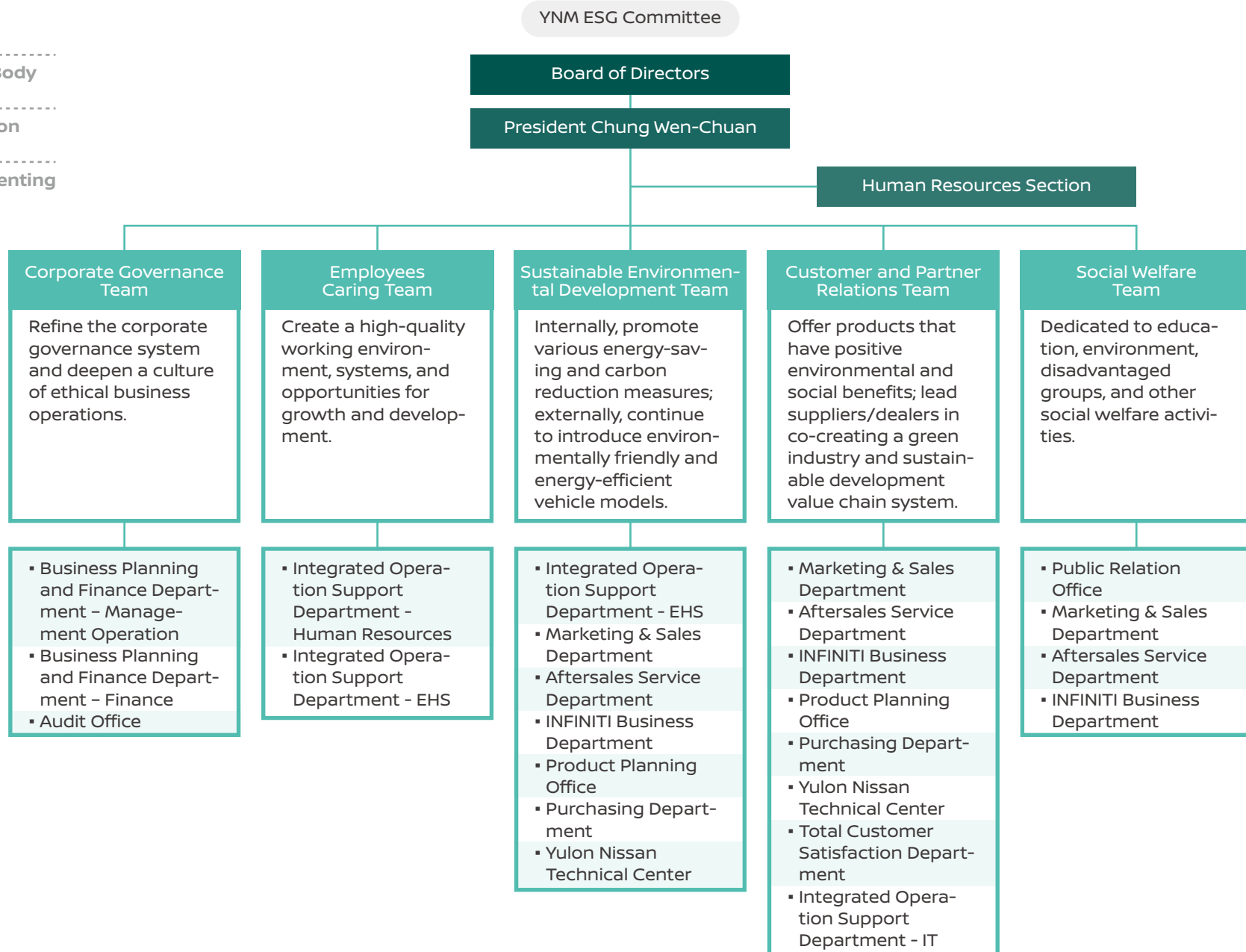
Committee Chairperson

Consolidated Implementing
Conditions

Divisions

Responsibilities

Composition



Implementation of YNM Sustainability Development Committee

Frequency and Numbers of the Meeting

The committee convened regularly every six months, and 2 meetings were held in 2024.

2024 Implementation Performance

- ① Acquired ISO 14064-1 Greenhouse Gas Inventory External Verification (acquired by June 30th, 2025)
- ② Acquired ISO 27001 New Version Certification (acquired by July 30th, 2025)

2025 Sustainable Development Directions

- ① The Board of Directors reviewed and approved the YNM 2023 Sustainability Development Progress Report on July 30th, 2024.
- ② The Company enacted the "Sustainable Information Management" Internal Control System on November 5th, 2024.


1.2.2 | Sustainable Blueprint

YNM established its first edition of the 'Corporate Social Responsibility Best Practice Principles' in 2014, which was approved and implemented by the Board of Directors. In 2022, these principles were renamed the 'Sustainable Development Best Practice Principles.' The fifth revision of the Sustainable Development Best Practice Principles was completed, discussed, and approved by the Board in 2023, and subsequently published on the Company's official website, demonstrating YNM's resolute commitment to sustainability to all stakeholders.

The Four Key Principles of Sustainable Development Practices






Sustainable Blueprint


 Yulon Nissan Motor					
Mission	Social Responsibility is the core value of providing automobile solutions that are safe, environmental protection, reliable, and promote sustainable development.				
Vision	As the leader in social sustainability, we aim to realize the transformation and upgrade of human lifestyles through innovative technology and collaboration with partners.				
Aspirations	Actively involved in community building, promoting the awareness of environmental protection and energy saving, be a socially reliable partner to realizing the future of inclusion and co-prosperity.				
Value	Integrity	Talent	Carbon Reduction	Partner	Co-prosperity
Code of Conduct	<ul style="list-style-type: none"> Adhere to ethical standards. Enhancing the customers' trust. 	<ul style="list-style-type: none"> Deep cultivation of talent development. Create a high-quality workplace. 	<ul style="list-style-type: none"> Carbon reduction of the corporation. Energy-saving green products. 	<ul style="list-style-type: none"> Collaborating with a sustainable supply chain. Dealership Community Management. 	<ul style="list-style-type: none"> Committing to social engagement. Implementing corporate social responsibility.

1.3 | Sustainability Communication and Management

YNM places great importance on the voices and needs of our stakeholders given the rapidly evolving sustainability trends in the automotive industry. We adhere to the materiality definition outlined in GRI 3: Material Topics, referencing both domestic and international sustainability trends and regulatory updates in the preparatory phase of compiling the Sustainability Report. We also consider the unique trends of the automotive sector in the context of global sustainability risks and opportunities. The Sustainability Report drafting team designs stakeholder questionnaires, which are distributed through designated communication channels to collect and consolidate material sustainability issues prioritized by our stakeholders.

1.3.1 | Material Issue Analysis Process

STEPS	Descriptions	Implementation Results
STEP 1 Identification of Stakeholders 	<ul style="list-style-type: none"> Stakeholders are defined as "internal or external groups or individuals who affect and/or could be affected by the Company" under the five major principles of the AA1000 Stakeholder Engagement Standard. Based on this criterion, stakeholder questionnaires were distributed to department heads for feedback. YNM identified eight categories of stakeholders for analysis, including employees, customers, partners, shareholders and investors, government authorities, media, academic institutions, communities, and NPOs, based on both YNM's and industry stakeholders' perspectives. 	16 Stakeholders Identification Questionnaires The key stakeholders identified for YNM's focused attention are: Employees, Partners, Customers, Shareholders and Investors, as well as Government Agencies.
STEP 2 Understanding the context of sustainability 	<ul style="list-style-type: none"> YNM actively engages with its key stakeholders and conducts departmental interviews internally to convey and exchange sustainable principles. Referring to sustainability standards and regulations, including GRI, SASB industry standards, and TCFD climate-related financial disclosures, while also considering the specific characteristics of the automotive industry, the focus areas of domestic and international peers, and global sustainability trends, YNM has identified 18 sustainability issues relevant to its operational business for impact assessment. 	Conducted 10 cross-departmental interviews Eighteen sustainability issues were selected for impact assessment, covering governance (4 items), environmental (5 items), social (4 items), and automotive industry-specific (5 items) aspects.
STEP 3 Assessment of the impact severity of the issues 	<ul style="list-style-type: none"> Based on stakeholders' level of concern regarding sustainability issues and the positive or negative impact of these issues on the Company's operations, YNM assesses 18 sustainability issues. The assessment results are visualized in a materiality matrix, which serves as the basis for identifying significant topics for YNM. 	14 Internal Questionnaires 106 External Questionnaires, which are from employees (18), government agencies (14), customers (41), partners (8), community and NPOs (2), academic institutions (3), media (12), as well as stockholders and investors (8).


STEPS	Descriptions	Implementation Results
STEP 4 Confirming material issues 	<ul style="list-style-type: none"> The highest decision-making body of YNM conducted a comprehensive evaluation considering the Company's sustainability vision and strategies, domestic and international sustainability trends, latest industry developments, and recommendations from external consultants based on the results of internal and external material issue questionnaires. This process completes the impact analysis of each sustainability issue on YNM operations, as well as environmental, governance, and social aspects, which confirms that the issues accurately reflect the current conditions. After thorough consideration, 11 key material issues were identified. 	Identified with 11 Material Issues
STEP 5 Developing policies for managing material issues	<ul style="list-style-type: none"> The results of the materiality assessment were reviewed to identify the resources YNM will allocate to each material issue in 2024. The Company's highest decision-making body establishes management policies for each issue, including strategic directions and short-, medium-, and long-term objectives. The results are then submitted to the Board of Directors for approval. 	The management policies for the 11 material issues of the year are disclosed and explained in the relevant chapters of the report.




1.3.2 | Stakeholder Engagement





Identification of Stakeholders

YNM referred to the five aspects of the AA1000 Stakeholder Engagement Standard (AA1000 SES-2015) and conducted stakeholder discussions and assessments by the ESG Committee. Internal questionnaires are also distributed to ensure the stakeholders' importance to YNM. The evaluation aspects include Dependency, Responsibility, Tension, Influence, and Diverse Perspectives. After the evaluation, the four major weighted stakeholders of YNM are employees, partners (including suppliers and dealers), customers, as well as stockholders and investors.

Stakeholders Communication Methods and Frequency

Stakeholders	Meaning to the YNM	Ways of Communication and Frequency	The Major Communication Results in 2024
 Employees	The Company's most important and valuable sources, which create the greatest value for YNM.	<ul style="list-style-type: none"> Various Regular Communication Meetings with the Employees (Weekly, Monthly, and Quarterly) Senior Management Discussion Forum (Twice per year) New Employee Discussion Forum (Annually) Organizational Atmosphere Survey (Annually) Internal Distribution of YNM Bimonthly Magazine (6 issues per year) Employees Conference-Town Hall (Once every 6 months) Labor-Management Meeting (Quarterly) Employee Mailbox (Irregularly) 	<ul style="list-style-type: none"> We organize employee Voice of Customer (VOC) forums and new employee discussion sessions, conduct organizational climate surveys, and publish a bi-monthly newsletter six times a year. By this, we communicate management directions and achievements to our employees through these diverse channels. The Labor-Management Meetings are convened once every quarter. Employees may reflect on business operating conditions to their supervisors and management units via meetings and emails.

Stakeholders	Meaning to the YNM	Ways of Communication and Frequency	The Major Communication Results in 2024
 Customers	<p>Main sources of the Company's Revenue, which also served as an important driving force to the innovation of YNMs Products and Services.</p>	<ul style="list-style-type: none"> ▪ New Vehicle Purchase Behavior Survey (Monthly) ▪ Sales Satisfaction Survey (Monthly) ▪ Service Satisfaction Survey (Monthly) ▪ New Vehicle Quality Satisfaction Survey (Quarterly) ▪ Customer Service Hotline of Nissan & INFINITI <ul style="list-style-type: none"> ✓24 Hours Roadside Assistance Service ✓Dedicated Personnel to provide General Consultation Service available from 08:00 to 22:00. ✓Text Message Service Representative available from 9:00 to 17:00 and (with a break from 12:00 to 13:00). ▪ Communication via the official website of NISSAN, INFINITI, and with external social networks (Facebook/Instagram and others) (Irregular). ▪ NISSAN CARE car owner exclusive application (Irregular). ▪ Physical interaction at NISSAN distribution centers (Irregular). ▪ Car owner servicing events (Irregular). 	<ul style="list-style-type: none"> ▪ YNM headquarters organizes various joint events, while downstream dealers host diverse themed activities each quarter. Monthly satisfaction sampling surveys are conducted for vehicles newly sold and returning for service. Additionally, current discounts and benefits are communicated through official social media accounts and the mobile app. ▪ The dealer service satisfaction survey collected 10,090 responses, achieving an average satisfaction score of 977 out of 1000 points. ▪ The customer service satisfaction survey distributed approximately 630,000 questionnaires, receiving about 120,000 responses. The average score was 4.98 out of 5, resulting in a satisfaction rate of 98%. ▪ The NISSAN CARE owner-exclusive app delivered approximately 170 promotional push messages. ▪ We organized summer and spring vehicle inspection service campaigns, with over 150,000 vehicle owners returning to service centers to participate. ▪ Hosted the "Little Car Experts" car owner's event, with a total participation of 943 children.
 Partners	<p>Providing relevant operational resources to YNM and working together with YNM to create value for customers.</p>	<ul style="list-style-type: none"> ▪ Collaboration Conference (Annually) ▪ Collaboration Council Directors and Supervisors meetings (Twice per year) ▪ Purchasing Information System (PIS) Electronic Platform (Irregular) ▪ Dealers' Supervisors Meetings (Irregular) ▪ Dealers Market Situation Tour Meetings (quarterly) ▪ Service Center Monthly Meetings (Monthly) 	<ul style="list-style-type: none"> ▪ We held 12 dealers' supervisors meetings, one annual collaboration conference, and two collaboration council directors and supervisors meetings to maintain close communication with our partners. ▪ We maintain regular communication with service supervisors at dealership companies regarding service-related policies.
 Media	<p>Serving as the vital bridge of communication between YNM and the public, this role poses significant influences on the Company's image and sales performance.</p>	<ul style="list-style-type: none"> ▪ Press Release (Monthly) ▪ Press Conference (Irregular) ▪ Media Interview (Irregular) 	<ul style="list-style-type: none"> ▪ Issued 32 press releases. ▪ Held 2 formal press conferences and media test drive events. ▪ The "2023-2024 YNM Automotive Innovation Design Awards" final selection and award ceremony.

Stakeholders	Meaning to the YNM	Ways of Communication and Frequency	The Major Communication Results in 2024
 Governmental Authorities	Providing the infrastructure needed for the business, legislation of laws and regulations, and promoting corporate sustainability through the Forward-looking Infrastructure Development Program.	<ul style="list-style-type: none"> ▪ Bureau of Energy, Ministry of Economic Affairs (Annually, Irregular) ▪ Ministry of Environment (Irregular) ▪ National Climate Change Meeting for Citizens Information Platform (Irregular) ▪ Taiwan Transportation Vehicle Manufacturers Association Meetings (TTVMA) (Irregular) ▪ Vehicle Safety Certification Center (Irregular) ▪ Business and Financial Declaration to the National Taxation Bureau (6 times per year) ▪ Ministry of Labor (Monthly) ▪ Ministry of Justice Investigation Bureau (Irregular) 	<ul style="list-style-type: none"> ▪ TTVMA Policy Task Force: 4 meetings in total ▪ Automobile Industry Association — Regulatory Task Force: 7 meetings in total
 Stockholders /Investors	Providing the funds essential for business operations and suggestions on the direction of business development.	<ul style="list-style-type: none"> ▪ Investors Conference (Twice per year) ▪ Shareholders' Regular Meetings and Annual Report (Annually) ▪ Board of Directors Meeting (Quarterly) ▪ Communication via NISSAN Official Website and Facebook (Irregular) ▪ Announcement of Operational Condition and Material Information on MOPS (Irregular) 	<ul style="list-style-type: none"> ▪ Investor Conference: Twice per year ▪ Stockholders' Regular Meetings and Annual Report: Once per year ▪ Board of Directors Meeting: Once per quarter
 Community and NPOs	The primary target of social care initiatives.	<ul style="list-style-type: none"> ▪ 0800 Hotlines (Irregular) ▪ Sanyi Rotary Club (Irregular) ▪ Visiting Charity Organizations and Disadvantaged Groups (Irregular) ▪ Visits to Schools and Organizations (Irregular) 	<ul style="list-style-type: none"> ▪ Visiting Event at Taichung Japanese School
 Academic Institution	As an important source and driver of talents and technologies for YNM.	<ul style="list-style-type: none"> ▪ Yen Tjing Ling Industrial Development Foundation (Irregular) ▪ Various Universities and Colleges (Irregular) 	<ul style="list-style-type: none"> ▪ 23 YNM Innovation Design Award Campus Tours ▪ Deep collaboration activities at NCKU and NCHU: Annually

Stakeholders Contact Information and Communication Channels

Stakeholders / Contact Information	
Employees	Human Resources Department Senior Manager Lin ☎ 037-875-881 Ext. 1640 ✉ ray.lin@yulon-nissan.com.tw
Customers (The Brand of Nissan)	NISSAN Supervisor Chen ☎ 0800-088-888 ✉ https://service.nissan.com.tw/testdrive/info/contact-us
Customers (The Brand of INFINITI)	INFINITI Senior Manager Liao ☎ 0800-333-399 ✉ https://www.infiniti.com.tw/about/contact_us.html
Partners	Collaborations / Purchasing Department Manager Chan ☎ 037-875-881 Ext. 1720 ✉ james.chan@yulon-nissan.com.tw
	Dealers / Marketing & Sales Department Manager Kao ☎ 037-875-881 Ext. 1560 ✉ prince.kao@yulon-nissan.com.tw
	Service Centers / Aftersales Service Department Manager Liu ☎ 037-875-881 Ext. 1260 ✉ steven.liu@yulon-nissan.com.tw
Media	Public Relation Office Manager Hung ☎ 037-875-881 Ext. 1130 ✉ rocky.hung@yulon-nissan.com.tw
Governmental Authorities	Management Department Manager Liou ☎ 037-875-881 Ext. 1110 ✉ fiennes.liou@yulon-nissan.com.tw
Stockholders and Investors	Spokesperson: Vice President Liang, Chao-Yen ☎ 037-875-881 Ext. 1601 ✉ yulon-nissan.ir@yulon-nissan.com.tw
Community and NPOs	Public Relation Office Manager Hung ☎ 037-875-881 Ext. 1130 ✉ rocky.hung@yulon-nissan.com.tw
Academic Institution	Human Resources Department Senior Manager Lin ☎ 037-875-881 Ext. 1640 ✉ ray.lin@yulon-nissan.com.tw

1.3.3 | Material Issue Analysis Result

YNM comprehensively considers international sustainability trends, standards, and regulations (such as GRI Standards and SASB), industry characteristics, and practices of domestic and international competitors. Based on this, YNM has identified 18 sustainability issues covering governance, environmental, social, and automotive industry issues. These 18 issues serve as the basis for designing internal and external questionnaires on material sustainability issues.

YNM Sustainability Issue Identification

Referring to international sustainability standards and regulations, such as GRI Standards and SASB.

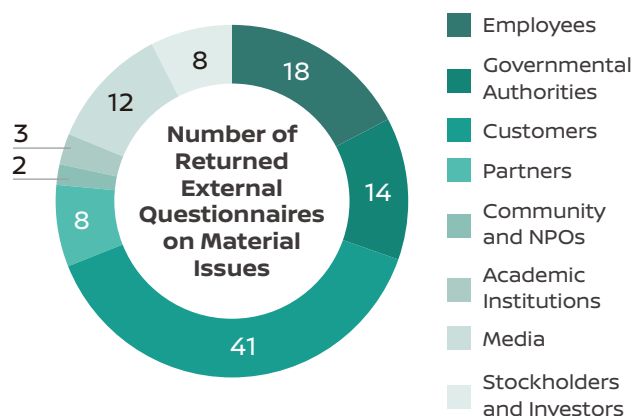
- ✓ Issues of concern among domestic and international within the same industry and major global sustainability trends.
- ✓ Focusing on sustainability issues related to YNM's operational business.
- ✓ Cross-analysis of issues among related entities of relevant industries, upstream suppliers customer groups, and others.

YNM 2024 Sustainability Issues

Governance	Environmental	Social	Automotive Sector
<ul style="list-style-type: none"> Continuous Management in Business Operation Economic Performance Ethical Management and Legal Compliance Information Security 	<ul style="list-style-type: none"> Sustainable Supply Chain Waste Management Greenhouse Gas Management Climate Change Strategy Water Resources Management 	<ul style="list-style-type: none"> Talent Recruitment and Retention Human Rights and Labor-Management Communication Occupational Safety and Health Social Engagement 	<ul style="list-style-type: none"> Brand Marketing Customer Relationship Management Protection of the Customers' Privacy Product and Service Innovation Product Safety and Quality Management

Assessment of the impact severity of the issues

YNM collected stakeholders' concerns and suggestions on sustainability issues through questionnaires in 2024, receiving a total of 14 returned internal questionnaires and 106 returned valid external questionnaires from stakeholders on material issues.



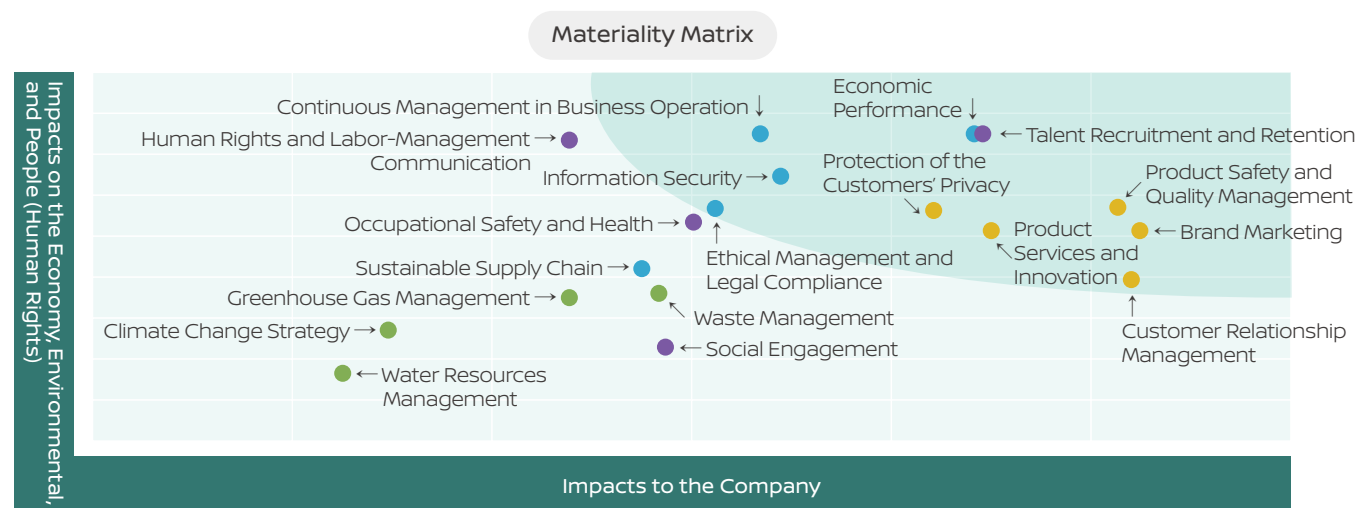
YNM's top five priorities for sustainability issues internally

- | | |
|--|-------------------------------------|
| 01 Brand Marketing | 02 Customer Relationship Management |
| 03 Product Safety and Quality Management | |
| 04 Product Services and Innovation | 05 Economic Performance |

YNM's top five priorities for sustainability issues from external stakeholders

- | | |
|--|-------------------------|
| 01 Continuous Management in Business Operation | 02 Economic Performance |
| 03 Talent Recruitment and Retention | |
| 04 Human Rights and Labor-Management Communication | 05 Information Security |

YNM extensively collected feedback through questionnaire surveys and conducted a comprehensive assessment of sustainability issues based on their impacts on the economy, environment, and people (including human rights) aspects. The evaluation weighs the actual and potential, as well as positive and negative impacts, applying different assessment methods accordingly. In this process, we adopt the concept of Double Materiality advocated by the EU, evaluating each sustainability issue based on its combined scores of "impact on the economy, environment, and people (including human rights)" and "impact on the Company's operations." An average score of 12.9 is set as the materiality threshold. The two dimensions are plotted on dual axes to create a materiality matrix that consolidates key material issues.



We selected 10 material topics based on their scores exceeding the materiality threshold in both "impact on the economy, environment, and people (including human rights)" and "impact on the Company's operations." Additionally, considering stakeholder feedback, we included one new material issue related to climate change. For the 11 identified material issues, the report discloses their positive and negative impacts and outlines the Company's commitments, the resources allocated in 2024, as well as short-, medium-, and long-term goals related to each issue.

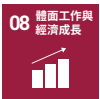



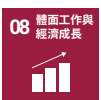

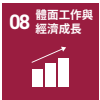

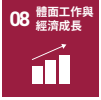

Value Chain

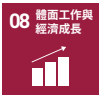






Upstream Automobile Components and Raw Materials	A
Midstream Design, Research and Development Vehicle Assembly	B
Downstream Sales After-sales Service	C

Stakeholders

Employees	1	Governmental Authorities	5
Customers	2	Stockholders and Investors	6
Partners	3	Community and NPOs	7
Media	4	Academic Institution	8

List of Material Issues of YNM in 2024

SDGs	GRI	Management Policy Relevant Chapters	Comparison With the Previous year	Relationship Between Material Issues and Stakeholders
Product Safety and Quality Management Aspects: Automobile Industry Impact Boundary of Value Chain: B,C Impacted Stakeholders: 2,3				
 	GRI 416 : Customer Health and Safety	CH3 Brand Value and Partnership	▲ Ranked from 3 to 1	<ul style="list-style-type: none"> Customers: ensure the safety of customers when driving. Partners: ensure delivery quality meets brand standards.
Brand Marketing Aspects: Automobile Industry Impact Boundary of Value Chain: C Impacted Stakeholders: 2,3,4				
	GRI 417 : Marketing and Labeling	CH3 Brand Value and Partnership	▲ Ranked from 6 to 2	<ul style="list-style-type: none"> Customers: deliver brand value and enhance customer loyalty. Partners: align marketing strategies to enhance the value chain's brand image. Media: leverage exposure to expand brand influence.
Customer Relationship Management Aspects: Automobile Industry Impact Boundary of Value Chain: C Impacted Stakeholders: 2,3,6				
  	No specific GRI Standards	CH3 Brand Value and Partnership	▼ Ranked from 2 to 3	<ul style="list-style-type: none"> Customers: enhance service quality to improve satisfaction. Partners: enhance collaboration results and strengthen mutual goodwill. Shareholders and Investors: stabilize the customer base and improve operational performance.
Economic Performance Aspects: Governance Impact Boundary of Value Chain: C Impacted Stakeholders: 1,6				
	GRI 201 : Economic Performance	CH2 Sustainable Governance	▼ Ranked from 1 to 4	<ul style="list-style-type: none"> Employees: ensure job security and safeguard employee welfare. Shareholders and Investors: generate profits to provide returns to shareholders.
Talent Recruitment and Retention Aspects: Social Impact Boundary of Value Chain: B Impacted Stakeholders: 1,8				
  	GRI 401 : Employment GRI 404 : Training and Education GRI 405 : Diversity and Equal Opportunity	CH5 Employees Caring	Ranking unchanged	<ul style="list-style-type: none"> Academic Institutions: strengthen industry-academia collaboration and cultivate talent for the industry. Employees: foster a growth-oriented environment to enhance retention willingness.

SDGs	GRI	Management Policy Relevant Chapters	Comparison With the Previous year	Relationship Between Material Issues and Stakeholders
Products and Service Innovation		Aspects: Automobile Industry Impact Boundary of Value Chain: B,C Impacted Stakeholders: 2,3		
 	No specific GRI Standards	CH3 Brand Value and Partnership	▲ Ranked from 8 to 6	<ul style="list-style-type: none"> Customers: deliver innovative experiences to meet diverse needs. Partners: collaborate to develop innovative solutions and expand market opportunities.
Protection of Customer Privacy		Aspects: Automobile Industry Impact Boundary of Value Chain: C Impacted Stakeholders: 2		
	GRI 418 : Customer Privacy	CH3 Brand Value and Partnership	▼ Ranked from 4 to 7	<ul style="list-style-type: none"> Customers: safeguard personal data security and build trusted relationships.
Operational Continuity Management		Aspects: Governance Impact Boundary of Value Chain: A,B,C Impacted Stakeholders: 1,2,3,6		
	GRI 2	CH3 Brand Value and Partnership	▲ Ranked as Material Issues for the Year	<ul style="list-style-type: none"> Employees: ensure operational stability and secure basic livelihood. Customers: provide stable services to maintain trust. Partners: maintain collaborative relationships within the supply chain. Shareholders and Investors: strengthen risk management to consistently deliver stable investment returns.
Information Security		Aspects: Governance Impact Boundary of Value Chain: C Impacted Stakeholders: 2,3,5		
	GRI 2 GRI 418 : Customer Privacy	CH2 Sustainable Governance	▼ Ranked from 7 to 9	<ul style="list-style-type: none"> Employees: strengthen internal cybersecurity awareness to safeguard operational information. Customers: prevent information leakage. Government agencies: implement cybersecurity regulations to reduce compliance risks.
Ethical Management and Legal Compliance		Aspects: Governance Impact Boundary of Value Chain: A,B,C Impacted Stakeholders: 5,6		
	GRI 2 GRI 205: Anti-corruption GRI 206: Anti-competitive Behavior	CH2 Sustainable Governance	Ranking unchanged	<ul style="list-style-type: none"> Government Agencies: strengthen corporate integrity management to prevent illegal incidents that may impact the Company's ongoing operations and financial performance. Shareholders and Investors: uphold integrity in management and comply with regulations to protect the rights and interests of shareholders and investors.
Ethical Management and Legal Compliance		Aspects: Environmental Impact Boundary of Value Chain: A,B,C Impacted Stakeholders: 1,2,3,6		
	GRI 302: Energy GRI 305: Emissions	CH3 Brand Value and Partnership	▲ Additionally listed as Material Issues	<ul style="list-style-type: none"> Employees: strengthen awareness of sustainability. Customers: provide low-carbon products. Partners: build a low-carbon supply chain. Shareholders and Investors: ensure stable and sustainable corporate development.

02

NISSAN TAIWAN | ESG REPORT 2024

Sustainable Governance

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Sustainability Governance

Core Vision and Commitment

YNM upholds the core values of Innovation (I), Speed (S), and Teamwork (T), striving toward being the "1st"—a first-class enterprise.

To us, these core values are not only the guiding principles that inspire our employees with purpose but also serve as the foundational pillars sustaining the Company's development. Guided by these values, we cultivate core competencies among our employees, including continuous improvement, customer orientation, teamwork, innovation, and proactive initiative. This ensures the formation of a competitive and agile workforce. In the rapidly changing global market, long-term sustainability is essential to maintaining a competitive edge. Sustainability governance has therefore become a key driving force behind our corporate growth, ensuring lasting and positive impact for all stakeholders.

2024 Performance Highlights



18th Golden Torch Award – Top 10 Outstanding Enterprises & Excellent Customer Satisfaction Award



17th TCSA Taiwan Corporate Sustainability Awards – Sustainability Report – Automobile Industry – Category 1 Silver Award



Directors and supervisors participated in "Sustainable Development" professional courses, with a total of 108 training hours.



Customer satisfaction score for internal and external information systems reached 3.83 out of 4.00



17th TCSA Taiwan Corporate Sustainability Awards – Information Security Leadership Award

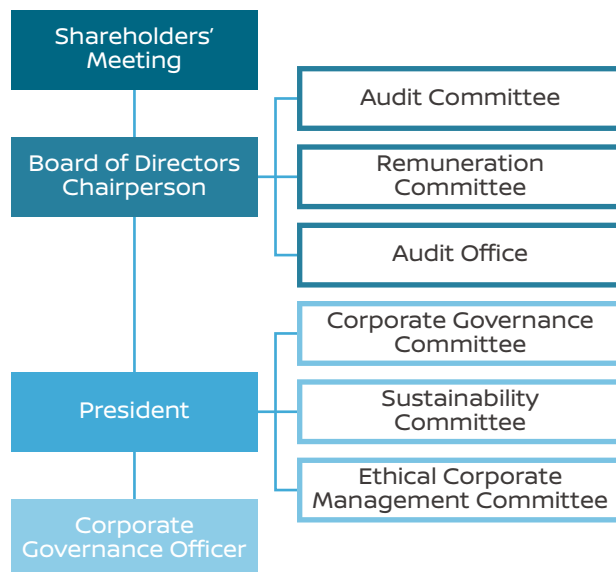
2.1 | Corporate Governance

2.1.1 | Governance Framework

YNM firmly believes that sound corporate governance is essential to sustainable business operations. We adhere to the "Corporate Governance Best Practice Principles" to establish a robust governance framework and regularly disclose operating performance and major decisions to shareholders and other stakeholders, thereby enhancing corporate transparency and trust. We participate in monthly group headquarters meetings to review the achievement of financial and sales targets, conduct in-depth analyses, and engage in strategic discussions. Internally, weekly executive meetings are held, during which each department reports business progress and continuously tracks KPI performance to jointly drive the Group's long-term strategic development.

The Board of Directors of YNM is the Company's highest governance body. Two functional committees have been established under the Board: The Audit Committee and the Remuneration Committee, which oversee overall business strategy and major decisions, and supervise the performance of the management team. The Company has also appointed a Corporate Governance Officer who meets the qualifications set forth in the "Operation Directions for Compliance with the Establishment of Board of Directors by TWSE/TPEX Listed Companies and the Board's Exercise of Powers" to ensure the soundness and fairness of our corporate governance structure, and the appointment has been approved by the Board of Directors. Vice President Liang Chao-Yen was appointed as the Corporate Governance Officer in 2021 to safeguard shareholders' rights, strengthen the functions of the Board of Directors, and enhance operational efficiency.

YNM Corporate Governance Structure Diagram



Board Meetings in 2024

A total of **5** board meetings were held in 2024

The Annual Shareholders' Regular Meeting was convened **once**

4 sustainability-related proposals were approved

The average attendance rate of Directors of the Board reached **98.18%**

The attendance rate of Independent Directors reached **100%** for all meetings

The Board includes **1** female Director

2.1.2 | Operations of the Board of Directors

The Board of Directors regularly reviews and assesses the Company's strategic direction and major decisions to ensure alignment with its long-term vision and development goals. At the same time, the Board promotes a transparent and fair decision-making process and ensures that all business activities adhere to ethical management and legal compliance, safeguarding the interests of shareholders and other stakeholders in accordance with the highest principles of ethical business.

For more information on board operations, please refer to:

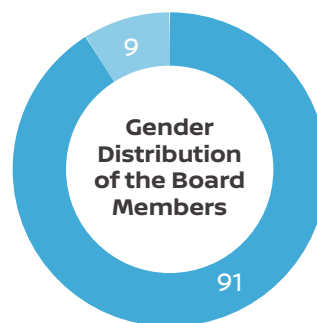


For detailed information on board members' backgrounds and professional experience, please refer to the **2024 Annual Report**

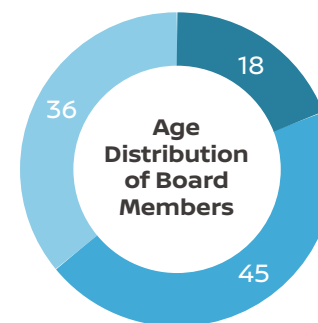
Board Diversity

The 9th Board of Directors of YNM consists of 11 members, including 3 independent directors, accounting for 27% of the Board, ensuring objectivity and independence in board decision-making. For the purpose of further strengthening corporate governance and promoting sound board development, the Company placed particular emphasis on the diversity and professionalism of the board members' backgrounds, enabling the Board to respond effectively to today's rapidly changing business environment.

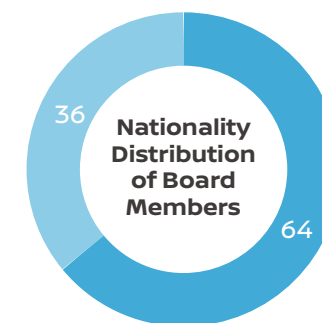
Board members come from a variety of industries, including automobile manufacturing, finance, textile manufacturing, and legal professions, which reflect a wide range of cross-sector expertise and perspectives. All directors possess multidisciplinary professional capabilities covering business management, industry knowledge, financial accounting, laws and others. The Chairperson is a female who is also serving as the Company's highest corporate governance officer. In addition, Board members hold multiple nationalities, bringing with them international perspectives and cross-border management experience, thereby providing the Board with forward-looking and diverse insights to enhance its effectiveness in the global market.



■ Male ■ Female



■ 41-50 ■ 51-60 ■ 71-80



■ Taiwanese Nationals
■ Foreign Nationals

Board Member Selection Mechanism

The selection of the Company's directors is conducted in accordance with the "Rules for Election of Directors." Shareholders holding 1% or more of the total issued shares may submit a list of director candidates in writing to the Company. The results of the board performance evaluation are also used as a reference for considering the reappointment of incumbent directors. Directors are elected using the cumulative voting method with open ballots. Candidates with legal capacity may be nominated, and elections are held at the shareholders' meeting. In accordance with the Company's Articles of Incorporation, voting rights for independent and non-independent directors are calculated separately. Based on the number of votes received, candidates who obtain the highest voting rights in each category shall be elected in order of vote count.

Board Succession Plan

- **Succession Plan:** Through a systematic mechanism for managing reserve candidates, the Company promotes succession and development programs for directors, supervisors, and senior executives. The Company regularly assesses the readiness of management-level reserve candidates, emphasizing not only outstanding performance but also key leadership qualities such as ethics, honesty, and accountability. This approach aims to enhance corporate governance and sustainable operations.
- **Cultivation Program:** The Company advances the senior-level "Emerging Leaders Program," engaging professional management consulting firms to conduct competency assessments for each reserve candidate. This is complemented by Individual Development Plans (IDPs) and a Mentorship system. Additionally, a high-level executive committee, consisting of the Chairperson and selected directors, convenes to review the maturity of reserve personnel individually during Group Senior Executive Meetings. This approach aims to effectively enhance leadership capabilities and shorten the succession timeframe."

Avoidance of Conflicts of Interest by the Board of Directors

The Company has established the "Rules of Procedure for Board of Directors Meetings," which stipulate that if a board meeting agenda item involves a director's personal interest or that of the legal entity they represent, the director shall disclose the material aspects of the conflict of interest at the meeting. If such conflict is likely to prejudice the interests of the Company, the director shall not participate in the discussion or voting of the matter and must recuse themselves during the deliberation and voting process. The director may also not act as a proxy for other directors in voting. This mechanism ensures fairness and transparency in the decision-making process and upholds the Company's policy of ethical management.

ESG-Related Resolutions Passed by the Board in 2024

Date	Meeting Title	Resolution	Follow-up Action
30th of July, 2024	2nd Meeting of Yulon Nissan Motor Co., Ltd. 9th Board of Directors	Submission of the Company's 2023 Sustainability Report	The 2023 Sustainability Report was executed as resolved and publicly disclosed
5th of November, 2024	3rd Meeting of Yulon Nissan Motor Co., Ltd. 9th Board of Directors	Formulation of the Company's "Internal Control System for Sustainability Information Management"	Systems established as the resolve indicated
		Formulation of the Company's "Implementation Rules for Internal Audit of Sustainability Information"	Implementation Rules established as resolved
		Amendment of certain provisions of the "Corporate Governance Best Practice Principles"	Provisions revised as resolved

For more details on key resolutions by the Board of Directors in 2024, please refer to the 2024 Annual Report ([Yulon Nissan Motor 2024 Annual Report](#))

ESG Training for Board Members

The Company regularly arranges professional training programs for board members to enhance the competencies required for directors in the performance of their duties. A total of six courses were conducted in 2024, with a cumulative total of 108 hours of training completed by all directors and the corporate governance officer. The training topics covered sustainability development, climate change, digital transformation, and compliance risk management, among other key issues.

Name of the Course	Participants	Hours of Participating	Number of Participants
Cathay Sustainable Finance and Climate Change Summit Forum	Directors Ishizuka Atsushi, Hisano Takashi, and Ozaki Kazuhiro; Independent Directors Kuo, Jung-Fang, and Chang, Hung-Wen	6	5
ESG Project Management for Sustainable Development	Chairperson Yen Chen, Li-Lien; Directors Yao, Chen-Hsiang (term ended August 1, 2024), Hsu, Kuo-Hsing (newly appointed on August 1, 2024), Tsay, Wen-Rong, Chung, Wen-Chuan, Ishizuka Atsushi, Hisano Takashi, Kitazawa Koichi, and Ozaki Kazuhiro; Independent Director Li, Chen-Hui; Corporate Governance Officer Liang, Chao-Yen	3	11
From Digital Transformation to AI Empowerment	Chairperson Yen Chen, Li-Lien; Directors Yao, Chen-Hsiang (term ended August 1, 2024), Hsu, Kuo-Hsing (newly appointed on August 1, 2024), Tsay, Wen-Rong, Chung, Wen-Chuan, Ishizuka Atsushi, Hisano Takashi, Kitazawa Koichi, and Ozaki Kazuhiro; Independent Director Li, Chen-Hui; Corporate Governance Officer Liang, Chao-Yen	3	11
2024 Insider Trading Prevention Advocacy Seminar	Director Chung, Wen-Chuan; Corporate Governance Officer Liang, Chao-Yen	3	2
Strengthening Taiwan's Capital Market Summit	Director Chung, Wen-Chuan	3	1
Taishin Net-Zero Summit Forum	Corporate Governance Officer Liang, Chao-Yen	3	1

Board Performance Evaluation

Yulon Nissan Motor has established the "Rules for Performance Evaluation of Board of Directors" in accordance with the "Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies" to strengthen the Board's functions and achieve sound corporate governance. The evaluation covers five key dimensions: Participation in the operation of the Company; Improvement of the quality of the board of directors' decision-making; Composition and structure of the board of directors; Election and continuing education of the directors; and Internal control. The Company conducts regular internal self-evaluations of the Board, functional committees, and individual directors annually. Evaluation results serve as a reference for the selection or nomination of directors and committee members and are reported to the full Board in March of the following year to improve corporate governance effectiveness.

Board of Directors performance self-assessment

Overall average score reached **4.44**

Board member performance self-assessment

Overall average score reached **4.52**

Board of Directors performance self-assessment

The Audit Committee achieved an overall average score of **5**, and the Remuneration Committee achieved an overall average score of **5**.

For more details on the 2024 Board performance evaluation, please refer to the 2024 Annual Report: [Yulon Nissan Motor 2024 Annual Report](#)

Remuneration Policy for Directors and Managers

The performance evaluation and remuneration of directors and managers are based on industry benchmarks and a comprehensive assessment of factors such as the individual's time commitment, responsibilities, achievement of objectives, performance in other positions held, and the Company's remuneration standards for employees in comparable positions over recent years. In addition, remuneration is also evaluated in relation to the achievement of short- and long-term business goals, the Company's financial performance, and individual performance, ensuring alignment with operational outcomes and the Company's future risk profile.

Remuneration Allocation Targets	Explanation of Remuneration Policies
Director (including Independent Directors) Remuneration	Directors of the Company are entitled to receive a fixed monthly remuneration (travel allowances included) of TWD 100,000. The remuneration for the Chairperson of the Board is authorized by the Board of Directors based on their level of involvement and contribution to the Company's operations, which shall not surpass the maximum salary range set by the Company. This remuneration is payable regardless of the Company's profit or loss from operation.
Manager's Remuneration	The principles governing the remuneration provided to executives in the Company are established and periodically reviewed by the Remuneration Committee. The committee is responsible for defining and regularly reviewing the policies, systems, standards, and structures related to annual and long-term performance goals and compensation for executives. It conducts regular assessments of the executives' achievement of performance objectives by taking into account factors such as the amount and structure of compensation, payment methods, and future operational risks, specifying the content and amount of individual remuneration packages for executives.

For further information on the board of directors, please refer to the website of YNM Corporate Governance

2024 Performance Evaluation Result of the Board of Directors	2024 Composition of the Board of Directors	2024 Information of Independent Directors	2024 Resolution Matters of the Board of Directors	Procedures for Director Elections
				

Operations of Functional Committees

Functional Committee	Responsibilities	Members	Attendance Rate (Excluding delegated attendance)	Key Resolutions
Audit Committee	Responsible for overseeing the accuracy of the Company's financial statements to ensure the selection, dismissal, independence, and performance of certified public accountants. Reviews the effectiveness of the Company's internal control system to ensure compliance with relevant laws and regulations and to monitor current and potential risk management.	Independent Directors Kuo, Jung-Fang, Chang, Hung-Wen, Yang, Yun-Hua (term ended on June 27, 2024), Li, Chen-Hui (newly appointed on June 27, 2024)	100%	<ul style="list-style-type: none"> Annual and quarterly financial reports Audit fees, appointments, and independence of certified public accountants Amendments to internal control, and audit regulations and relevant laws Changes in the Chief Financial Officer
Remuneration Committee	Responsible for formulating and periodically reviewing the annual and long-term performance goals for directors and managers, as well as the policies, systems, standards, and structures for their remuneration. Periodically assesses the performance of directors and managers in achieving performance goals and determines their individual compensation accordingly.	Independent Directors Kuo, Jung-Fang, Chang, Hung-Wen, Yang, Yun-Hua (term ended on June 27, 2024), Li, Chen-Hui (newly appointed on June 27, 2024)	100%	<ul style="list-style-type: none"> 2023 Employee Remuneration Distribution Plan Manager salary adjustment plan

2.1.3 | Financial Performance

Material Topic: Economic Performance

Actual and potential positive impacts on the economy, environment, and people (Opportunities)

Excellent economic performance can support the macroeconomic development, while also attracting and cultivating more excellent talents.

Actual and potential negative impacts on the economy, environment, and people (Risks)

To achieve sustainable economic performance, the Company recognizes that potential risks such as revenue decline, operational downsizing, or even workforce reduction and capital decrease could adversely impact long-term business continuity.

Resources Invested in 2024

- ① Continuing to innovate products, focusing on new energy vehicles, EVs, and others.
- ② Enhancement of financial structure, continued efforts to optimize product and operational costs through planning, including adjusting purchase volumes based on global market analysis and promoting employee carpooling for business travel.
- ③ Service expansion, actively expanded into areas such as used car sales, insurance services, online car rental, and online purchase platforms, providing excellent after-sales services and others.

Strategic Goals:

Policies or Commitments to the Economic Performance of the Company

Constantly generate great economic performance, which shall be the starting point of the positive impacts to be expanded.

Short-Term Goals (1 Year)

- ① Continued launches of new vehicles and special editions
- ② Strengthening customer retention and encouraging YNM service depot revisits

Mid and Long-term Goals (3-5 Years)

- ① Continued introduction of new energy vehicles (NEVs)

2024 Target Achievements

- ① A total of 9 new models/special edition vehicles were launched
- ② 23.4% coverage rate of loyal customers under the maintenance passport program

Financial Data/Product Sales

Vehicle Types	Unit	2022	2023	2024	Percentage
4 Wheels ICE Vehicles	Cars	25,093	22,844	16,667	84.14%
	TWD Hundred Million	197	199	152	78.35%
4 Wheels EV Vehicles	Cars	110	150	198	1.00%
	TWD Hundred Million	1	2	3	1.55%
4 Wheels Hybrid Vehicles	Cars	0	1,934	2,944	14.86%
	TWD Hundred Million	0	23	39	20.10%
Total car sales	Cars	25,203	24,928	19,809	100%
	TWD Hundred Million	198	224	194	

Note: Sales Region is 100% in Taiwan



Financial Data / Retained Economic Value

Consolidated Statement of Comprehensive Income for the Past Three Years

Unit: TWD Thousands

Item	Elemental Factors	2022	2023	2024
Direct economic value generated	Revenues	23,607,191	26,136,197	23,132,016
Distributed Economic Value	Operating Costs	20,666,547	23,081,037	20,473,909
	Employees wages	467,065	443,797	483,410
	Employees Benefit	567,922	553,726	585,124
	Payments to Providers of Capital (Dividends and distributions to shareholders during the year)	2,718,000	2,166,000	1,044,000
	Payments to Government (Taxes and penalties)	460,192	443,665	141,573
	Community Investments	1,309	1,690	3,239
	Total	24,881,035	26,689,915	22,731,255

Government Subsidies






Unit: TWD Thousands

Source of government subsidies or grants	Project of government subsidies or grants	Amount
Taoyuan-Hsinchu-Miaoli Branch of Workforce Development Agency, Ministry of Labor	Youth Employment Flagship Program	1,252
Ministry of Labor	Subsidy for Breastfeeding Room Facilities	6
Northern Region Branch of Workforce Development Agency, Ministry of Labor	Enterprise Talent Development Program – Individual Plan	657
Workforce Development Agency, Ministry of Labor	NISSAN New Service Specialist Training	135
Total		2,050

Tax Governance

Statement of Tax Governance

Yulon Nissan Motors has established a comprehensive tax strategy and governance culture, along with robust operational procedures. The Company fulfills its responsibilities toward sustainable development in adherence to relevant tax regulations. Yulon Nissan Motors aims to create greater value for the enterprise through the implementation of a well-defined system and culture. The Company will continue to adhere to rigorous tax regulations, align tax strategies with operational objectives, and fulfill corporate citizenship obligations.

Principles	Descriptions
 Compliance with Laws and Regulations	Adhere to local tax regulations, prepare relevant declaration documents, accurately calculate tax liabilities, and file payments within the statutory deadlines.
 A reasonable framework	Business transactions shall be conducted in accordance with commercial substances and follow customary transaction methods, without primarily aiming to reduce tax liabilities.
 Reasonable Tax Mitigation	Utilizing local lawful tax incentive policies to benefit from tax reductions, while adhering to the spirit of the law.
 Transparent Information	Regularly disclose relevant information on public platforms to ensure transparency of information.
 Proactively Communicate	Maintain honest communication with the national tax authorities, provide industry insights, and assist in improving the tax environment and system.

Tax Management

Tax Risks	General transaction risks: The Business Planning and Finance Department conducts regular self-assessments annually to ensure that all related operational processes comply with internal procedures and tax regulations, and that relevant documents are properly maintained.
	Special transaction risks: After the Business Planning and Finance Department obtains and understands operational and financial information, it assesses the costs and risks associated with various strategies before providing them with the management team for decision-making.
Report Mechanism for Tax Matters	The Company has set up internal and external independent reporting mailboxes for reporting illegal or unethical tax matters.
Passing on Tax Personnel Professionalism	Work scripts and operation manuals shall be compiled to record business execution methods and establish an agent system to facilitate the transfer of experience.
Transparency in Tax Information	The Company uses tax information verified by accounting firms and discloses it through official channels such as the Company's website and shareholders' annual reports.

Country-by-Country Report

Tax Jurisdictions	Taiwan	The Cayman Islands (British Overseas Territory)	British Virgin Islands
Company Name	Yulon Nissan Motor Co., Ltd.	Yi-Jan Overseas Investment Co., Ltd.	Jetford INC.
Major Activities	Sales	Investment	Investment
2024 Total Tax	141,573,000	0	0
Ratio to Total Revenue	0.6%	0	0

2.2 | Ethical Management and Legal Compliance

Material Topic: Ethical Management and Legal Compliance

Actual and potential positive impacts on the economy, environment, and people (Opportunities)

Yulon Nissan Motors is committed to establishing a sound and upright corporate image through strong ethics and strict regulatory compliance. This enables the Company to maintain positive and close relationships with stakeholders upholding integrity as the highest ethical standard to foster stronger connections.

Actual and potential negative impacts on the economy, environment, and people (Risks)

Failure to properly engage in ethical management and legal compliance may lead to legal and financial risks, potentially impacting business operations or damaging brand reputation.

Resources allocated in 2024

- ① In accordance with relevant regulations, Yulon Nissan Motors completed internal audits of legal and regulatory compliance requirements.
- ② There were no significant violations in the environmental, economic, or social aspects in 2024.

Strategic Goals:

Company Policies and Commitments on Ethical Business Conduct and Compliance

The Company has established comprehensive internal policies, including the Principles of Ethical Corporate Management, Insider Trading Prevention Procedures, Risk Management Policy, and others.

For details, please refer to the Company's key policies:



Short-term Goals (1 Year)

- ① Regular internal promotion of integrity and compliance policies
- ② No violations of relevant laws or regulations

Mid and Long-term Goals (3-5 Years)

- ① Continued implementation of ethical management
- ② No violations of relevant laws or regulations.

2024 Target Achievements

- ① Yulon Nissan Motors published an internal announcement via the Employee Information Platform (EIP) on the 27th of September, 2024, followed by a virtual ethical conduct seminar on the 24th of October, 2024. The course, titled "Ethical Corporate Management and Insider Trading Prevention", is one hour long and was attended by 339 employees. The Company issued an internal e-newsletter to further promote awareness in November. A report detailing the implementation of the whistleblowing mailbox and employee awareness efforts was submitted to the Board of Directors on the 5th of November, 2024.
- ② No violations of laws or regulations occurred during the year.

2.2.1 | Ethical Management

Yulon Nissan Motors adheres to a clean, transparent, and responsible management philosophy and has established an ethics-centric management policy. This is supported by a sound corporate governance and risk management framework, fostering a sustainable business environment. YNM established its Principles of Ethical Corporate Management in 2014 to demonstrate the Company's commitment to ethical management, outlining policies and preventive measures for ethical management. The principles apply to all employees, labor unions, key business partners, and other stakeholders. In addition, all new employees receive training on ethical management to promote the Company's values of integrity and to integrate them into daily operations.

If any personnel discover violations of the Principles of Ethical Corporate Management or other illegal conduct, they may file a complaint or whistleblower report through the Audit Office or the Integrated Operations Support Department, in accordance with Company policies and the Employee Complaint Handling Procedure. YNM guarantees that whistleblowers will not be subject to discrimination, punishment, or retaliation, and that their identities will be strictly protected to prevent any leakage of personal information. No internal or external complaints or reports were received concerning ethical violations or illegal conduct by the Company or its employees in 2024.

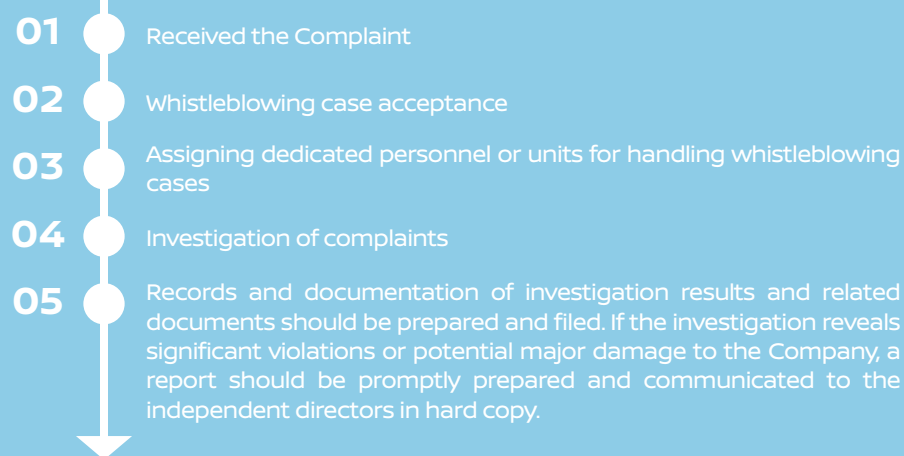
Principles of Ethical
Corporate Management



Complaint and Suggestions Channel

Target	Complaints Email	Handling Units
Internal (Employees)	complain@yulon-nissan.com.tw	Human Resources Department
External	whistleblower@yulon-nissan.com.tw	Audit Office

Complaint Handling Processes



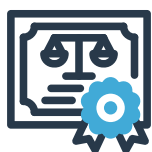
2.2.2 | Legal Compliance

YNM continually monitors and evaluates industry-related laws and regulations policies to assess potential risks and impacts on the Company. This proactive approach ensures that all business decisions are made in accordance with the highest legal and regulatory standards. The Company adjusts internal policies as needed to remain current with evolving regulations to guarantee that all employees perform their duties with a compliance-first mindset and that all operational activities are conducted within a legal framework. This alignment not only safeguards corporate governance standards but also protects the long-term interests of stakeholders. YNM did not incur any significant legal violations, penalties, or regulatory infractions in 2024.

Note: "Significant regulatory violations" are defined as incidents involving personal injury or death; major or disputed criminal cases (with a minimum statutory penalty of imprisonment for three years or incidents impacting Company image or involving directors/supervisors); disputes over Company equity; major administrative investigations (such as labor, environmental, fire safety, consumer disputes, or industrial investigations where potential fines exceed TWD 200,000 or where business licenses may be revoked); or lawsuits involving amounts exceeding TWD 1 million.

Enhancing Company-wide Compliance Awareness

YNM promotes ethical behavior through the internal Company network, emphasizing the Board of Directors and management's commitment to ethical management. Whether in day-to-day operations or interactions with suppliers and business partners, all activities must be conducted fairly, transparently, and legally, with due diligence toward counter-parties' records of ethics. The Company also holds regular training sessions to ensure that employees are updated on the latest legal and regulatory developments and adhere to all relevant compliance systems and standards.



Internal Control and Internal Audit System

The Company has established comprehensive Internal Control Policies and Internal Audit Implementation Rules to strengthen risk management. An annual self-assessment is conducted to evaluate the design and effectiveness of the internal control system, and an Internal Control System Statement is duly issued.

The audit unit conducts an annual audit of "Matters relating to compliance with applicable laws, regulations, and bylaws". The Company has formulated corresponding operational procedures or methods in accordance with legal requirements and implements them accordingly. Business units report on any anomalies in regulatory compliance at each Board meeting, allowing management to jointly oversee legal compliance. The Audit Department also collects and reviews penalty cases issued by the Financial Supervisory Commission (FSC) and Taiwan Stock Exchange (TWSE) annually to identify potential risk areas and prompt relevant departments to carry out self-inspections, thus helping to prevent the recurrence of similar incidents. Internal control self-assessments focusing on ethical management and internal control enhancements were conducted in 2024, and all results were confirmed to be normal and compliant.

2.3 | Information Security

YNM Integrated Operations Support Department is responsible for overseeing the management of information resources and the promotion of information security. A dedicated information security management organizational structure has been established to ensure the stable operation of the Company's information systems and the integrity of its cybersecurity defenses.

After its founding in 2003, YNM quickly introduced the ISO 27001 Information Security Management System (ISMS) in 2005. YNM has continued to maintain ISO 27001 certification, demonstrating its ongoing commitment to the protection of all corporate information assets. The Company conducts regular risk assessments to identify potential threats and vulnerabilities that may affect information security and implement corresponding control measures. Different information security training programs are provided to all employees to complete the training for information security-related talents to mitigate internal risks.

ISO 27001 Third-Party Certification
Statement Available



Material Topic: Information Security Management

Actual and potential positive impacts on the economy, environment, and people (Opportunities)

Ensure the implementation of information security management to prevent business interruptions due to information security incidents.

Actual and potential negative impacts on the economy, environment, and people (Risks)

Improper management of information security risks resulted in business operations disruption and data leakage may lead to critical Company data or customer information being exposed, causing a decrease in external stakeholders' confidence in the Company.

Resources Invested in 2024

- ① YNM has authorized the redevelopment of its Service Compensation System to mitigate the information security risks associated with aging systems
- ② The Company has also implemented Information Security Detection and Response Systems: Network Detection and Response (NDR), Endpoint Detection and Response (EDR)
- ③ SOC Threat Intelligence Center
- ④ IPS (Intrusion Prevention System) implementation at the Zhubei Data Center
- ⑤ Mail ATP Advanced Threat Protection for Email

Strategic Goals:

Policy and Commitment to Information Security Management of the Company

- Commitment: To provide sustainable, efficient, and high-quality information services that strengthen information security protection while enhancing user satisfaction and trust.
- Policy: To ensure business continuity and deliver secure, stable, and high-performance IT services as the top priority of the Company's information security policy.

Short-term Goals (1 Year)

Conduct at least three information security training sessions, and launch ad hoc information security awareness campaigns, and maintain a record of zero major information security incidents.

Mid and Long-term Goals (3-5 Years)

There has been no significant information security incident.

2024 Target Achievements

- ① Three information security training sessions completed
- ② Ongoing ad hoc information security awareness campaigns
- ③ No major information security incidents reported

Material Topic: Customer Privacy Protection

Actual and potential positive impacts on the economy, environment, and people (Opportunities)

Adhere strictly to customer confidentiality, implement personal data protection and management, and uphold company integrity principles to enhance customer trust.

Actual and potential negative impacts on the economy, environment, and people (Risks)

Any leakage of customer data may result in reputational damage and financial loss for the Company.

Resources Invested in 2024

YNM sets information security and personal data protection as a critical component of corporate governance and sustainable operations, and thus organizes comprehensive information security training for all employees, obtained ISO/IEC 27001 certification from a third-party verification body, and implements the PDCA management cycle to fulfill our commitment to secure operations.

Strategic Goals:

Policy and Commitment to Customer Privacy Protection of the Company

- Commitment: YNM places a high priority on customer privacy, personal data protection has been designated as a key focus area in corporate governance to ensure the protection of customer rights.
- Policy: We comply with the Personal Data Protection Act of Taiwan and all applicable laws and regulations.

Short-term Goals (1 Year)

- ① ISO/IEC 27001:2022 transition completed, with certification obtained
- ② Enhancement of Personal Data Masking and Audit Logging Mechanisms
- ③ Progressive Planning and Implementation of Measures to address vulnerabilities in information security.

Mid and Long-term Goals (3-5 Years)

- ① Exploration of DLP Solutions and reinforcement of related management mechanisms.
- ② Deployment of Collaborative Defense Mechanisms to build a more comprehensive and resilient cybersecurity network.
- ③ Verification of Data Flow Accuracy Between Systems and enhancement of mechanisms for the protection of customer data integrity and confidentiality.

2024 Target Achievements

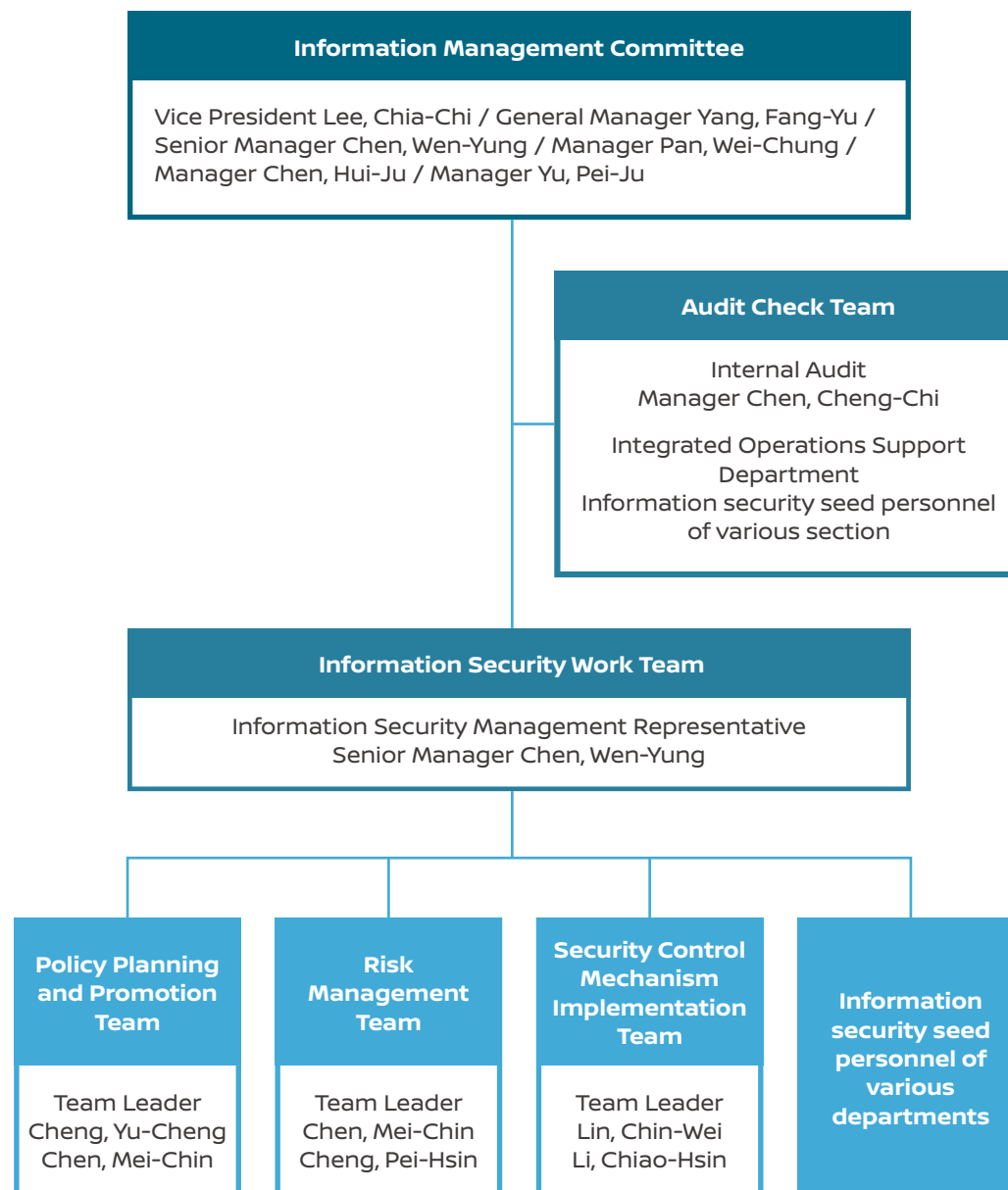
- ① Three information security training sessions completed
- ② No significant information security incidents or customer privacy leakage incidents occurred.

2.3.1 | Information Security Management Structure

YNM has adopted the ISO/IEC 27001 Information Security Management System since 2005, and established an Information Security Management Committee, which regularly reports implementation status to the President.

Information Security Management Framework

Responsible Department	Information Team of the Integrated Operation Support Department.
Highest supervising department	President.
Frequency of Reporting	Weekly management meetings or ad-hoc project meetings report to the President.
Information Security Officer	The information security expert, Vice President Lee, Chia-Chi appointed as Information Security Officer.
Functioning of Information Security Management Committee	An annual management review meeting is conducted once a year, and information security-related topics are reported in weekly system meetings and management meetings.
Content of Meetings	Status of agenda items, internal and external topics, performance feedback (trend analysis), stakeholder feedback, status of risk assessment results and risk treatment plans, opportunities for continuing improvement, review of information security policy, and annual plan.



2024 Information Security Management Committee Meetings

Date of the Meeting	Content of Meetings	Operational Status
Weekly Meeting	Report on cybersecurity policies and incident anomalies.	①Re-reviewed and adjusted internal work rules related to cybersecurity violations. ②Four internal disciplinary cases related to information security breaches were submitted.
11th of March, 2024	Report on proactive threat detection and threat intelligence center construction.	Approved the implementation of XDR and SOC solutions.
19th of March, 2024	Discussion on email protection system setup.	Approved the adoption of the MailATP solution.
11th of June, 2024	Annual information security management review.	Confirmed the effectiveness of annual KPI achievements related to information security management.
10th of September, 2024	Discussion on Internet safety solution implementation.	Approved the system update proposal for employee internet access protection.

2.3.2 | Information Security Management Strategy

Core Focus Areas	Contents	Goals of 2025
Information Security Governance	Continuously improve management systems, including enhancing education and training, designing a robust information security infrastructure, and strengthening protection technologies.	<ul style="list-style-type: none"> Progressively plan and implement relevant mechanisms to address areas of weakness identified in its cybersecurity defense capabilities. Based on the results of the 2024 satisfaction survey, initiate improvements on specific items to ensure both internal and external information service satisfaction. Expansion of Cybersecurity Collaborative Defense System.
Compliance with Laws and Regulations	Establish a legal and cyclical mechanism to regularly review and revise internal operational regulations to comply with international cybersecurity standards.	<ul style="list-style-type: none"> ISO/IEC 27001:2022 Transition Completed.
Usage of Technology	Utilize data analytics techniques to predict cybersecurity risks and implement improvements to ensure information and communication security.	<ul style="list-style-type: none"> Ensuring quality and timeliness in digital transition system development. Improving employee proficiency in process automation tools and techniques. Promotion of digital optimization aligned with business needs.

Management Cycle of Information Security

The Company's information and communication security management mechanisms operate under the PDCA cycle, and centered on its cybersecurity strategy, the framework addresses three key aspects: cybersecurity governance, legal compliance, and technology application. These initiatives span from system-level improvements to technological enhancements, and from personnel training to organizational upgrades, ensuring a comprehensive enhancement of the Company's cybersecurity defense capabilities.

Information Security Management Policy and Performance





- Establish a company-wide information security policy.
- Formulate business-specific information security procedures.

- Enhance overall corporate information security awareness.
- Promote information security through training and awareness programs.



- Identify information security risk operations.
- Implement information security risk control measures.

- Conduct regular internal and external information security audits.
- Improve and rectify information security incidents.

Management Policy	Goals of 2024	Achievements in 2024	Progress Status	Issues Identified	Improvement Measures
 Internal Employee Satisfaction with IT Services	Target satisfaction score: 3.82 (on a 4-point scale)	Achieved 3.84	★	The results of the satisfaction survey showed that satisfaction with terminal devices declined more dramatically.	Evaluate the terminal device replacement plan in 2025
 External Customer Satisfaction with IT Services	Target satisfaction score for a survey of the dealership personnel on the satisfaction with the Information system service is 3.7 (on a 4-point scale)	Achieved 3.82	★	Strengthen dealer-side information systems according to the various development strategies for digital transition.	Plan to implement various dealership information development initiatives in 2025 (e.g., rental, used cars, and others).
 Information Security Comprehensive Evaluation	Evaluation score reached 100	Evaluation score reached 101.6	★	Continuous implementation of enhanced information security protection mechanisms and establishment of collaborative defense mechanisms.	Through collaboration with the corporate group and Nissan, the Company jointly established collaborative defense mechanisms.
 Improving Work Efficiency – Process Automation	By promoting the implementation of RPA to enhance work efficiency. The annual target was 3	Through internal training, technical communities, and technical guidance, employees were encouraged and supported to automate their work processes, thereby improving operational efficiency. The annual target of three has been completed.	★	The penetration rate of process automation tools remains insufficient, and employees' familiarity with the tools is still lacking.	Through workshops and competitions, employees are encouraged to become more familiar with these tools.

Information Security Management Goals

Item / Goals	Short-term goals	Mid and long-term goals
01 Provide a quality IT environment and maintain internal and external information service satisfaction.	Implement improvements in response to weaknesses identified in the 2024 satisfaction survey, such as the replacement of outdated equipment and upgrades of information systems.	Maintain efficiency across all information services to minimize downtime.
02 Establish a secure information architecture to ensure users' peace of mind.	Initiate gradual planning and implementation of mechanisms addressing weaknesses in information security protection.	Through the collaborative defense mechanism, establish a more comprehensive information security protection network.
03 Assisting the organization in enhancing operational efficiency	①Employees' proficiency with tools and methods related to process automation has improved. ②Digital optimization is being promoted through the implementation of functions aligned with operational needs.	①Employees are empowered to improve processes independently through the use of digital tools. ②Assist in the implementation of digital transformation policies.
04 Assist in the construction of information systems related to the digital transition.	Closely monitor the schedule and development quality of digital transition information systems.	The accuracy of data flow between systems and the effectiveness of mechanisms for customer data protection are ensured.
05 Continual ISO 27001 Certification Maintenance	Complete the transition to the 2022 version of ISO 27001.	All operations are implemented following the PDCA cycle to achieve the organization's information security objectives.



Information Security Education and Training

Multiple in-person and online courses were held in 2024. Topics included "Information Security Audit Training and Knowledge Sharing," "Comprehensive Information Security Personnel Training," as well as campaigns during summer vacation, such as "Information Security Awareness During Long Holidays" and "Promoting Proper Internet Usage." Courses were designed according to job roles, combining theory with hands-on practice, effectively improving employees' information security literacy and realizing internalized management of information security.

Teaching Methods	Name of the Course	Course Contents	Total hours of courses	Participant
In-person Training	Information security audit training and sharing knowledge	Sharing trends in information security, practical auditing experience	4 Hours	IT personnel, departmental information security seed members, dealership IT staff, a total of 56 participants.
	Comprehensive information security personnel training	Information security awareness	4 Hours	All employees
Online Courses	Let Ayong and Chiao Chiao Teach You How to Surf the Web Safely and Avoid Traps	Promoting proper Internet usage among employees	10 minutes	All employees
	Email Security Guidelines	Promoting correct email usage awareness	10 minutes	All employees
	Happy Summer Vacation—10 Things You Must Know About Information Security!	Information security awareness during summer vacation	10 minutes	All employees

The Company also provides financial assistance to encourage employees to obtain professional information security certifications, aiming to enhance their expertise and comprehensively strengthen corporate information security defense capabilities.

Certification/Exam Name	Conditions for Subsidy Eligibility	Subsidy/Reward Content
Subsidy/Reward Content	Completion of professional training courses and passing the exam	Subsidy of the exam registration fee

2.3.3 | Information Security Incident Response Process

Information Security Incident Response

The Company has established relevant internal operational regulations in accordance with Article 9, "computerized information processing system" of the "Regulations Governing Establishment of Internal Control Systems by Public Companies" aimed at mitigating the unknown information security threats posed by emerging information technology applications and environmental changes. To strengthen the management of information security risks:

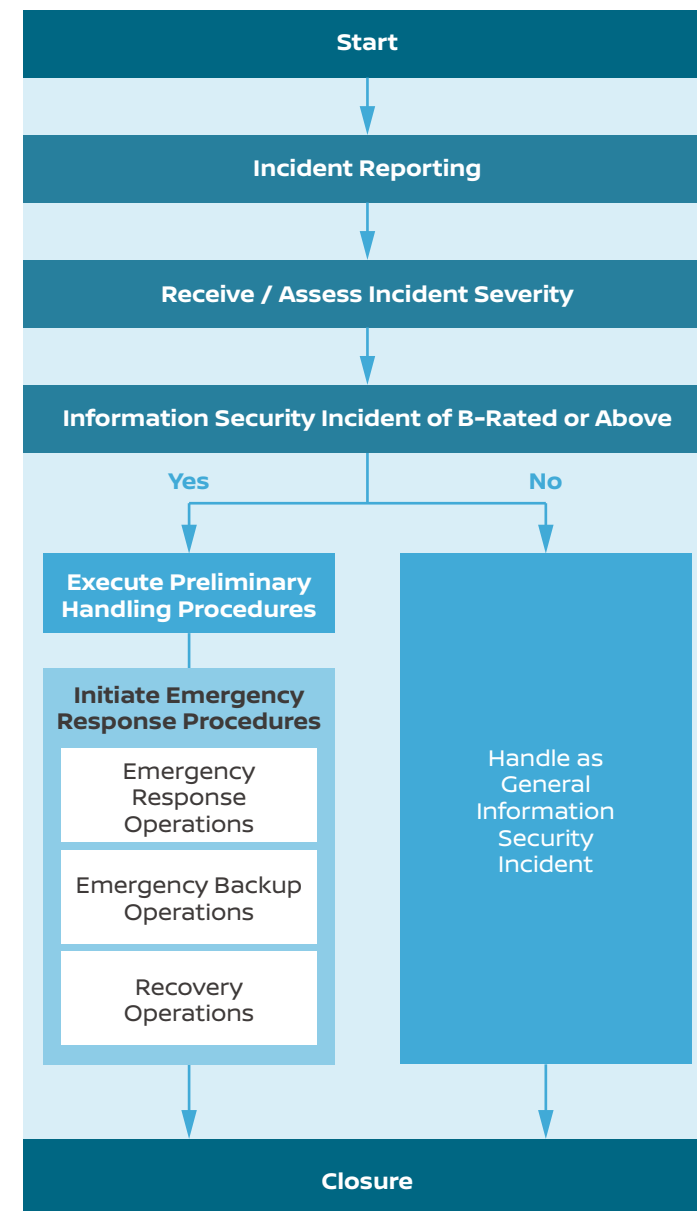
<p>Before the occurrence of an information security risk incident</p>	<p>Regular self-assessments and inspections are conducted, while preventive measures are proactively implemented from procedural, technical, and various perspectives to avoid any information security incidents.</p> <ul style="list-style-type: none"> ① Establish a system inventory to identify information security risks and analyze impacts on confidentiality, integrity, and availability. Develop a risk improvement plan, including asset inventory, confirmation of existing security management, protection and control measures, and documentation of risk assessment and improvement plans. ② Conduct equipment health checks, vulnerability scanning, penetration testing, and social engineering assessments to mitigate information security incidents.
<p>During the occurrence of an information security risk incident</p>	<p>Damage control and emergency response</p> <ul style="list-style-type: none"> ① The "Security Control Mechanism Implementation Team" should fill out an "Information Security Incident Report Form" when an information security incident occurs filing about the incident, potential impact scope, damage assessment, request for decision support, and the emergency response measures taken, and to assisting the determine the severity level of the information security incident. ② When the incident reported is determined by the responsible personnel to be invalid, it should be noted as such on the "Information Security Incident Report Form." Otherwise, if it is deemed valid, it must be reported to the Information Security Management Representative. The representative will confirm the severity level and initiate the business continuity management process. If deemed a standard security incident, it will follow regular security incident handling procedures.
<p>Post-incident follow-up and handling</p>	<p>Investigation & analysis, and incorporated into preventive mechanisms to avoid recurrence</p> <ul style="list-style-type: none"> ① The Information Security Management Representative regularly assigns personnel to collect incident handling records, categorize and compile them, and conduct trend analysis. They analyze potential improvement methods and provide them to management for operational review, assessing whether incident handling procedures should be modified or security control mechanisms strengthened. ② Based on the frequency of information security incidents, review the likelihood of threats identified in risk assessments occurring. Enhance protection measures for assets that may be affected by previously occurred incidents. ③ In the face of disaster threats, develop strategies and measures to quickly restore business and information system functionality. This includes risk assessment, backup and recovery, emergency communications, disaster response, personnel deployment, and more, ensuring the Company can effectively respond and resume normal operations.

Information Security Risk Rating Management

A Rating	<ul style="list-style-type: none"> ① The Company's highly confidential data has been leaked. ② Core business/system or data has been severely tampered with. ③ Core business/system operations have been affected or halted, with downtime exceeding the established data recovery time, rendering normal operations impossible. ④ Large quantities of personal data have been compromised, damaged, or leaked.
B Rating	<ul style="list-style-type: none"> ① Confidential information has been leaked. ② Critical business systems or data have been severely tampered with, or core business/systems or data have been slightly altered. ③ Critical business operations have been impacted, or systems have been halted, and normal operations cannot be restored within the acceptable downtime. ④ A small amount of personal data has been compromised, damaged, or leaked.
C Rating	<ul style="list-style-type: none"> ① Sensitive external confidential information has been leaked. ② Non-critical business systems or data have been severely tampered with, or critical business systems or data have been slightly altered. ③ Non-critical business operations have been affected, by systems have been halted, and normal operations cannot be restored within the acceptable downtime window. Alternatively, critical business operations have been affected or systems have been halted, but normal operations can be restored within acceptable downtime. Or, core business operations have been mildly affected, or systems have experienced brief interruptions.
D Rating	<ul style="list-style-type: none"> ① Non-critical business systems or data have been slightly altered. ② Non-critical business operations have been affected, or systems have been halted, but normal operations can be restored within the acceptable downtime.
E Rating	<ul style="list-style-type: none"> ① It only affects individuals, or it has the potential to affect individuals or organizations. ② Antivirus software is not installed. ③ Antivirus software detected a computer virus, causing personal business operations to be disrupted. ④ The operating system software and related applications are not updated, causing personal business operations to be unable to proceed.

Emergency Response Procedure

When an information security incident occurs, the operational procedure involves notifying the incident. The business personnel responsible, together with the security control mechanism setup team, assess the situation. They will complete an "Information Security Incident Notification Form" detailing the incident's nature and severity according to established protocols. The incident response includes an analysis of the causes, actions taken, and preventive measures to avoid recurrence. There was one cybersecurity incident rated B or above in 2024, which was related to the Internet. Corrective measures have been implemented, and the incident has been fully resolved as of now.

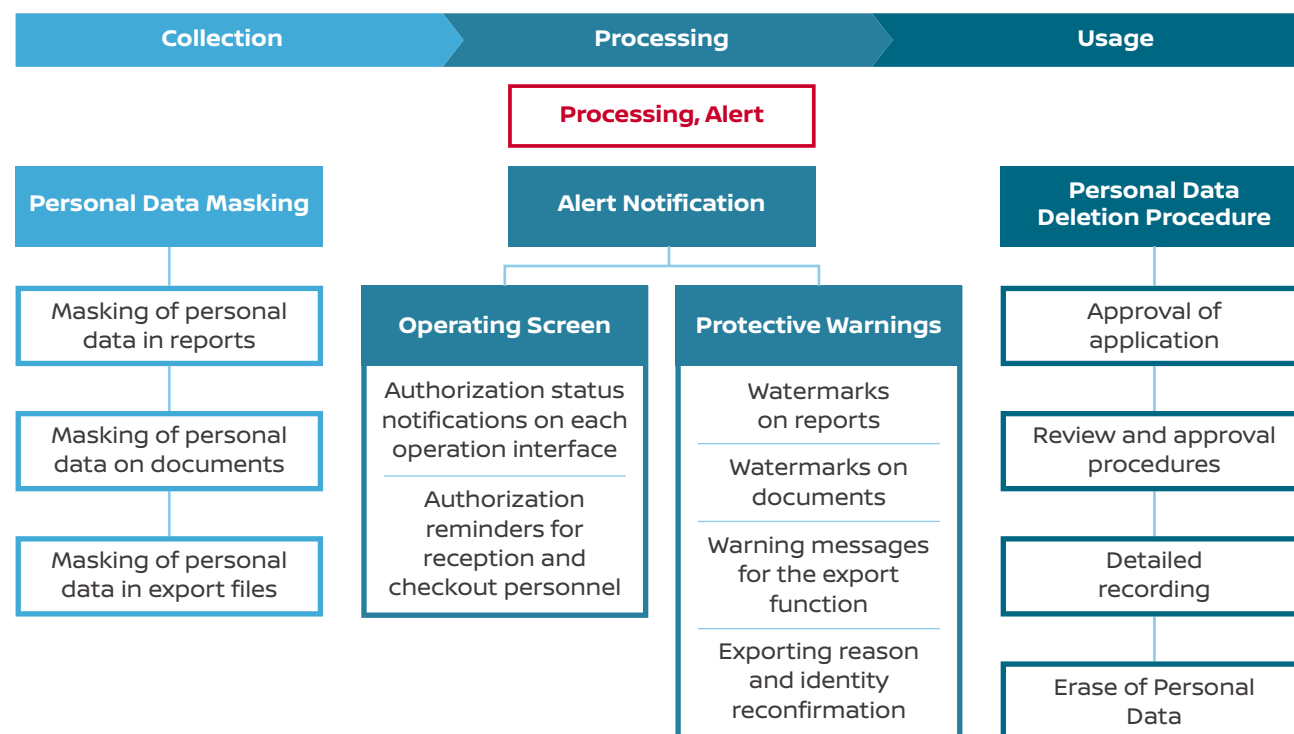


2.3.4 | Information Security Protection Measures

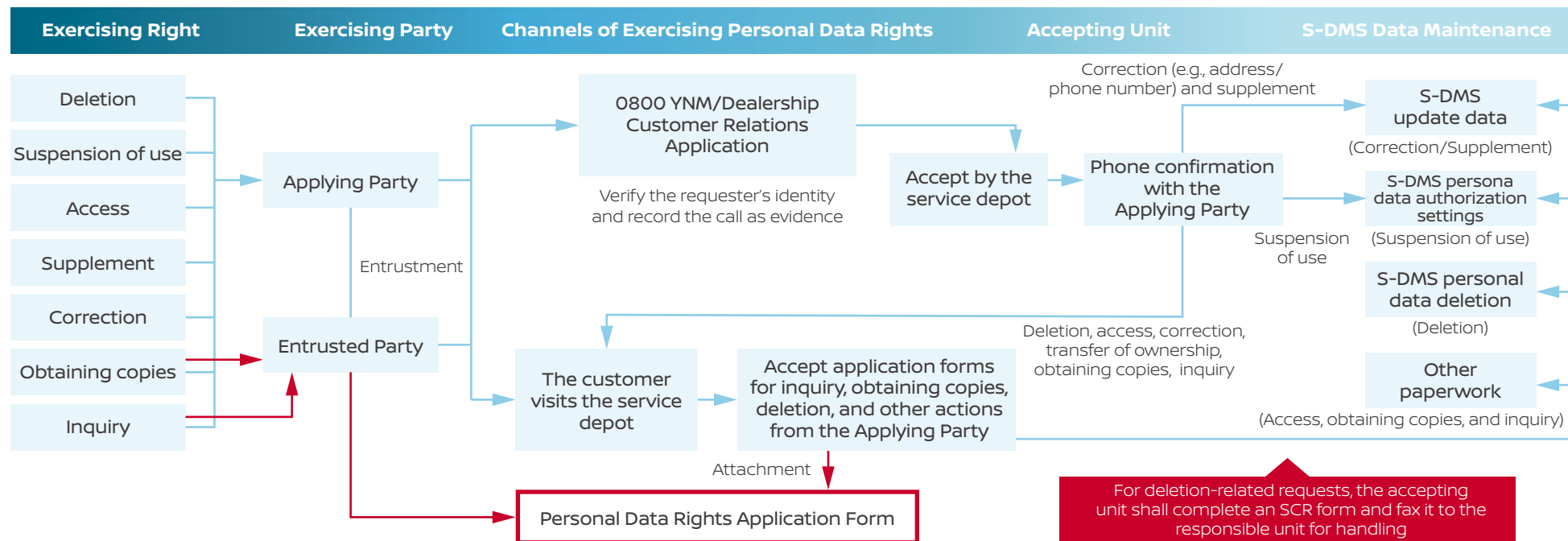
YNM highly values customer privacy and incorporates personal data protection as a core component of its corporate governance. In accordance with the Personal Data Protection Act and other relevant laws and regulations, the Company thoroughly reviews the full life cycle of data, including collection, processing, transmission, storage, and deletion, to ensure information security and robust access control. There were no violations of the Personal Data Protection Act or incidents of customer privacy infringement in 2024.

In addition to the establishment of comprehensive internal information security systems, the Company also includes personal data protection clauses in its outsourcing agreements, requiring all partner vendors to comply with YNM's information security and personal data policies and to assume corresponding responsibilities and obligations. This ensures that external operations still align with the internal controls of YNM, thereby realizing comprehensive information security and privacy protection management.

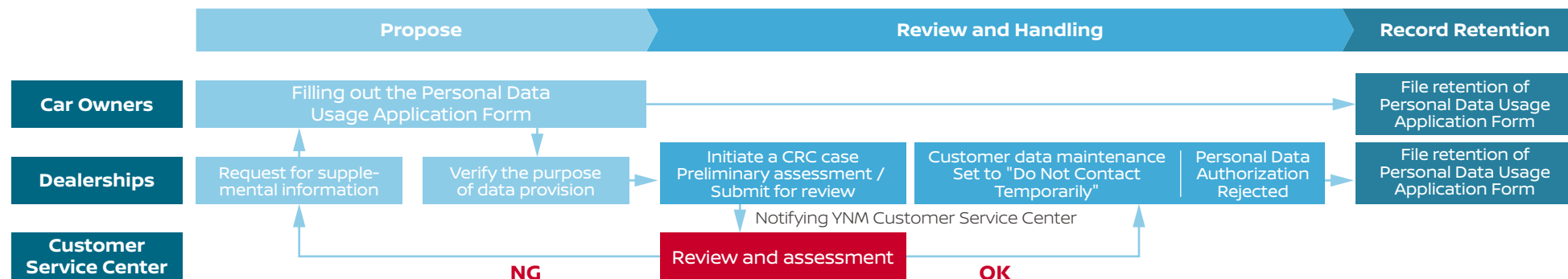
Smart DMS Processing of Personal Data







Primary Procedures for Exercising Personal Data Rights



Personal Data Deletion Procedures



Information Innovation and Digital Transition

Project Name	Description	2024 Achievements
 Establishment of Idle Parts Matching Mechanism for Dealership Channels	Established an information-sharing platform to allow inventory data of idle parts to be shared among different dealerships, enabling effective supply-demand matching.	Effectively resolved discrepancies between dealership demand and inventory. Reduced idle parts inventory costs and environmental impact caused by scrapping.
 E-invoicing for Supplier Billing	Monthly billing processes for parts and tooling invoices between suppliers and the Purchasing Department are complex, paper-intensive, and costly. An "E-invoicing System" was developed to simplify the workflow and improve efficiency.	①An OCR-based automatic e-invoice recognition process was built, which reduced manual entry, printing, and mailing costs. Significantly enhanced the efficiency and manageability of invoice delivery, billing, and verification. ②E-invoice adoption was promoted toward the OEMs, and the supplier who uses e-invoices has increased from 42% to 61%.
 Implementation of Information Security Enhancement Measures	①Introduction of XDR-NDR, EDR, MDR ②SOC Threat Intelligence Center ③IPS (Intrusion Prevention System) implementation at the Zhubei Data Center ④Mail ATP Advanced Threat Protection for Email	Fully launched and operating. YNM built a more proactive and robust information security defense network to reduce organizational cybersecurity risks.
 Creating a Digital Environment	①Construction of Data Middle Platform ②Certified Pre-Owned Vehicles Website ③OneID Membership Management System and App ④Establishing an Online Car Rental Platform	①Data integration platform to support digital transition through a cloud-based architecture. Reduced construction costs and enhanced data application efficiency. ②Enhance marketing management of certified used cars and increase management efficiency. ③Completed system function planning and operational model design of OneID Member. ④Expanded the features of the established online car rental service with features including immersive experience, short-term rental, long-term lease, and subscription.

2.4 | Risk Management

Material Topic: Business Continuity Management

Actual and potential positive impacts on the economy, environment, and people (Opportunities)

A sound business continuity management mechanism enhances a company's resilience in crisis response and strengthens the trust of both customers and investors.

Actual and potential negative impacts on the economy, environment, and people (Risks)

Insufficient identification of risks in critical business processes increases the difficulty of recovery and the risk of reputational damage in the event of a disaster or incident.

Resources allocated in 2024

- 1 Conducted the annual operational risk assessments to identify potential risk scenarios that may impact business continuity.
- 2 Based on the risk assessment results, each department formulated corresponding response measures to strengthen overall risk control and operational stability.

Strategic Goals:

Policy or Commitment to Business Continuity Management of the Company

YNM has established a business continuity management mechanism and formulated the "Risk Management Policy" as the highest-level guiding principle to identify and respond to risks such as natural disasters, cybersecurity threats, or equipment failures, thereby reducing the risk of operational disruptions.

Short-term Goals (1 Year)

The Company conducts regular drills and training sessions

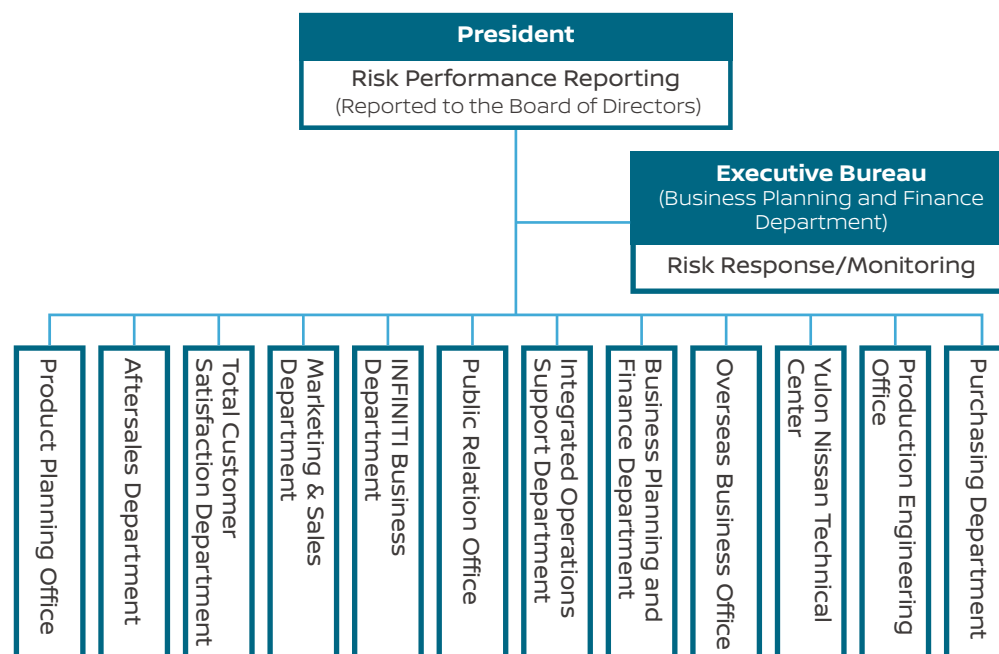
Mid and Long-term Goals (3-5 Years)

Continuous improvements of business continuity strategies.

2.4.1 | Risk Management Framework

The "Risk Management Policy" serves as the fundamental framework for risk control for YNM. The Business Planning & Finance Department is designated as the risk management unit responsible for managing risk events and conducting supervisory tasks. The department collaborates with all departments to assess risks and develop appropriate control plans. When necessary, reports are submitted to the President and further presented to the Board of Directors to ensure risk monitoring through a multi-tiered control system.

The Board of Directors is the highest decision-making body for YNM risk management. It reviews and approves the risk management policies and framework based on the Company's strategic direction and changes in the external environment to ensure effective implementation. The Board gains an understanding of various business risks, potential impacts, financial implications, and opportunities through information presented by the management team and reports submitted to the Board of Directors, and provides timely guidance and recommendations.



2.4.2 | Risk Management Mechanism

Risk Management Mechanism



The Company performs annual evaluations of operational risks and develops corresponding risk management policies covering management objectives, responsible units, authority and responsibility assignments, and procedural mechanisms.



A Risk Management Promotional Team convenes regular meetings to monitor risk items and evaluate the effectiveness of risk control implementation.



Risk incidents are reported annually to the Audit Committee, followed by a report to the Board of Directors.



All major operational decisions undergo analysis and evaluation by respective responsibility units before being submitted for approval by senior executives and implementation according to Board resolutions.



The Internal Audit Unit prepares an annual audit plan based on the results of the risk assessments and executes audits accordingly. In the event of a significant violation or if there is a risk of material damage to the Company, such incidents are reported immediately to the Independent Directors. The responsible unit is required to implement corrective actions promptly, which are then subject to follow-up verification by the Internal Audit Unit to confirm the effectiveness of the improvements.

Risk Control Reporting and Monitoring Mechanism

Regular Risk Meeting Management

(Held weekly after the Executive Management Meeting)

(Including public opinions potentially posing risks)

Proposal Decision-Making

(Within the specified proposal period)

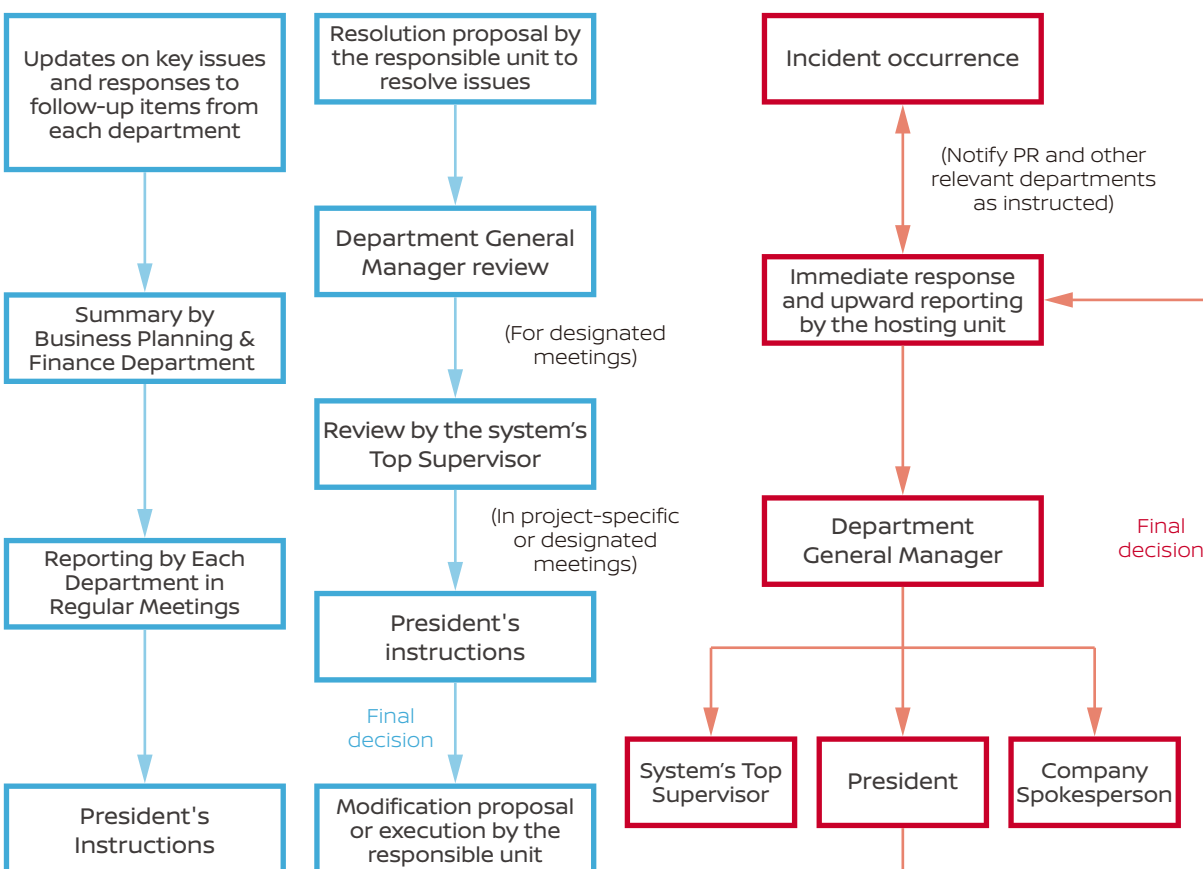
(Other units to cooperate upon request)

Email Report (A4 Printed Format)

(within 24 hours)

Phonecall or messaging app emergency report

(within 4-8 hours)



Key Risk Management

Risk Types	Description of the impact	Financial Impact	Opportunity Benefit	Response Measures
Risk in talent recruitment	<ul style="list-style-type: none"> ① Due to declining birth rates, there is a significant trend of decreasing workforce participation. ② There is high demand for manpower but limited supply, which increases the challenge of competing for talent. ③ Failing to recruit suitable talent may impact company operations or future development. 	<ul style="list-style-type: none"> ① External salary temptations are strong, with regular salary growth over the past decade. ② Due to government labor regulations, the cost of employment for businesses has increased. 	<p>Job seekers value a positive employer brand image.</p> <ul style="list-style-type: none"> ① The salary conditions meet expectations: The Company's average salary level is competitive in the market, and it can attract excellent talent through differentiated compensation. ② The workplace is conveniently located for commuting: Provide free dormitories that are a 10-minute walk to work. ③ The bonus system is fair and reasonable: The Company has a sound and fair system in place. 	<ul style="list-style-type: none"> ① Enhance diversified recruitment channels, such as 104 Job Bank, campus job fairs, the Formula Student Taiwan (FST), and others. ② Establish a robust human resources management system to attract excellent talent to join us. ③ Enhance employer brand reputation, such as campus job fairs, campus ambassador programs, and industry-academic collaboration projects.
Talent retention risks	<ul style="list-style-type: none"> ① Employee turnover can negatively impact morale among remaining staff, potentially triggering a snowball effect. 	<ul style="list-style-type: none"> ① Enhance salary competitiveness ② Various benefits and subsidies ③ Performance incentive measures 	<ul style="list-style-type: none"> ① Enhance onboarding programs (mentor system, orientation sessions, support networks, etc.) ② Enhance hardware and software equipment ③ Enhance employer brand marketing ④ Regularly review and update internal management systems ⑤ Enhance development programs for key talent 	<ul style="list-style-type: none"> ① Quantitative Data Analysis: The Company can develop a consistent attrition attribution table or related numerical data analysis to facilitate subsequent focused problem analysis, improvement, and resource development ② Diversified Rotational Development: The Company is developing an internal talent mobility platform, which retains talent within the group to prevent outflow. ③ Various welfare subsidies: Compare benchmark corporate welfare (allowances/subsidies, attendance leave, workplace equipment) and make proposals for similar policies, or establish a group welfare platform for sharing welfare services within the group ④ Employer branding: In addition to proposing enhancements to employee happiness, it is necessary to externally market The Company's prospects, public welfare/ESG/CSR messages, and others

Key Risk Management

Risk Types	Description of the impact	Financial Impact	Opportunity Benefit	Response Measures
Increasingly stringent low-carbon emission regulations	The Company anticipates rising development costs and capital expenditures for relevant equipment.	Increased vehicle model production costs, potentially affecting vehicle pricing and sales volume	The Company continues to launch new energy vehicle (NEV) models and actively seeks to obtain government subsidies to enhance NEV sales performance.	①The Company closely monitors technological advances, market trends, and development trends. ②Continuously conducts QCT (Quality, Cost, Time) assessments for new projects.
Changes in Consumer Behavior	If product offerings fail to meet evolving customer expectations, such as increased preference for low-carbon vehicles or concerns over the durability of eco-friendly components, and others, which may result in order reductions,	Increased R&D costs, and declining sales	①The Company proactively engages in product innovation to align with new consumer demands and promotes a more diversified product portfolio. ②The use of eco-friendly materials contributes to a reduction in the product's carbon footprint. ③Promote more investments in environmental protection and innovative technologies.	①The Company regularly participates in regulatory trend briefings to stay abreast of the latest information. ②Training sessions are organized with suppliers to ensure that employees are well-informed on product features and environmental-related topics.
Information Security Incidents	①Customer personal data leakage ②Potential malicious attacks may cause system downtime.	①If customer satisfaction and brand image are negatively affected due to personal data leaks, it could impact sales and revenue. ②Hackers may engage in ransomware, resulting in financial losses.	To mitigate risks to an acceptable level, ensure uninterrupted business operations.	The Information Security Committee uses risk assessment results to determine acceptable risk levels. For information assets exceeding acceptable risk levels, corresponding security measures are implemented to reduce risks.
Climate Risk Please refer to CH4 for details	Physical risks: could potentially damage the office premises. Transition risks, such as consumer preferences shifting towards purchasing low-carbon products and stricter regulations related to vehicle manufacturing.	Operating costs increase while revenue declines.	Developing new energy, low-carbon, and energy-efficient vehicle models to attract consumers.	①Predicting future vehicle sales based on market trends to determine product portfolios. ②Continuously monitor climate-related risks and opportunities.

03

NISSAN TAIWAN | ESG REPORT 2024

Brand Value

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Brand Value

Core Vision and Commitment

Touching experiences stem from our efforts to exceed customer expectations; trust arises from the genuine embodiment of our OEM service values. NISSAN and INFINITI will uphold these two cornerstones, continuously providing excellent quality customer service.

YNM is committed to enhancing customer satisfaction and continuously strengthening our brand image. By fostering deeper reciprocal relationships through customers' trustful repeat visits, we aim to inject new value into the Company's future sustainable development. With solid quality, warm service, and a commitment to continuous innovation, we aim to bring endless surprises and peace of mind to our customers.

2024 Performance Highlights



The year 2024 marks the inaugural year of Yulon Nissan Motor's brand revitalization. We aim to convey the new brand values of "NISSAN's Attention to Detail" and the "e-POWER innovation and advanced technology."



Launch of NISSAN ARIYA, the pioneering pure electric vehicle.



As of 2024, NISSAN's digital consultant service has accumulated 250 digital sales consultants, attracted 20,000 customer views, and resulted in 57 confirmed orders.



The overall opinion (OaO) of the NISSAN brand improved from fifth place to fourth place.



Invested TWD 7 million in Brand Marketing.

Material Topic: Brand Marketing

Actual and potential positive impacts on the economy, environment, and people (Opportunities)

Promote environmental awareness and sustainability values to enhance consumer trust and loyalty, increase brand recognition, and drive business growth.

Actual and potential negative impacts on the economy, environment, and people (Risks)

Improper or wasteful promotional practices may be subjected to penalties signed by the competent authorities.

Resources allocated in 2024

- YNM allocated TWD 7 million toward brand marketing initiatives in 2024.
- Car owner event: Adventure in Nature drew 3,000 participants to share our joy.
- O2O integration for premium and diversified marketing through the online commerce platform.
- Following the launch of the ARIYA pure-electric crossover SUV, Nissan increased market visibility and awareness by participating in the Taipei Auto Show, conducting a nationwide dealers tour, and hosting media test drive events.

Strategic Goals:

Company's Policy and Commitment to Brand Marketing

- Introduction and sales of new energy vehicles to reduce the environmental impact of the automotive industry (e.g., carbon emissions).
- Organize Brand Campaigns to Actively Promote Environmental Awareness (Energy Conservation, Carbon Reduction, and Sustainability).

Short-term Goals (1 Year)

- Technology Leadership Indicator: increase by 5%.
- Enhance YNM's brand overall opinion (OaO).

Mid and Long-term Goals (3-5 Years)

- Enhancing the brand image of Innovation and Excitement.
- NISSAN Ambition 2030:



2024 Target Achievements

- The Technology Leadership Indicator improved from 20% to 24%, representing a 20% increase.
- Among 16 automotive brands, brand overall opinion (OaO) improved from 5th place to 4th place.
- NIM brand awareness ratio increased by 20% in 2024.

Material Topic: Product and Service Innovation

Actual and potential positive impacts on the economy, environment, and people (Opportunities)

Development and introduction of new energy vehicles to enhance the Company's technological capabilities and expand innovative service offerings. This initiative aims to reduce environmental and air pollution impacts on public health, while also strengthening the Company's overall competitiveness in the evolving automotive market.

Actual and potential negative impacts on the economy, environment, and people (Risks)

The application of innovative technologies may cause environmental pollution or pose cybersecurity risks during use, potentially leading to financial crises.

Resources Invested in 2024

- ① Completed the development bids for 2 new energy SUVs.
- ② A total of 11 imported parts successfully enters domestic production through development.

Strategic Goals:

Company's Policy and Commitment to Products and Service Innovation

- Commitment: Supporting sustainable energy-saving and friendly products and services.
- Policy: Continuously advocate for the development of new energy vehicle models from Nissan.

Short-term Goals (1 Year)

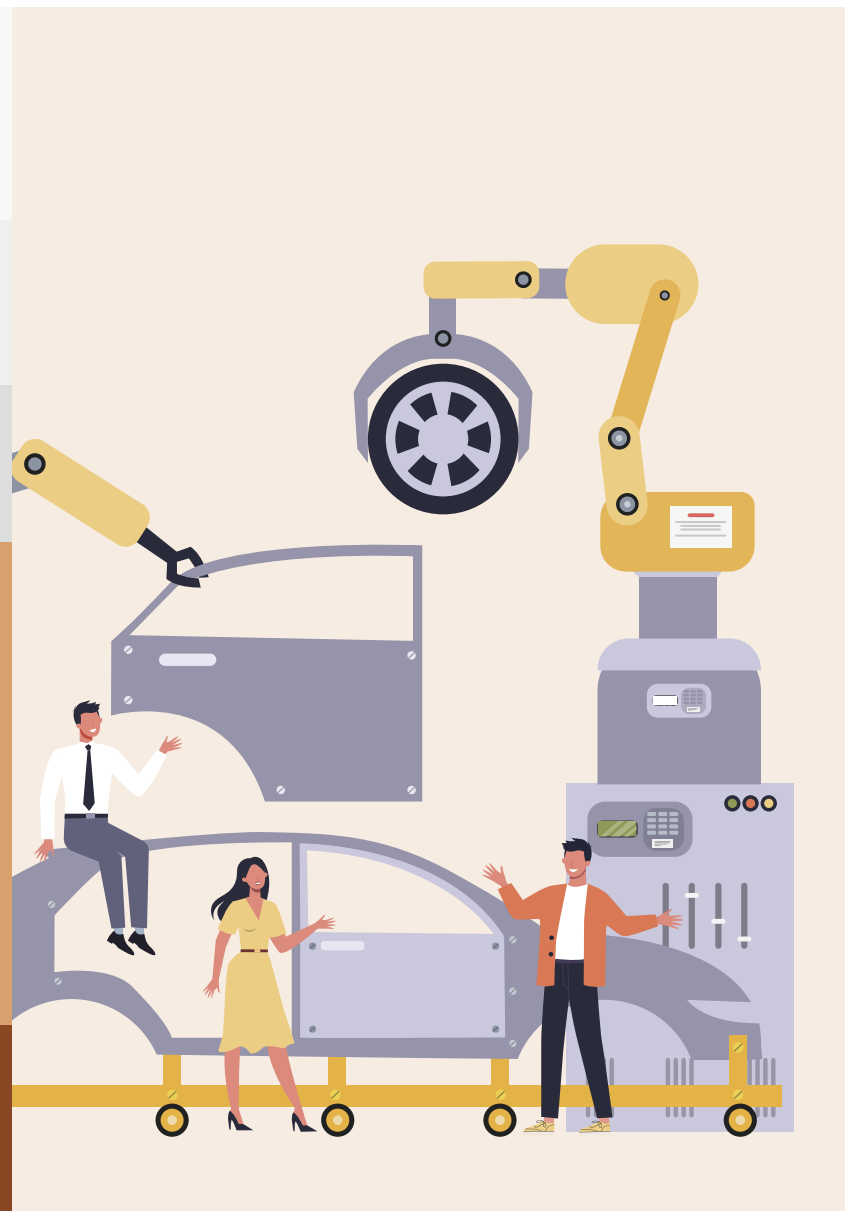
- ① Continue advancing the development of new energy vehicles.
- ② Continue promoting the domestic production of imported components.

Mid and Long-term Goals (3-5 Years)

- ① All NISSAN vehicle models are sold as EVs in the market.
- ② The proportion of electric vehicles introduced will continue to increase, targeting a 50% share according to the Re:Nissan plan.
- ③ The next generation of electric vehicles will see a 30% reduction in cost, according to the Re:Nissan plan.

2024 Target Achievements

- ① Completed feasibility evaluations for the development of two new energy vehicles models, with project approval completion expected in the second half of 2025.
- ② Completed the domestic production development for 11 imported components (e.g., infotainment systems, exterior kits, and others).



3.1 | NISSAN INTELLIGENT MOBILITY

3.1.1 | NISSAN Brand Culture

NISSAN, the leading automotive brand in technological innovation, consistently upholds its car-manufacturing philosophy, cultivates its brand spirit, and remains committed to sustainable development. The year 2024 marks the inaugural year of the brand's renewal, delivering new brand value through NISSAN's attention to detail, as well as the e-POWER innovation and advanced technology. We shall continue optimizing the car purchasing experience in the future to enhance customer satisfaction, perfectly integrating driving, vehicles, and living environments to let NISSAN owners enjoy every driving moment.



**2024 New Product Launch –
NISSAN Pure-Electric Pioneer:**

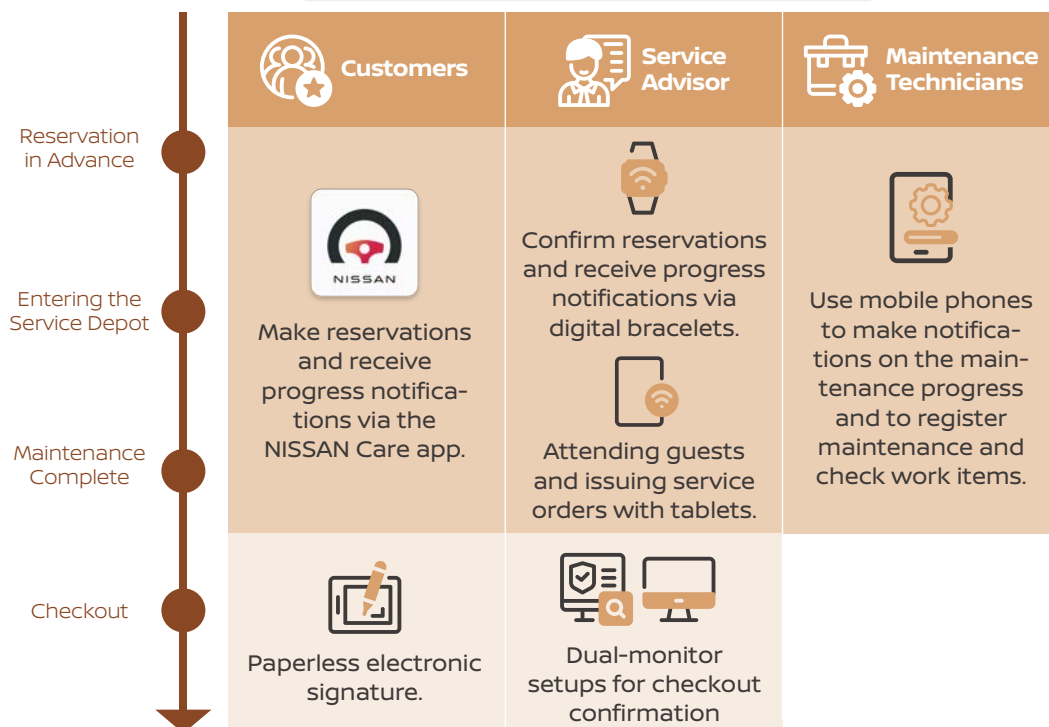
ARIYA

ARIYA offers comprehensive safety protection with an intuitive and advanced intelligent driving assistance system. It continuously monitors the surrounding environment and provides real-time safety alerts, ensuring peace of mind for every trip. In addition, ARIYA is equipped with NISSAN's exclusive AI Intelligent Driving Assistance System and PFCW (Predictive Forward Collision Warning), providing an extra layer of protection on the way. These features allow drivers to place complete trust in their vehicle, ensuring a safe and enjoyable driving experience.

3.1.2 | Service Driven by Technology

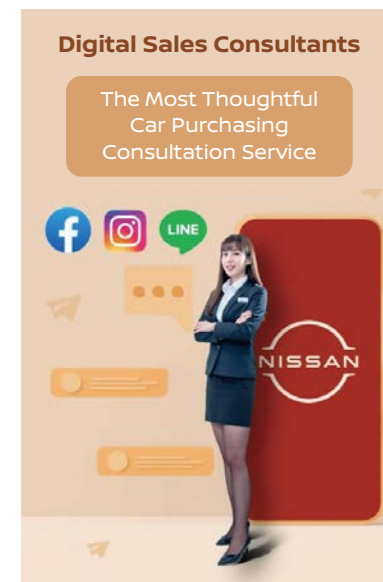
NISSAN consistently pays close attention to customer needs, dedicating itself to enhancing the sales and service process through technology, all to provide customers with more convenient, comfortable, and reliable car purchasing experience. In addition to the current 61 physical locations, NISSAN has increased its digital sales share through online test-drive bookings and digital pre-order promotions in 2024. We will continue to promote digital value chain optimization in the future, including online vehicle reservations, Certified Pre-Owned (CPO) vehicles, car leasing services, and diversified online services such as insurance and financing. This aims to enhance the online sales process and improve customer experience, thereby meeting the service coverage needs of our customers.

Digital Process Flow for After-Sales Parts Service



"Digital sales consultant" services meet the needs of online consumers

The NISSAN Digital Sales Consultant service was launched in 2022 to provide customers with a more thoughtful and convenient car-purchasing experience. To ensure the continuous provision of professional online consultation to consumers, we conduct annual selection and training sessions. Customers can easily choose the most suitable digital sales consultant through the official website platform, view their profiles and sales records, and contact them for consultation through multiple channels. By December 31st, 2024, NISSAN has trained 250 digital sales consultants from different NISSAN dealers, offering outstanding results in both sales records and customer services.



Performance in 2023

As of the end of 2023, there were a total of 223 digital sales consultants trained, 16,000 customer views, and 43 orders completed.

Performance in 2024

As of the end of 2024, there were a total of 250 digital sales consultants, 20,000 customer views, and 57 orders completed.

Future Planning

- ① Adjustment of Digital Consultant Qualifications
- ② Website Page Optimization
- ③ Personal Introduction of Digital Sales Consultant
- ④ Establish performance reports and replacement mechanism

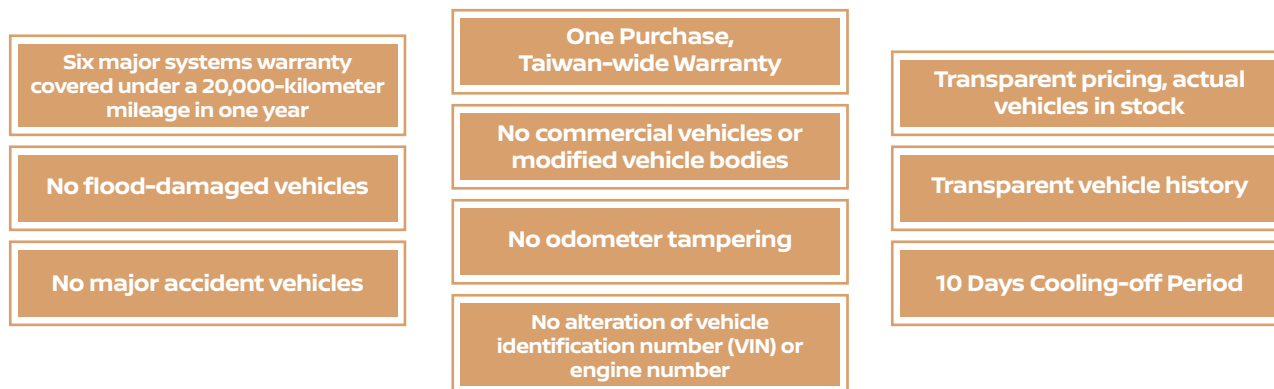
3.1.3 | NISSAN Brand Campaign

Automotive Value Maximization Strategy

We have developed a comprehensive automotive value maximization strategy to ensure customer satisfaction during test drives. This strategy covers everything from electric vehicle test drives to used car transactions, not only extending the product lifecycle but also effectively boosting ancillary revenue.

Certified Used Vehicles

YNM, to give back to consumers who support NISSAN, launched the "NISSAN Certified Used Car" service in 2023. We provide officially certified vehicle sources, sales channels, and warranty services to protect consumer rights and ensure peace of mind when buying a used car passing 158 professional factory inspection procedures and coming with 10 major purchase guarantees. Consumers can enjoy one-stop original manufacturer services both online and offline. Upholding the spirit of "One Purchase, Taiwan-wide Warranty," we offer diverse, high-quality used vehicles and convenient services, creating the best channel for purchasing NISSAN-certified used cars. As of the end of 2024, cumulative sales reached 1,474 units, with sales through the CPO website accounting for 36%.



2024 Car Value Maximization Strategy Results



Number of test drive vehicles directly entering the CPO platform

109 cars



Cumulative Sales of CPO-Certified Pre-Owned Vehicles

1474 cars



Cumulative Members of the CPO online platform

Over **1300** members



Number of Sessions for Car-Leasing Trial Experience Activities

Over **250** groups



Number of days for Car-Leasing Trial Experience Activities

Over **580** days



Revenue from Car-Leasing Trial Experience Activities

Over **TWD 750** thousand



Bonus Points Promote Return Rate for Maintenance Services

Reached **81%**

NISSAN 2024 Yearly Brand Campaign

NISSAN X Coleman collaboration to create a better life

NISSAN collaborated with leading outdoor camping brand Coleman to launch the NISSAN X-TRAIL and KICKS "Outdoor Wild Fun Edition in 2024," featuring "Camping" as the core design concept, showcasing a rugged and passionate lifestyle. We look forward to connecting people, cars, and camping activities with nature to experience the beauty of outdoor living.



"e-Power for Sustainability" e-POWER Model Owner Campaign

The e-POWER Model Owner Campaign partnered with local artisans and guides to offer e-POWER owners a tour to calm and fish farms, where they experienced the eco-friendly water filtration and carbon sequestration aquaculture techniques and learned about "flow-through aquaculture" and "low-density farming" methods.



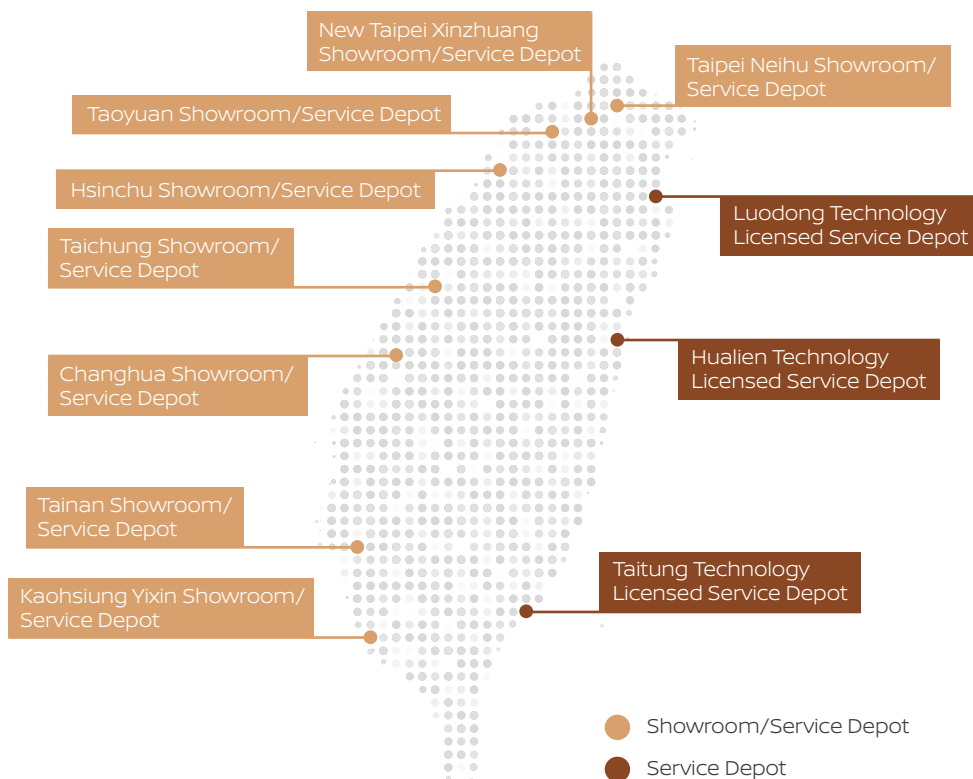
3.2 | INFINITI Human, Daring, Forward

3.2.1 | Brand Culture of INFINITI

Embrace the unknown and reach infinity.

INFINITI never limits itself to boundaries, striving to achieve what seems impossible. Facing the unknown world, we courageously continue to move forward. Through generational breakthroughs, we showcase boundless creativity and the driving force to offer vehicles that match the aspirations of all consumers who dare to take on challenges.

The four symmetrical "I"s in the brand logo symbolize an endless road, infinite vision, and limitless possibilities ahead. Facing the endless path of pursuit, advancing fearlessly is exactly the brand spirit INFINITI is striving for: "Human-centered," "Daring challenges," and "Forward-looking technology".



"Human-centered" starts from the driver's perspective, creating a driver-centered, user-friendly interface, where the vehicle body and interior space are designed to ensure comfort and safety for all passengers. INFINITI's thoughtful design is evident from top to bottom, always considerate of the user's experience.

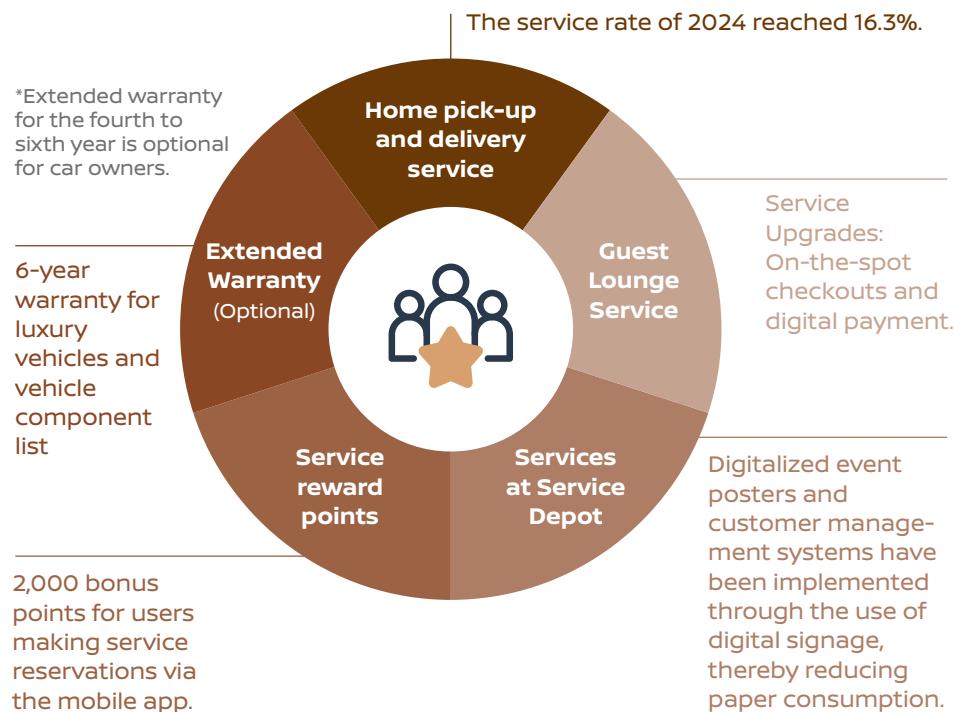
"Daring," exemplified by INFINITI's 20-year commitment leading to its first successful development of a mass-produced variable compression ratio engine, the VC-Turbo. It combines the powerful performance of a high-efficiency 2.0-liter gasoline turbo engine with the high torque and efficiency of a diesel engine, merging the advantages of both engine types. It allows drivers to boldly face any challenge and fully enjoy the driving experience when pursuing performance; while prioritizing efficiency, it delivers excellent fuel economy and achieves environmental sustainability, confidently satisfying the demands and challenges of every occasion.

"Forward" of the technology is embodied in the "ProPILOT Intelligent Driving Assist Technology," which integrates multiple systems, including ICC full-speed intelligent cruise control with overtaking assistance, LKA lane keeping assist system, and PFCW predictive forward collision warning system. Built on a solid foundation of active and passive safety features, it not only allows drivers to fully enjoy the thrill of expressing their driving skills but also provides comprehensive protection for the safety of the entire family.

3.2.2 | Comprehensive and Premium Service

Diverse Customer Service

We launched the Maintenance Passport Program in 2024. After purchasing the Maintenance Passport, car owners can enjoy more favorable prices for maintenance and repair services. As of the end of the year, 25% of car owners had made the purchase. In addition, service items at the service centers and customer lounges have also undergone digital upgrades, offering more online and sustainable service options. Among them, the initiative to digitize payment signatures achieved a 97% adoption rate by the end of 2024. We will continue to optimize customer service by implementing tiered reward programs for vehicle owners in the future to ensure they receive the most satisfying and diverse service experience.



Convenient digital services

INFINITI owners only need to download the INFINITI Care Service App to effortlessly access vehicle information, make online service appointments, and browse promotional offers—among 18 available service functions. Since its launch in 2018, over 90% of INFINITI owners who returned for services have downloaded and used the app. INFINITI will continue its improvements of various online and offline services in the future.



Privileged Customer Experience

INFINITI Taiwan is committed to ensuring that customers experience comprehensive satisfaction throughout both the sales and service processes. We conduct satisfaction surveys via SMS, supplemented by follow-up phone interviews for all customers who have experienced INFINITI's services. These surveys evaluate satisfaction and implementation across various aspects, including dealer facilities, consultation process, sales personnel, vehicle delivery, service reception, service advisors, and customer lounges. They also assess the professionalism and completeness of the overall service.

INFINITI Taiwan pioneered by introducing the ISSW guidelines (Global INFINITI Service Standards) in 2023 for the first time. In 2024, we further upgraded the ISSW service standards. We have added more thoughtful and comprehensive services from pre-delivery product experience to post-delivery customer service. We have planned a full-year training program for sales and service personnel in three phases, covering customer service skills, sales techniques, business processes, and system operations. This ensures every staff member upholds the ISSW spirit, delivers a VIP-level service experience, and conveys INFINITI's unique brand value in every customer interaction.

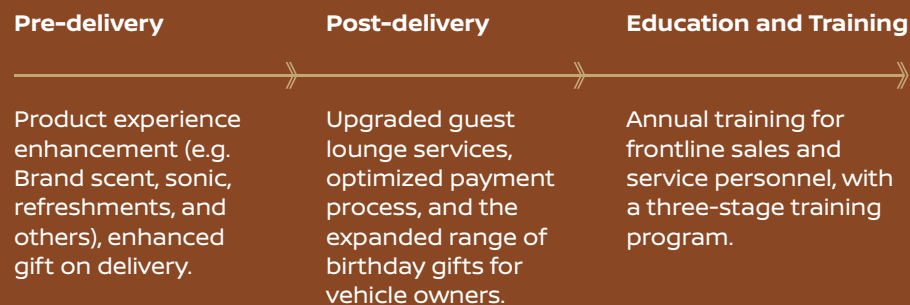


Service Education

Types of courses	Description of courses	Participant	Number of Participants	Hours of participating
Professional vocational training in industry services	Service Observation and Communication	INFINITI dealer company managers, planners, branch managers, service center managers, sales and service personnel.	119	6
	Customer engagement skills that steal the heart		116	6
	Advanced customer sales skills	INFINITI dealer company managers, Sales planning and branch managers, and sales.	60	6

Rich owner events

INFINITI upholds the brand spirit of "Human-centered." Other than providing owners with comprehensive protection and high-quality inspection and maintenance services, it continuously develops complete training programs for service personnel to better understand customer needs and deliver more distinguished service. At the same time, various owner return-to-service events are held annually to further enhance owners' peace of mind and driving experience. INFINITI will continue to take on challenges and innovation to ensure that every time the owners return to the service center, they receive more refined and convenient services.



2024 Lunar New Year Vehicle Check / Summer Vehicle Check

Participants: Lunar New Year Vehicle Check: **4,756**
Summer Vehicle Check: **4,692**

A tiered membership program is provided, offering customers differentiated choices.



2024 INFINITI Golf Fellowship Tournament

Number of Participants: **269** people

INFINITI is determined to create endless possibilities on its journey of challenging everything. For this event, car owners were invited to bond through golfing and enjoy the sports, savor the premium INFINITI experience.





2024 Track Day

Number of Participants: **120** people

Through the track day, we promote motorsports to car owners, helping participants to develop more diverse interests, and benefiting communities by introducing the quality local venues to the public while boosting businesses for local stores.



2024 FAMILY DAY

Number of Participants: **193** people

Participants are brought closer to nature while environmental protection and ecological conservation awareness are promoted under the spirit of sustainable development. High-quality accommodation venues are supported, helping to benefit the surrounding businesses. Meals are prepared with local ingredients, promoting quality local produce with a spirit of sustainable development.



3.3 | Customer Relations Maintenance

Material Topic: Customer Relationship Management

Actual and potential positive impacts on the economy, environment, and people (Opportunities)

Effective customer relationship management can expand more diversified service offerings, meet various customer needs, and enhance customer loyalty. Increasing Sales Performance.

Actual and potential negative impacts on the economy, environment, and people (Risks)

If products do not meet customer preferences or if improper practices exist during the sales process, it will damage the Company's image and brand reputation, negatively impacting sales performance.

Resources allocated in 2024

- ① Optimizing the customer's digital experience.
- ② Regularly hold cross-departmental meetings to improve customer satisfaction.
- ③ Education and training for sales and service personnel.
- ④ A VIP exclusive owner rewards program was launched in 2024, offering tiered purchase credits based on customer contributions to strengthen loyal customer relationships.

Strategic Goals:

The policy and commitment of the Company's customer relationship management

- Commitment: Maintaining close communication with customers and building long-term trust relationships are the core principles and values of NISSAN customer service.
- Policy: Digital sales consultants and customer service centers

Short-term Goals (1 Year)

- ① Promote digital transition in the value chain to strengthen online sales processes and enhance customer experience, aiming to meet customer service coverage requirements.
- ② Actively increase the ratio of online test drive bookings and online car purchase reservations to boost the share of digital sales.
- ③ After-sales digital transition strategy — NISSAN online store, AS Media 2.0 marketing, and enhancing data integration for automated marketing profitability.

Mid and Long-term Goals (3-5 Years)






- ① Digital channel management strategy — maintain the momentum of the sales process digital transition, enhancing digital capabilities of sales consultants, and increasing the proportion of digitally guided sales through dealers.
- ② After-sales digital transition strategy — continuing the promotion of the NISSAN online store, AS Media 2.0 marketing, and enhancing data integration for automated marketing profitability.
- ③ Further upgrades for NISSAN and INFINITI CARE APP to facilitate the NISSAN digital ecosystem.

2024 Target Achievements

- ① Optimize customer digital experience.
- ② Customer complaint response and resolution at the market side are reported in executive meetings, with cross-departmental customer satisfaction improvement meetings convened accordingly.
- ③ Education and training for sales and service personnel.

3.3.1 | Feedback Channel

Maintaining close communication with customers and building long-term trust relationships are core principles and values of YNM's customer service. We provide a toll-free 0800 hotline and an SOS handling mechanism (Speed-up One Stop Solution) to ensure timely, one-stop problem resolution. Whether it's purchasing, delivery, or subsequent maintenance and repairs, customers can receive dedicated assistance within the critical time window. Additionally, customers can instantly communicate with us via text through the official website and app, catering to more diverse needs and providing a more caring and convenient driving experience.

Feedback Channel	NISSAN	INFINITI
 Service Hotline of Customer Service Center	24-Hour Roadside Assistance Service Dedicated Personnel to provide General Consultation Service available from 08:00 to 22:00. Text Message Service Representative available from 9:00 to 17:00 and with a break from 12:00 to 13:00 0800-088-888	24-Hour Roadside Assistance Service Dedicated service hotline: 0800-333-399
 Official Websites	https://new.nissan.com.tw/nissan	https://www.infiniti.com.tw/
 Social Network	Facebook / Instagram, etc.	Facebook / Instagram, etc.
 Phone Interview	Irregular	Irregular
 Customer Satisfaction Survey	Monthly	Monthly
Application	NISSAN Care APP	INFINITI Care APP

3.3.2 | Customer Satisfaction

YNM focuses on our core target of customer experience optimization and has been continuously enhancing brand image and service quality. Among 16 automotive brands, our brand's overall opinion (OaO) has risen from fifth to fourth place. Both NISSAN and INFINITI received high recognition in new car sales customer satisfaction (SSI) and after-sales service satisfaction (CSI) surveys. We will continue to refine customer service to deliver an outstanding customer experience in the future.

Brand	NISSAN		INFINITI	
Index	SSI	CSI	SSI	CSI
2023	973	970	991	982
2024	979	4.92	4.9	4.8

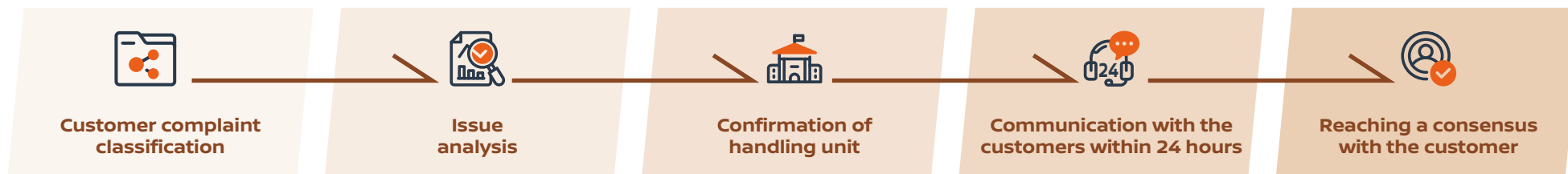
Note: The 2024 scoring system has been changed to a 5-point scale.

2024 Customer Satisfaction Survey Results

Aspects of the Survey	CSI for after-sales service satisfaction	Survey method and frequency		Monthly	
Survey distributed	631,273	Survey returned	121,156	Return rate	19%

Items	Evaluation Item	Full Score	Satisfaction	Improvement Processes or Response Measures
1	Overall Satisfaction	5	4.90	Review and improve sessions are held in bi-weekly regular meetings
2	Satisfaction with the service and maintenance	5	4.91	
3	Checkout services and promotional benefits explanations	5	4.92	
4	The service personnel are friendly and enthusiastic	5	4.93	
5	Explain in an understandable way to car owners	5	4.91	
6	Problem Solving with Professionalism and Proactively	5	4.92	
7	Comfortability of the customer lounge environment	5	4.91	
Overall Average Score			4.92	

Customer complaint handling process



Customer Complaint Case Handling Statistics

Type of Complaint Case	Number of Cases Handled in 2024
Inquiry	16,805
Confirmed cases / Service complaint calls	25/342
Compliments	166
Confirmed cases / Quality complaint calls	106/583
Roadside Assistance calls (including Inquiries, Emergency Repairs, and Accidents)	5726



Examples of Complaint Cases in 2024



Customer complaint status

Vehicle owners continued to report unpleasant odors inside the car cabins during service visits at the end of 2022 and 2023, causing discomfort for their family members.



Handling methods

Service centers have gradually implemented a series of measures, including interior disinfection and sterilization, air conditioning cleaning, and floor mat replacement when the customer returns for service.

3.4 | Product Quality

Material Topic: Product Safety and Quality Management

Actual and potential positive impacts on the economy, environment, and people (Opportunities)

Proper quality management can reduce production waste, improve material utilization, and lower costs, pollution, and resource consumption.

Actual and potential negative impacts on the economy, environment, and people (Risks)

Poor customer vehicle experience and lack of product quality assurance will result in customer safety concerns and personal safety risks.

Resources allocated in 2024

- ① Use of recycled parts (in steering gear, compressor) in new vehicle models
- ② Use of recycled parts for components after warranty expiration
- ③ Improvement of factory health evaluation (process) score by 0.30
- ④ Timely implementation and establishment of the intelligent spot-welding management system

Strategic Goals:

Company Policy and Commitment to Product Safety and Quality Management

- Commitment: We prioritize customer health and safety. We do not tolerate any hidden risks in our products, as vehicle safety is directly related to customers' lives.
- Policy: Quality Committee, Quality Management Training, and Product Recall Improvement Processes

Short-term Goals (1 Year)

- ① Collaboration with Nissan to complete ADAS design and testing capabilities. Expected to be completed by H1 2025.
- ② Localized production evaluation of EV batteries, expected to be complete by H1 2025.

Mid and Long-term Goals (3-5 Years)

- ① Introduction of the CONSULT-4 vehicle diagnostic computer to enhance vehicle troubleshooting capabilities.
- ② Upgraded NQIM standard to version 5.0; guided dealers to improve vehicle delivery quality, with the average score increasing by 0.3 points (out of 5.0) in 2024.
- ③ Implemented VES EV/HEV evaluation criteria to ensure new energy vehicle quality.
- ④ Introduced 2nd Line Audit to ensure quality in vehicle assembly processes.
- ⑤ Upgraded SHC standard to version 3.3 and SSC standard to version 12; supported suppliers in improving parts quality, with the average score increasing by 2.7 points (out of 100) in 2024.

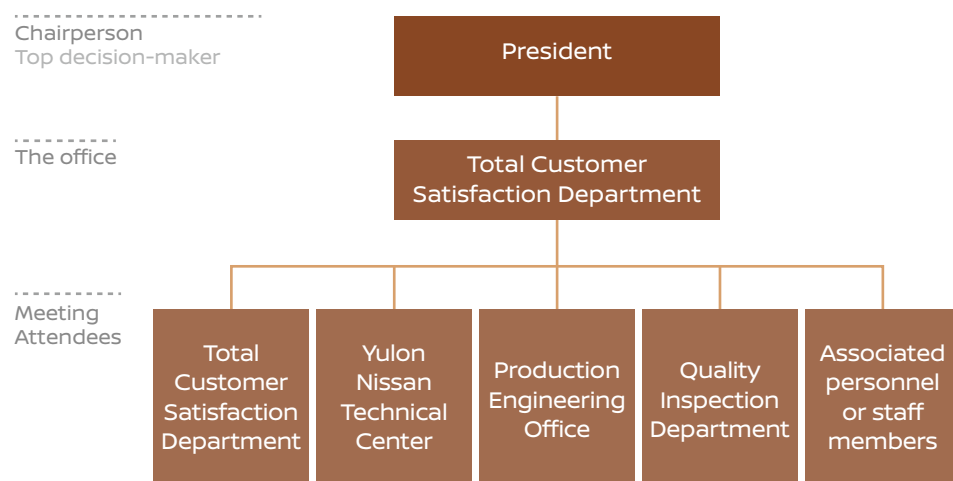


2024 Target Achievements

- ① Factory Health Assessment (Manufacturing Process) score improved by 0.30 points.
- ② Production technology capability evaluation results meet the requirements for 2 suppliers.

3.4.1 | Quality Management Committee

YNM has established a "Quality Management Committee," chaired by the President as the top decision-maker, and has the Total Customer Satisfaction Department as the lead unit, with participation from the Yulon Nissan Technical Center, Production Engineering Office, and Yulon Motor (Quality Inspection Department). The committee holds a meeting every two months, convened by the Total Customer Satisfaction Department. When necessary, designated personnel are invited to present special reports or attend discussions. Decisions made by the committee are formulated into plans during department meetings and implemented accordingly.



Operation of 2024 Quality Management Committee

In 2024, the Quality Management Committee monitored the following four key areas through bi-monthly meetings: Progress of Quality Objectives, Customer Satisfaction & Market Research Activities, Infotainment System Quality, and Vehicle Body Precision. Improvements were carried out for the 12 quality issues identified in 2024, with countermeasures established for each issue.

3.4.2 | Quality Management

YNM has established strict quality standards and procedures and regularly conducts employee quality training across the three aspects of parts, vehicles, and the market. This ensures product safety, reliability, and compliance with relevant regulations and standards, as well as meeting customer expectations. There were no incidents of non-compliance with health and safety regulations related to products and services in 2024.

Educational Training in Quality Management

Sources	Total Training Time (Hours)	Course Contents	Training Hours Per Person	Number of Participants
Internal	80	Traceability validation	2	3
		Important Quality Variation Control Characteristics (QVCC)	2	3
		Part Submission Warrant Validation	2	3
		Use of WIS warranty data	2	6
		Education and training in high-strength steel spot welding technical skills.	2	5
		Guidelines for preparing Nissan supplier quality management reports	2	5
		Introduction to automotive active safety headlights	2	5
		Advanced driver assistance systems (ADAS)	2	5
		Guidelines for preparing Nissan supplier quality performance reports	2	5
External	160	N-STEP2 Electrical system technical instructor training	80	1
		N-STEP2 chassis technical instructor training	80	1

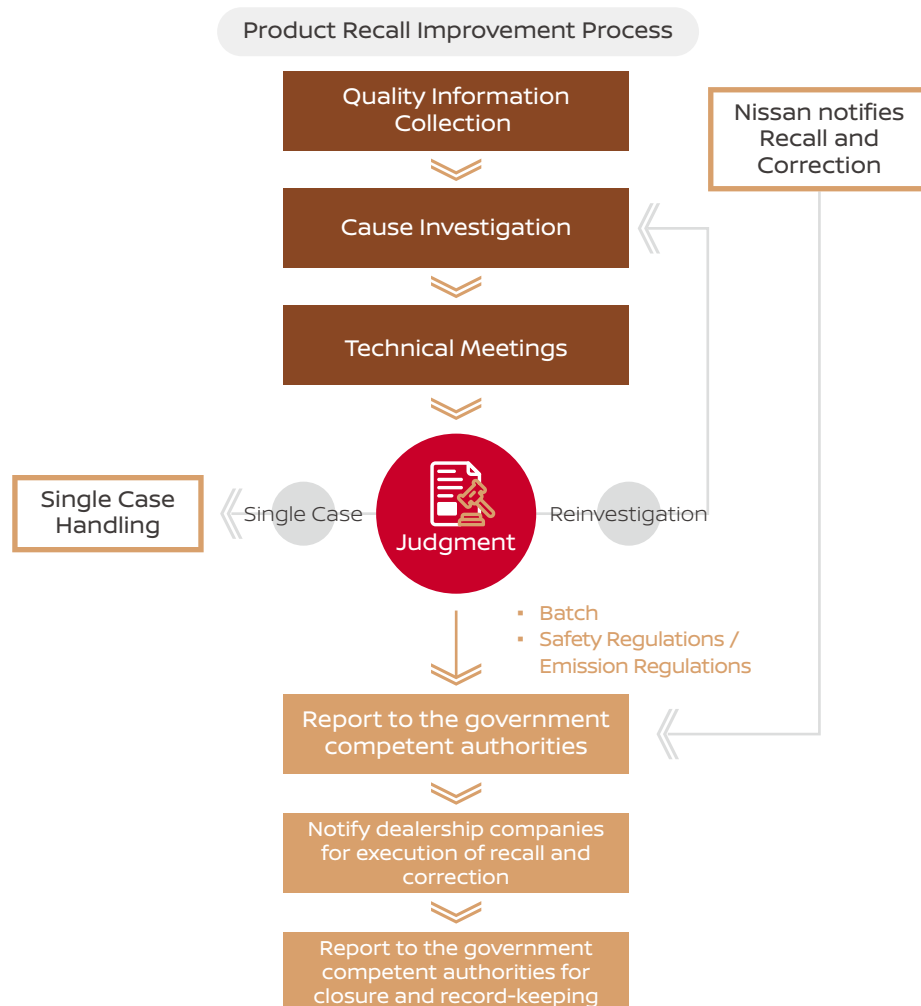


Total Quality Management

Aspects of Quality Management	Phases	Implementation
Quality of Parts	Sourcing Phase	<ul style="list-style-type: none"> Implementation of production plant quality management system and quality performance evaluation during new projects or new part domestic production. Confirm that candidate suppliers meet the requirements of Q-File evaluation.
	Design and Development Phases	<ul style="list-style-type: none"> Suppliers design and plan the tooling, gauges, and 4M process based on New Parts Quality Procedure requirements; Quality verification results are submitted at each stage; The achievement status of quality targets is inspected (led by YNTC).
	Mass Production Phase	<ul style="list-style-type: none"> Issue supplier quality targets and manage mass production quality according to the Supplier Score Card requirements. Conduct supplier audits (Supplier Health Check) and promote quality improvement activities to achieve customer satisfaction goals (led by TCS).
	Incoming inspection (Outsourced to Yulon Motor Co., Ltd.)	<ul style="list-style-type: none"> Implement acceptance criteria to control the quality of automotive parts and materials, ensuring that non-conforming items do not enter the production line.
Vehicle Outgoing Quality	Engineering Trial phase (ET)	<ul style="list-style-type: none"> All indicators have been met and may proceed to production testing.
	Production Trial phase (PT)	<ul style="list-style-type: none"> All indicators have been met and may proceed to mass production.
	Start of Production phase (SOP)	<ul style="list-style-type: none"> All indicators have been met, and we may proceed with vehicle delivery.
	Mass production process testing (Outsourced to Yulon Motor Co., Ltd.)	<ul style="list-style-type: none"> Implement according to the management engineering drawings for each car model to ensure process management and vehicle assembly quality.
	Mass production vehicle inspection (Outsourced to Yulon Motor Co., Ltd.)	<ul style="list-style-type: none"> Implement dynamic full inspection, static full inspection, and storm full inspection tests according to the vehicle inspection standards to ensure the quality of finished vehicle products.
	Mass production vehicle quality assessment	<ul style="list-style-type: none"> Implement sampling and monitoring according to VES evaluation criteria to maintain and continuously improve product quality.
	Vehicle distribution quality monitoring	<ul style="list-style-type: none"> Following the monitoring standards to oversee and improve the management quality of vehicle distribution, inventory, preparation, delivery, and other aspects to enhance product quality.
	Market quality management	<ul style="list-style-type: none"> Handling customer complaints and market quality feedback according to standards, conducting investigations for improvement, and enhancing customer satisfaction with the product.

3.4.3 | Product Recall and Improvement Process

YNM always prioritizes customer safety and health. Therefore, we have established a product recall improvement process to provide every owner with quality assurance for driving with safety and peace of mind.



After receiving safety issue reports from global locations, Nissan would issue recalls worldwide to ensure customer safety and provide subsequent maintenance services to promote vehicle safety. A total of 4 recall cases were reported to the Ministry of Transportation and Communication in 2024:

- 1 **INFINITI QX60 model active steering headlight system software defect recall correction project**
- 2 **NISSAN KICKS model ABS actuator defect recall correction project**
- 3 **NISSAN X-TRAIL (T32) right control arm welding defect recall correction project**
- 4 **INFINITI Q50 HYBRID model balance shaft defect recall correction project**

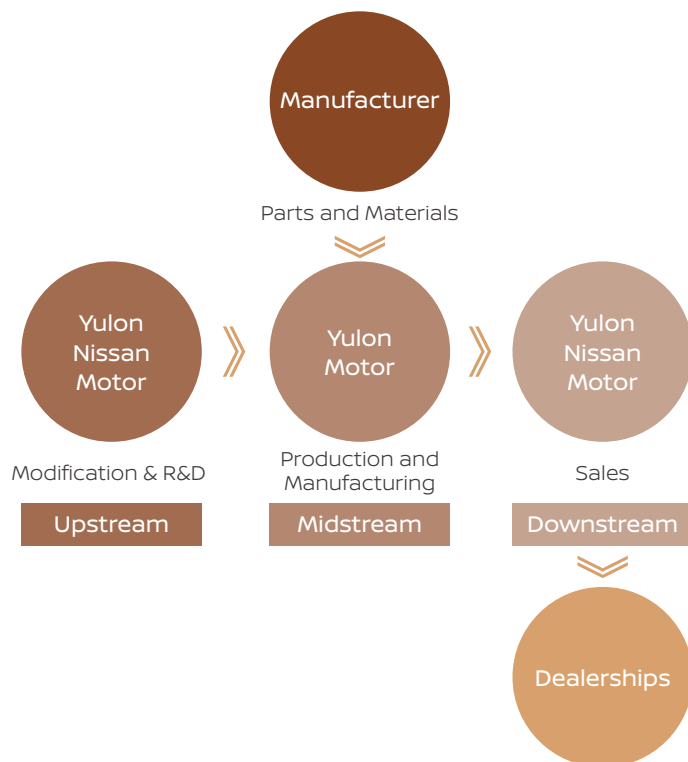
There were 0 recall correction cases under the Air Pollution Control Act for in-use vehicles; YNM also proactively contacts customers by phone to notify them to bring vehicles back for correction other than notifying consumers by letter and media announcements as required by law. If customers return for service after the recall correction result filing period, YNM still proactively provides permanent free correction services.

3.5 | Supply Chain Management

3.5.1 | Brand Value Chain

YNM's supplier management policy is committed to creating a safe and hygienic working environment, offering an employment system that promotes human rights and ethics, and fulfilling the responsibilities of global citizenship, benefiting the vast network of partners, employees, and communities impacted by the supply chain.

YNM and Supply Chain Relationship Diagram



Information on the upstream supplier

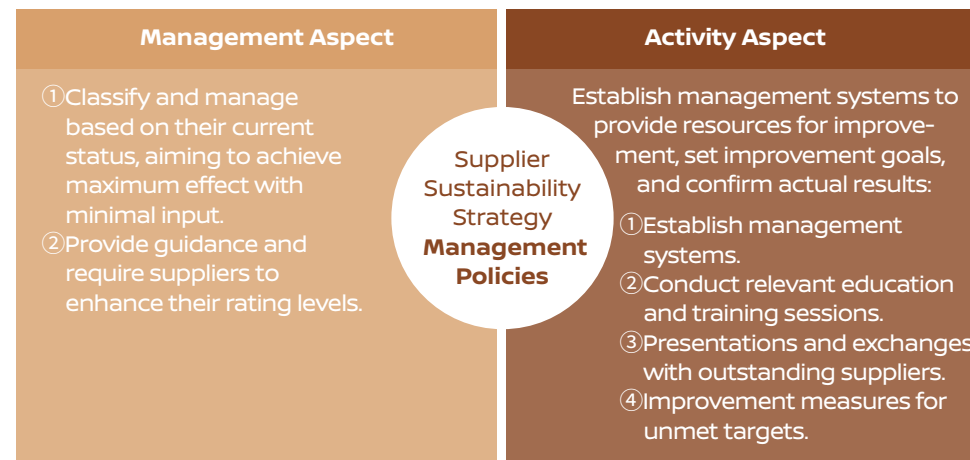
Information on the supplier	Type of supplier	Service or product type	Number of suppliers	Estimated amount payable to the suppliers	Geographic location
Domestic components and parts suppliers	On production line components	Automobile production components	67	2,522.23 M TWD	Taiwan
Direct material suppliers	Direct material	Direct material for the manufacturing of vehicles	17	102.24 M TWD	Taiwan
Suppliers of after-sales service components	After-sales service components	Automotive after-sales service components	74	1,667.02 M TWD	Taiwan
Other types	SS	Purchase of non-automotive parts and components	85	149.42 M TWD	Taiwan
Total Number of YNM Suppliers in 2024				243	

Local Purchasing

Year	2022	2023	2024
Amount of Local Purchasing	\$ 5,496.4 M NTD	\$ 5,335.82 M NTD	\$ 4,440.91 M NTD
Number of Suppliers for Local Purchasing	208	229	243
Amount of Non-Local Purchasing	\$ 7,364.64 M NTD	\$ 7,218.29 M NTD	\$ 5,159.05 M NTD
Number of Suppliers for Non-Local Purchasing	14	14	14
Percentage of Local Purchasing	43%	43%	46%

3.5.2 | Suppliers Management

YNM follows the management policies outlined in the "Nissan CSR Guidelines for Suppliers," establishing a supplier sustainability project team, responsible for monitoring and guiding suppliers' compliance in areas including environmental protection, occupational safety and health, and labor rights. As of 2024, a total of 58 YNM suppliers have obtained ISO 14001 certification; in terms of labor rights management, 41 suppliers have partnered with us to promote initiatives, including labor rights exchange interviews, quarterly labor inspections with required deficiency corrections, and sharing updates on labor knowledge. More suppliers are expected to participate in the future to achieve greater environmental benefits.



Description of Management

Implementation Result of 2024

Management Targets of 2025 and Beyond

- ① Set a 2% carbon reduction target.
- ② Promote energy-saving and carbon reduction projects and obtain ISO 14001 certification.
- ③ Track and manage suppliers' carbon reduction measures and progress.
- ④ Award top-performing suppliers in energy saving and carbon reduction based on results.

- ① Carbon reduction achievement: 2.21%, 261 tons.
- ② Awards for top-performing suppliers in energy saving and carbon reduction are presented at the Collaboration Council meeting. Awarded suppliers in 2024: 3 companies.

- ① Continuously track and manage suppliers' improvement progress on energy saving and carbon reduction measures.
- ② Award top-performing suppliers in energy saving and carbon reduction based on results.

- ① Classify and manage key suppliers.
- ② Zero violations in supplier labor inspections.
- ③ Conduct supplier labor rights exchanges, training, and evaluations.
- ④ Quarterly labor inspections and deficiency corrections.

- ① Two B Rating suppliers had labor inspection violations; improvement measures were tracked and confirmed completed for these two suppliers.
- ② An annual labor rights exchange was held with 6 suppliers.

- ① Promote zero violations in supplier labor inspections.
- ② Require suppliers to reject 3TG materials sourced from conflict zones and cooperate with investigation requests.
- ③ Set annual targets for the number of suppliers participating in labor rights exchanges.
- ④ Compile statistics on quarterly labor inspections and feedback on deficiency corrections.

- ① Classify and manage key suppliers.
- ② Investigation of workplace safety incidents and reviewing the countermeasures submitted by suppliers.
- ③ Quarterly sharing of supplier safety and health cases and countermeasures.
- ④ On-site public safety inspection

- ① Expanded the number of managed suppliers from 52 to 65.
- ② Since promoting safety and health cases and countermeasures to suppliers, incidents have decreased significantly from over 150 cases in 2021 to 56 cases in 2024.

- ① Quarterly sharing of supplier safety and health cases and countermeasures.
- ② Safety and health incidents continue to decline.
- ③ Improving the risk rating levels of suppliers.

Energy Saving and Carbon Reduction

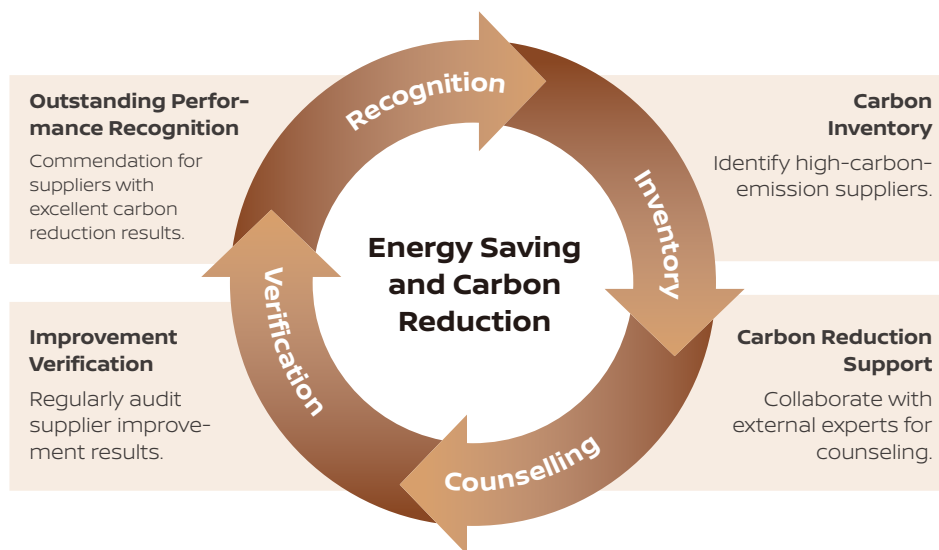
Labor rights

Occupational Health

Supplier Sustainability Strategy Three Major Aspects

Supplier Carbon Reduction Strategies

We promote energy-saving suppliers and carbon reduction through four major strategies: carbon footprint inventory, carbon reduction guidance, improvement audits, and excellence recognition. The annual carbon reduction rate of suppliers reached 2.21% in 2024. We also offer commendations to three outstanding energy-saving and carbon-reducing suppliers at the partner conference, promoting joint carbon reduction across the supply chain.



Implementation of Energy Saving and Carbon Reduction

Ratio of suppliers implementing energy-saving and carbon-reduction measures		
Number of Implemented Suppliers	25	Top 85% Suppliers by Cumulative Purchasing Amount in 2024.
Ratio of Implemented Suppliers to the Total Suppliers	37%	
Environmental management supplier risk classification (number of suppliers)		
A Rating	B Rating	C Rating
Acquired the ISO 14001 certification.	Management operations conducted but not yet certified for ISO 14001.	Not yet conducting operations
58	7	0
Management Measures	① Regularly tracking the energy-saving and carbon-reduction performance of suppliers. ② Annual awards and incentives for outstanding achievements in energy-saving and carbon reduction among suppliers. ③ Irregularly disseminating energy-saving and carbon-reduction information via PIS.	

Implementation Performance of Labor Rights

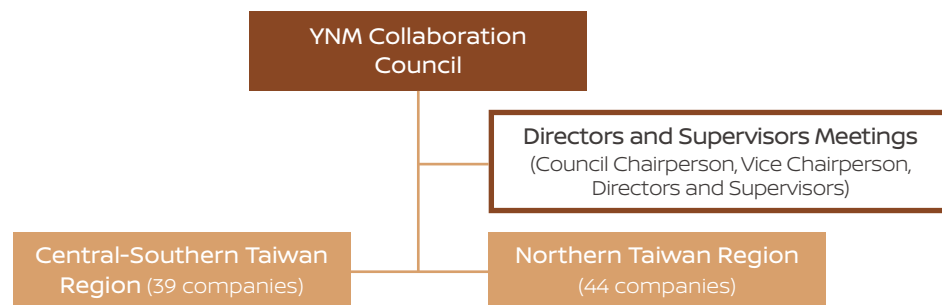
Number of Implemented Suppliers	41	①Top 90% suppliers by cumulative purchasing amount. ②Online transactions and newly added suppliers. ③B Rating suppliers (scores ranked from the lowest to 79), including those with regulatory penalties within the past 3 years.
Ratio of Implemented Suppliers to the Total Suppliers	61%	
Risk Rating of Suppliers (Number of Suppliers)		
A Rating	B Rating	C Rating
Better than legal requirements; system is well-established.	Meets the legal requirement, yet some aspects of the system need to be improved.	Suspected legal concerns with necessary system improvements.
14	27	0
Management Measures ①Conducting labor rights exchange interviews. ②Quarterly labor inspection and requests for improvement of deficiencies. ③Hosting discussions on labor rights issues with collaborative suppliers' factories. ④Sharing updates on labor practices.		

Implementation Performance on Environmental Health

Number of Implemented Suppliers	65	The project will target domestic suppliers with actual delivery records for online orders in 2024.	
Ratio of Implemented Suppliers to the Total Suppliers	97%		
Risk Rating of Suppliers (Number of Suppliers)			
A Rating	B Rating	C Rating	
ISO 45001 certification acquired, or safety and health policies registered.	Developed the safety operation standard manual, but has not yet completed its registration for reference.	Have not established the safety operation standard manual yet.	
61	1	3	
<div>Management Measures</div> <div><div>①Quarterly safety and hygiene inspections are conducted on 65 suppliers, requiring manufacturers to submit improvement action reports for any incidents that occur.</div><div>②Compile improvement reports on safety and hygiene incidents for the quarter and conduct case dissemination to 65 suppliers.</div></div>			

YNM Directors and Supervisors & Suppliers Council

YNM requires suppliers for everything from automotive parts to raw materials; therefore, the Company established the YNM Supplier Collaboration Council (hereafter referred to as the Collaboration Council). The Collaboration Council serves as a vital platform for both us and our suppliers, promoting cooperation and communication, and enabling close collaboration between the Company and its suppliers. One Collaboration Council Meeting and two golf networking events were held in 2024.



Co-prosperity by cooperating with suppliers



Facilitate communication

Provide a communication platform for direct interaction between the Company and suppliers, enabling immediate problem-solving and coordination of work progress.



Collaborative development

Collaborate with suppliers on development to improve product innovation and competitiveness.



Enhance efficiency

Jointly establish and optimize supply chain processes with suppliers to enhance production and delivery efficiency while reducing costs.



Ensure quality

Conduct regular quality inspections and evaluations to ensure suppliers' products and services meet the Company's quality standards.

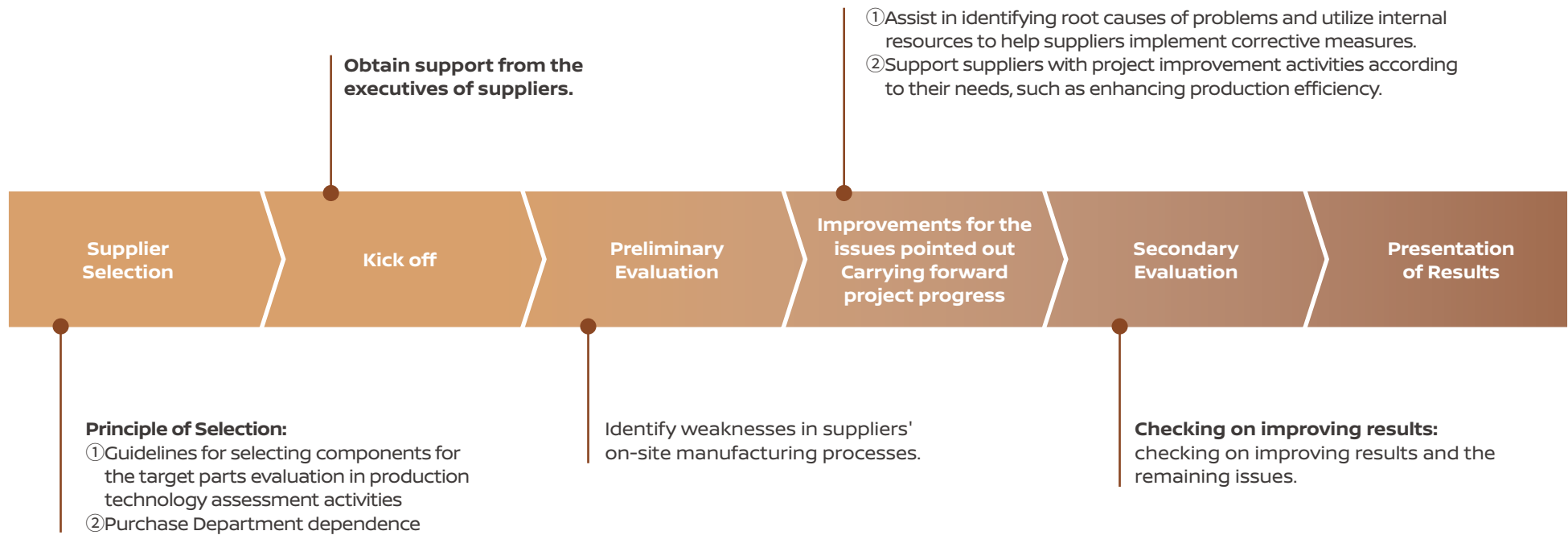
Supplier guidance

YNM has established a dedicated internal unit responsible for conducting improvement guidance and monitoring activities at suppliers to enhance suppliers' competitiveness. Through diverse exchange activities such as the Collaboration Council Directors and Supervisors meetings and Collaboration Council meetings, effective communication and experience sharing between both parties are promoted. Continuous improvement actions are driven to jointly strengthen the resilience and sustainability capabilities of the supply chain.

In 2024, extending the supplier guidance project of 2023, YNM implemented improvement activities aimed at enhancing supplier QCDDV standards. These activities focused on aspects such as quality enhancement, product design and development, production technology improvement, and waste reduction. The goal was to achieve quality improvement, waste reduction, and increased manufacturing efficiency across relevant suppliers.

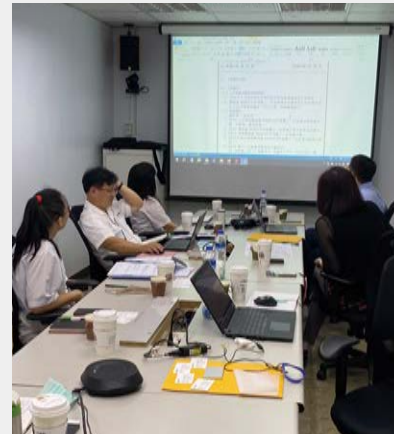


Enhance supplier production technology management processes





Educational training of discussions on labor rights issues with collaborative suppliers' factories



Cross-industry Collaboration

Company Name

Tires from CHENG SHIN RUBBER IND. CO., LTD.

MAXXIS

Collaboration Items

These low-resistance tires are specifically designed for new energy vehicles (NEVs).

Expected Outcomes

Improved fuel efficiency for future vehicle models, enabling qualification for relevant government tax incentives.

Company Name

Panasonic Taiwan Co., Ltd.

Panasonic

Collaboration Items

In-vehicle infotainment systems

Expected Outcomes



Enhanced Bluetooth compatibility with the latest popular smartphone models on the market, improving the user connectivity experience.



3.5.3 | Dealer Management

Creating excellent results with our dealers

Dealers play an extremely crucial role in the automotive industry, serving as the bridge between the automotive brand and customers. They are responsible for customer engagement, vehicle sales, after-sales services, and maintaining customer relationships. Maintaining close collaboration with dealers is essential to promote our products to a wider consumer market and expand market share. At the same time, dealers assist consumers in resolving issues and enhancing brand credibility, which significantly impacts our market position and brand image.

Methods	Ways of Promotion	Dealer Evaluation System	Incentive Bonus System
 Purpose	<p>To achieve the group's business plan goals, a promotional incentive scheme is established to encourage dealers to achieve sales targets for new vehicles.</p>	<p>We implement phased action strategies for regular review and improvement, ensuring the achievement of goals at each stage and ultimately establishing a consistent quality standard across all dealer channels nationwide to effectively manage the mid to long-term performance indicators of nationwide dealers.</p>	<p>To respond to changes in consumer car-buying habits and shifts in the automotive market sales structure, incentives are provided to motivate frontline sales heads and consultants to enhance sales efforts continuously and to stabilize the retention of team members.</p>
 Management Strategies	<ul style="list-style-type: none"> Monthly sales targets are set based on the sales structure ratio of each dealer, with incentive reward thresholds established for achieving sales targets. Dealers earn bonuses based on their actual monthly sales performance. To boost sales during peak seasons, we organize summer and winter sales competitions where sales consultants accumulate points based on the number of vehicles sold within a specified period, aiming to reach the reward travel thresholds. 	<p>We conduct dealer evaluations through multiple assessment criteria, including dealer management capabilities, sales consultant performance, customer satisfaction, CRM strategies, and digital marketing initiatives. Corresponding reward programs are provided to enhance dealers' engagement and execution effectiveness.</p>	<p>Every six months, incentive bonuses are awarded to sales consultants at each dealership based on their sales performance, aiming to encourage retention and boost sales.</p> <ul style="list-style-type: none"> Sales heads: Different incentives are provided based on the size of the dealership, categorized as large-scale, medium-scale, and small-scale. Management Head: A fixed incentive amount is awarded for each vehicle sold. Sales Consultant: Incentives are provided based on tiered sales volume, with different reward levels corresponding to the number of units sold.

Awards for Dealerships

NISSAN Daymaker Award's spirit originated from the phrase "You make my day." YNM encourages every employee to make other people's days through physical actions. Outstanding individuals nominated as a "YNM Daymaker" are honored every two years. By sharing their heartfelt and inspiring stories, the program not only highlights the Company's internal culture of compassion but also amplifies the positive impact and change that the spectacular individuals bring to others.

2024 Winner's Remark

"I am truly honored to represent EMPOWER MOTORS CO., LTD. in the Daymaker competition and to have received the National Grand Award among all the representatives from the best dealers across Taiwan. NISSAN's promotion of the "Daymaker Culture" is a valuable quality that deserves to be sustained. It has allowed me to deeply experience the positive impact of kind actions, both in my work and in my family life."



04

NISSAN TAIWAN | ESG REPORT 2024

Environmental Protection

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Environmental Protection

Core Vision and Commitment

With intensifying global warming, climate change has become a focal point of global concern. YNM proactively incorporates environmental topics into its business strategy by promoting energy conservation and carbon reduction initiatives. In response to the rising trends of green products and the circular economy, the Company continues to introduce energy-efficient vehicle models. Environmental protection principles are embedded throughout the stages of technological innovation and product development, ensuring sustainable value creation. We insisted on the prevention of pollution and continuous improvement, strictly complied with the relevant laws and regulations and proactively raised the environmental protection awareness of our employees in operation. We maintain strong and collaborative relationships with our suppliers, dealerships, and service centers to fulfill our commitment to a sustainable supply chain. We strive to promote environmental sustainability and uphold our shared promise to sustainable development together.

The Company has adopted the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) from 2021 to objectively assess the impact of climate change on our business operations. YNM aims to demonstrate our resilience and proactive actions in addressing climate change, while enhancing transparency and helping stakeholders better understand our commitment to climate-related risk management with this adoption. At the same time, we emphasize water conservation and prioritize biodiversity conservation to maintain the ecological balance on Earth.

2024 Performance Highlights



YNM has obtained third-party verification under ISO 14064-1, completing carbon emissions verification for both 2022 and 2023.



Replacement of Company Car with e-POWER or EV, which is the 16.7% of all the Company cars.



No incidents of non-compliance with environmental regulations or related laws.



All current domestically produced vehicle models have obtained the Environmental Protection Label certification.



4.1 | Climate Actions

Material Topics: Climate Change Strategies

Actual and potential positive impacts on the economy, environment, and people (Opportunities)

- Proper waste and household garbage disposal was carried out to reduce environmental pollution, enhance brand image, and appeal to the green consumer market.
- Improvement of employee welfare and labor efficiency through the establishment of an on-site clinic and various health promotion initiatives, potentially reducing future medical expenses in response to evolving epidemiological trends driven by climate change.

Actual and potential negative impacts on the economy, environment, and people (Risks)

- Inadequate management of greenhouse gas (GHG) emissions and chemical substances may lead to increased carbon costs and environmental fines, directly impacting operational expenditure.
- Risks such as fire outbreaks or chemical leaks could threaten employee safety and the surrounding community, harming corporate reputation and exposing the Company to financial loss and legal liabilities.

Resources allocated in 2024

- ① Invested NT\$430,000 to conduct ISO 14064-1 GHG inventory and obtain third-party verification.
- ② Established an on-site clinic staffed with a full-time physician and nurse, providing occupational health services and promotion measures, with an annual cost of approximately NT\$1.32 million.
- ③ Signed legal contracts with qualified vendors for the collection and disposal of 5.9 tons of general waste, with a total expenditure of NT\$36,000.
- ④ Conducted regular chemical management and fire emergency drills.

Strategic Goals:

Company's Policy and Commitment on Climate Change Strategies

YNM actively responds to climate change by promoting energy conservation, carbon reduction, and green supply chain initiatives. Environmental actions are carried out with a strong emphasis on pollution prevention and proper waste management. The Company ensures the effective implementation of environmental strategies while fulfilling its social responsibility through comprehensive risk management and continuous improvement. We pursue low-carbon transformation to align with market demands and reinforce sustainable operations.

Short-term Goals (1 Year)

The Company completes third-party verification of its greenhouse gas (GHG) inventory by the first half of the calendar year each year.

Mid and Long-term Goals (3-5 years)

We have committed to an annual reduction target of 2% (compared to the previous year) in GHG emissions, waste volume, and water resource consumption, aiming to achieve this goal consistently through 2030.



4.1.1 | Climate governance framework

YNM recognizes that under the global trend of climate change, the traditional automotive industry must address the dual challenges of mitigation and adaptation. We adopt the TCFD framework to systematically evaluate potential current and future climate-related risks and opportunities by upholding the principles of environmental symbiosis and sustainable development. This approach encompasses the four core areas: Governance, Strategy, Risk Management, and Metrics & Targets. We are able to formulate timely management strategies and action plans by leveraging this framework, which not only reduces the impact of climate risks but also explores new business opportunities and avenues for corporate growth.

Four Major Aspects	Major Implementation Projects	Responsible Units
Governance	<ul style="list-style-type: none"> ①The Board of Directors of YNM serves as the highest-level governance body for climate-related issues. Climate change considerations are embedded within our corporate objectives and performance management system. The Board supervises and provides strategic directions to the Sustainability Development Committee. ②Under the Sustainability Committee, the Sustainable Environmental Development Team and the Customer & Partner Relations Team are responsible for proposing and implementing climate-related actions. These task forces track the progress of respective initiatives on a semi-annual basis and report regularly to the Sustainability Development Committee. 	Board of Directors and Sustainability Development Committee
Strategy	<ul style="list-style-type: none"> ①We identify climate-related risks and opportunities over short-term (1–3 years), medium-term (3–7 years), and long-term (over 7 years) time horizons in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) framework. These assessments consider the potential impact on our operations, business strategies, and financial planning, as well as emerging market trends. ②The Sustainable Environmental Development Team determined that both internal operational conditions and external environmental factors of the year showed limited significant changes by following a comprehensive review and deliberation in 2024. The Company's key risks and opportunities remain representative with given that a materiality topic assessment aligned with TCFD was completed in 2023. We have decided to retain the previously identified five material climate-related risks and three key opportunities, and the establishment of risk management measures and corresponding performance indicators and targets respectively in consideration of information validity and survey efficiency. 	Sustainability Development Committee - Sustainable Environmental Development Team
Risk Management	<ul style="list-style-type: none"> ①To address significant climate risks and opportunities, the current management policies of the Company are consolidated. Climate risks and opportunities are linked to each department, promoting cross-departmental collaboration and management. This approach aims to mitigate the impact of climate risks while enhancing climate adaptation capabilities and capitalizing on opportunities. ②Integration of Climate Risks into Enterprise Risk Management (ERM) 	Sustainability Development Committee
Indicators and Goals	<ul style="list-style-type: none"> ①The Company has established climate-related performance indicators and quantitative targets, with regular tracking of progress and transparent external disclosure. ②A long-term goal of achieving net-zero emissions by 2050 has been set 	Each Unit

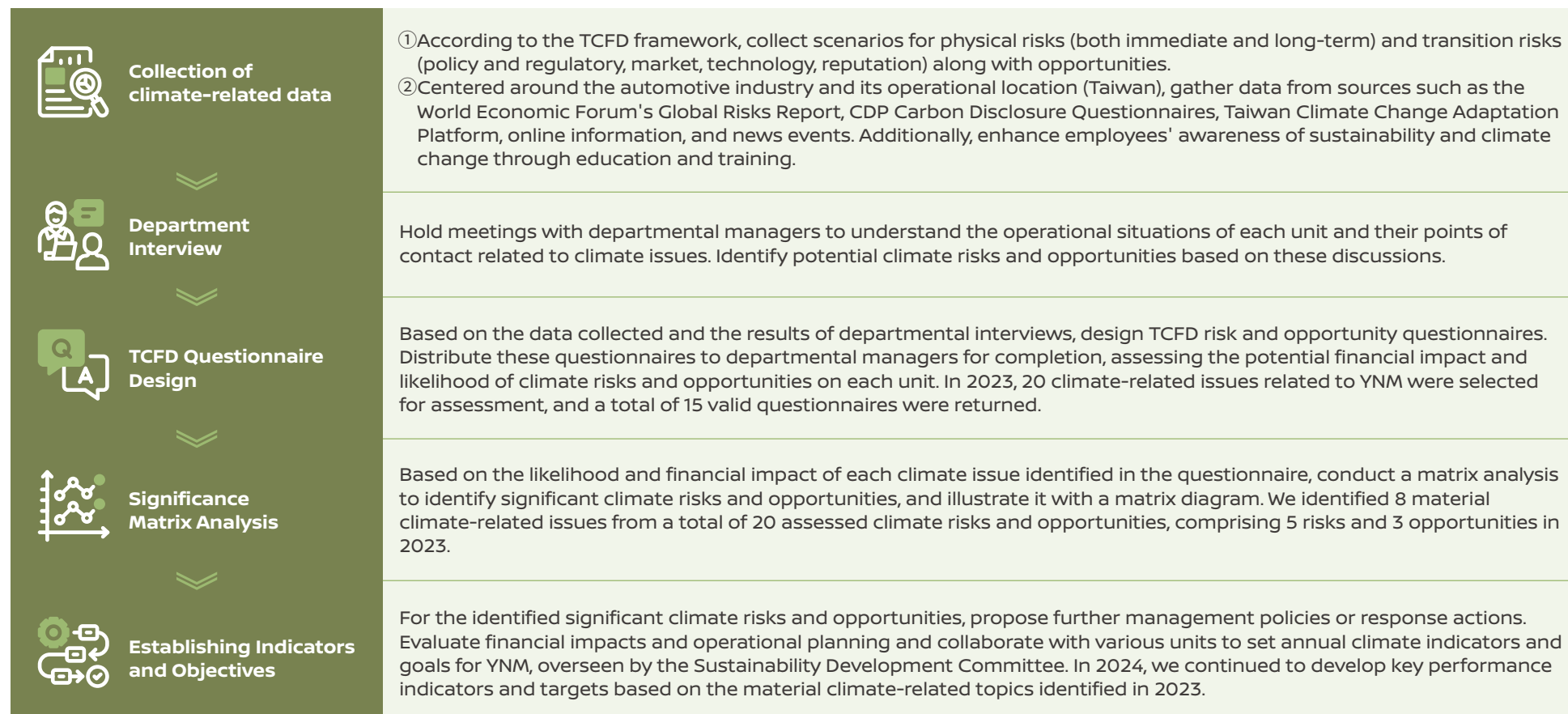
Climate governance responsibilities

Item	Board of Directors	Sustainability Development Committee	Sustainable Environmental Development Team
Chairperson	Chairperson of the Board of Directors	President	Integrated Operation Support Department - EHS
Members	11 Directors	Heads of Respective Departments	Integrated Operation Support Department – EHS, Marketing and Sales Department, Aftersales Service Department, INFINITI Business Unit, Product Planning Office, Purchasing Department, Yulon Nissan Technical Center
Background of Members	<ul style="list-style-type: none"> ①With rich professional and industrial experiences ②With leadership experience in sustainability ③Irregular Participation in Training Courses on Sustainability, Climate, and Carbon Management 	<ul style="list-style-type: none"> ①Supervisors who are familiar with the business scope of the department ②Irregular Participation in Training Courses on Sustainability, Climate, and Carbon Management 	As the dedicated environmental management unit, it is responsible for environmental management systems, compliance with environmental regulations and international standards, evaluating sustainable transformation, enhancing resource efficiency, and developing mechanisms to respond to climate change.
Frequency of the Meetings	At least once per quarter	At least once every six months	<ul style="list-style-type: none"> ①At least once every six months ②Cross-department meetings are irregularly convened for discussion and coordination.
Reporting Mechanism	The Sustainability Development Committee reports at the board meetings	Reporting to the Board of Directors	Reporting the implementation to the Sustainability Development Committee
Authorities	As the highest governing unit of climate risks, it supervises and provides strategic direction. Responsible for approving the Climate Governance Framework, Climate Strategy, and Climate Risk Management Policies	Assessing the feasibility of climate strategies, management policies, indicators, and goals. Assessing the effectiveness of the executed management indicators and goals to evaluate their implementation effectiveness.	<ul style="list-style-type: none"> ①Performing climate risk and opportunity matrix analysis. ②Identifying significant climate risks and opportunities. ③Developing strategies to address climate risks and opportunities. ④Collaborating with various units to establish indicators and objectives.

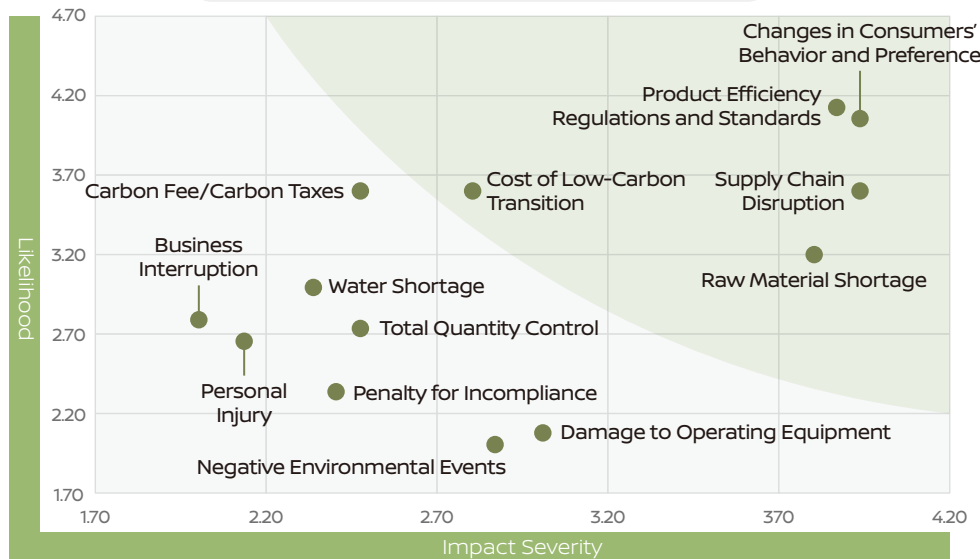
4.1.2 | Identification of Climate Risk and Opportunity

The Sustainability Development Committee manages climate-related risks and opportunities through a top-down approach under the leadership of the President and is supervised by the Board of Directors. This framework facilitates strategic planning, resource integration, and performance evaluation, aiming to mitigate and adapt to the challenges posed by climate change, reduce non-financial corporate risks, and realize a low-carbon transition. Climate risks and opportunities are identified and observed by each business unit during day-to-day operations. These insights are reported to the Sustainability Development Committee for review and analysis to assess potential short-, medium-, and long-term impacts. The Company has retained the material climate-related risk and opportunity topics identified in 2023 due to no significant operational changes in 2024. The actions taken and new targets established in 2024 for each topic are further outlined and disclosed.

Process of Identification



Description and Management of Climate Risks



Physical Risks-Acute Risks

Topic	Raw material shortage
Impacting Stakeholders	Customers, Collaboration Partners, Stockholders and Investors
Potential Impact	Climate change has caused significant disruptions to the global environment in the long term, leading to a shortage of raw material supply. This scarcity has impacted the development schedules of YNM, resulting in delays to product development timelines and affecting the SOP schedule.
Financial Impact	<ul style="list-style-type: none"> Revenue: Revenue declines due to new cars not being launched on time or extended delivery periods for vehicle models. Direct costs: Extreme weather events may disrupt the supply or acquisition of raw materials, leading to increased prices and higher costs.
Management Policy	<ul style="list-style-type: none"> Supply Chain: Optimize inventory management to reduce supply risks. Products and Service: Strengthen regional allocation capabilities. In case of parts shortages, implement emergency dispatches from other plants within three days. Operations: Enhance collaboration with local suppliers and increase localization of parts production

Physical Risks-Acute Risks

Topic	Supply chain disruption
Impacting Stakeholders	Customers, Collaboration Partners, Stockholders and Investors
Potential Impact	Due to the increasing frequency of extreme weather events, instability in raw material and energy supply has led to interruptions in supplier operations and production, causing supply chain disruptions that affect our manufacturing capabilities and normal business operations.
Financial Impact	<ul style="list-style-type: none"> Revenue: Production delays caused by supply chain interruptions due to delayed parts delivery may extend lead times, weaken customer confidence, and reduce order volumes. Direct Costs: Increased costs arise from sourcing alternative suppliers and rising raw material prices, reducing net profit margins. Transportation Costs: Additional shipping expenses are incurred due to emergency rerouting and extreme weather conditions.
Management Policy	<ul style="list-style-type: none"> Purchase: Strengthen inventory management to reduce supply risks. Operations: Promote remote work arrangements to minimize risks to personnel. Headquarters: Establish an emergency response team with each location maintaining on-site personnel to manage and report incidents promptly. Dealerships: Prepare and respond autonomously to typhoons at each location; all disaster reports are consolidated by regional offices and forwarded to the Channel Planning Section if occurred.
Actions in 2024	<ul style="list-style-type: none"> Contact affected customers and provided coupons. Enhance post-disaster repair services and operational coordination.

Transition Risk – Market Risk

Topic	Changes in consumer behavior and preferences
Impacting Stakeholders	Customers
Potential Impact	Consumers' environmental awareness is rising, leading to increased interest in new energy vehicles. They prefer purchasing and using environmentally friendly vehicles powered by new energy sources.
Financial Impact	<ul style="list-style-type: none"> Revenue: If products fail to meet customer expectations (such as customers wanting to purchase low-carbon vehicles), it could lead to reduced orders and decline in revenue.
Management Policy	<ul style="list-style-type: none"> Regularly attend regulatory trend briefings to stay updated on the latest information. Arrange training sessions led by suppliers to ensure employees are informed on product and environmental topics. During typhoon seasons, promptly disseminate disaster prevention information and provide exclusive service offers for damaged vehicles, demonstrating our commitment to customer safety and needs.
Actions in 2024	<ul style="list-style-type: none"> Technology Development: Plan to complete the development proposal for new energy vehicles by 2025.

Transition Risk – Regulatory Risk

Topic	Product efficiency regulations and standards
Impacting Stakeholders	Collaborative Partners, Governmental Agencies
Potential Impact	Stricter government energy regulations under CAFE and the introduction of RDE emissions standards require automakers to invest in the development of low-carbon products.
Financial Impact	Direct costs: Compliance with regulations increases vehicle costs, including development expenses, equipment investment costs, and model costs. This affects vehicle prices and sales volume, as well as compressing profit margins for fuel-powered vehicles.
Management Policy	<ul style="list-style-type: none"> Technology Development: Stay abreast of emerging technologies, market trends, and development directions, and continuously conduct QCT evaluations for new projects.
Actions in 2024	<ul style="list-style-type: none"> Collaborate internally and externally to complete feasibility assessments for the introduction of new energy vehicle models within budget and schedule.

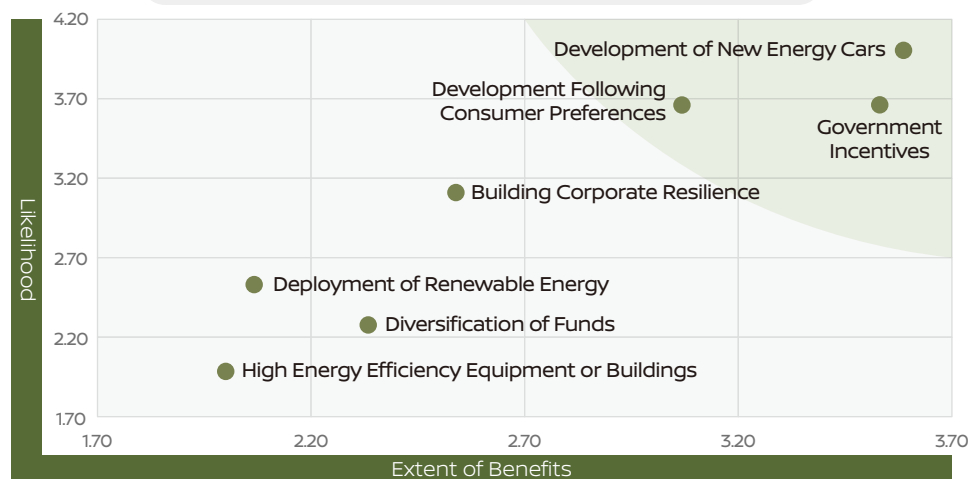
*Corporate Average Fuel Economy (CAFE): Regulation managing the total energy consumption of automakers.

*Real Driving Emissions (RDE): Testing vehicle emissions under real-world driving conditions.

Transition Risk – Technological Risk

Topic	Cost of low-carbon transformation
Impacting Stakeholders	Employees, Collaborative Partners
Potential Impact	Introducing emerging technologies such as low-carbon, high-efficiency, and smart innovations into vehicles increases research and development costs, equipment costs, and personnel training expenses.
Financial Impact	<ul style="list-style-type: none"> Increased R&D costs: Significant upfront investment is required for developing new energy vehicle technologies, including core technologies such as batteries, motors, and electronic controls. Increased Production Costs: New energy vehicles require additional core components such as batteries and motors, resulting in heavier vehicle weight. Production line equipment and processes must be adjusted and upgraded accordingly. Infrastructure investment: The widespread adoption of new energy vehicles requires the construction of supporting infrastructure, such as charging piles or battery stations. Increased Advertising Expenses: To enhance customer understanding of new energy vehicles, more investment in advertising and promotional activities is necessary. Renewable Energy Expenditures: Investments in renewable energy facilities, such as solar power systems, must be planned and implemented to reduce carbon emissions.
Management Policy	<ul style="list-style-type: none"> R&D Investment: Increase investments in automation and technological innovation.

Description and Management of Climate Opportunity



Climate Opportunity-Market Opportunity

Topic	Develop following consumer preferences
Impacting Stakeholders	Customers
Potential Opportunities	Aligning with the market's sustainability trends, introduce related services and sell more environmentally friendly vehicle models to cater to today's consumer environmental preferences.
Financial Benefits	<ul style="list-style-type: none"> Revenue: By researching, developing, and producing new products, exploring low-carbon business opportunities, and entering new markets, we aim to adjust our revenue structure and enhance profitability.
Management Policy	<ul style="list-style-type: none"> Operations: Conduct regular market surveys and competitor analysis and adjust marketing strategies based on consumer preferences and demands.

Climate Opportunity-Products and Service

Topic	Government incentives
Impacting Stakeholders	Customers, Governmental Agencies
Potential Opportunities	Government promotion of environmental regulations enables new energy vehicles to qualify for more government subsidies.
Financial Benefits	<ul style="list-style-type: none"> Revenue: Obtaining government subsidies helps reduce vehicle prices, making new energy vehicles more attractive to consumers, thereby increasing sales volume and boosting operating revenue.
Management Policy	<ul style="list-style-type: none"> Operations: Continuously monitor domestic and international regulatory trends, apply for relevant subsidies, and develop new products.
Topic	Development of new energy vehicles
Impacting Stakeholders	Customers, Governmental Agencies
Potential Opportunities	With stricter fuel efficiency standards for new energy vehicles and changing consumer preferences, there is a higher demand for more low-carbon, energy-efficient, and new energy vehicle models.
Financial Benefits	<ul style="list-style-type: none"> Revenue: Develop new energy vehicle models that meet consumer demand. In accordance with the NISSAN ARC roadmap, the introduction of electric vehicles and e-POWER models will continue to drive sales growth and increase revenue.
Management Policy	<ul style="list-style-type: none"> Research and development investment: Continuously invest in the research and development of technology and resource efficiency. With the development of low-carbon, energy-efficient, and new energy vehicles, introduce relevant vehicle models accordingly. Value Chain: Strive to build strategic partnerships with domestic suppliers to localize new energy vehicle production, while enhancing collaboration across the electric vehicle industry's upstream and downstream sectors to jointly foster a sustainable industrial ecosystem.

4.1.3 | Climate Risk Scenario Analysis

Based on the identification of climate-related risks and opportunities, the most significant operational impacts stem from physical risks, specifically supply chain disruptions and transition risks, such as changes in climate-related regulations and shifts in consumer preferences. Accordingly, we focus our analysis and disclosure on Value Chain Disruption, Carbon Cost Risk, Consumer Preference Shifts and Regulatory Transition Risks.

Physical Risk Scenario Analysis — Value Chain Disruption:

With the intensification of various natural disasters due to climate change, it may affect the daily operations of the Company and further affect the entire value chain. To address this, we conducted scenario analyses on the potential for future natural disasters at various operational locations. This aims to better understand the risks and challenges the Company may face within this century under extreme weather scenarios. The analysis is divided into two dimensions:

- ①Headquarters and Office Exposure to Extreme Climate Threats
- ②Service Centers' Exposure to Extreme Climate Threats

For the Scenario Analysis of Natural Disaster Risks to Company Headquarters, Offices, and Dealerships, we adopted the Shared Socioeconomic Pathway (SSP) scenarios from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report, using different socioeconomic development assumptions. Based on information from the National Science and Technology Center for Disaster Reduction — Climate Change Disaster Risk Adaptation Platform, we utilize indicators of Hazard, Vulnerability, Exposure, and Risk Level for flooding and landslide disasters to project the climate situation under a continued fossil-fuel dependent, high-consumption scenario (SSP5-8.5) for the mid-21st century (2041-2060).

Index	Definition	Disaster Type	Indicator Details
Hazard (H)	Impact from climate change altering climate characteristics	Flooding	Probability of rainfall exceeding 600 mm in 24 hours for baseline and future projections
		Landslide	Probability of rainfall exceeding 350 mm in 24 hours for baseline and future projections
Vulnerability (V)	Degree of system impact due to climate hazards	Flooding	Flood simulation maps of areas prone to flooding under a 24-hour 600 mm rainfall scenario (Areas relatively more prone to flooding)
		Landslide	Analysis of vulnerability, historical landslide records, slope gradients, and geological risk
Exposure (E)	The population or assets potentially affected by disaster	Flooding	Population density by township/district; higher density indicates a greater direct impact
		Landslide	
Risk Level (R)	Degree of risk combining hazard, vulnerability, and exposure	Flooding	Probability of flooding affecting vulnerable, populated areas under extreme rainfall
		Landslide	Probability of landslide impacting vulnerable, populated areas under extreme rainfall

Notes 1: Each indicator is rated on a 5-level risk scale: Levels 1-2 are low risk; Level 3 is medium risk; Levels 4-5 are high risk.

Notes 2: Risk levels derive from the combined analysis of hazard, vulnerability, and exposure, comparing baseline (1960-2021) and SSP5-8.5 scenario (2041-2060) using multiple GCM models.

Notes 3: SSP5-8.5 represents a high forcing pathway assuming continued fossil fuel reliance and high consumption, leading to radiative forcing of 8.5 W/m² by 2100.

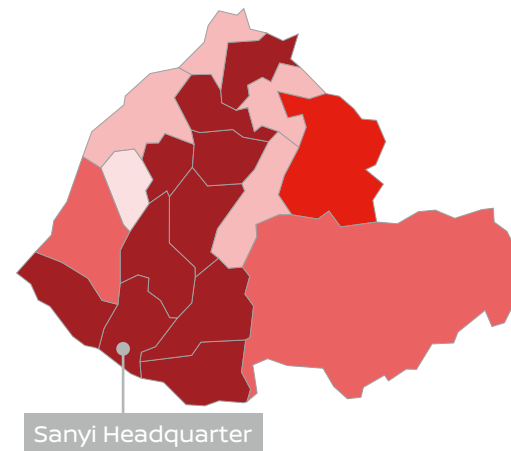
Extreme Climate Risk Analysis for Headquarters and Offices

To understand the degree of future extreme climate threats to each operational site, we use the Hazard, Vulnerability, and Exposure indicators from the Climate Change Disaster Risk Adaptation Platform of the National Science and Technology Center for Disaster Reduction to calculate disaster potential scores for mid-century (2041–2060). Scores range as follows: 0–25 as Level 1, 26–50 as Level 2, 51–75 as Level 3, 76–100 as Level 4, 101–125 as Level 5. Based on this scoring, the headquarters and two branch offices in Taipei are all categorized as Level 2 risk.

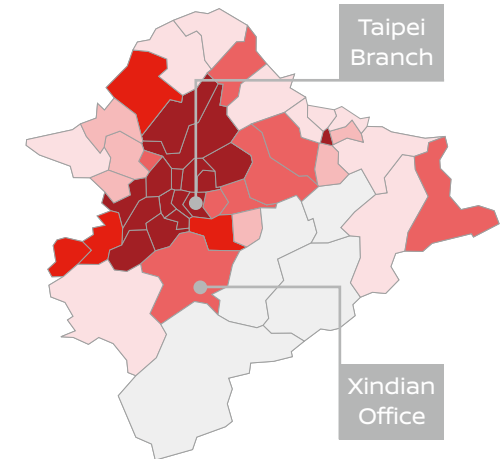
According to geographic data, the headquarters located near shallow mountainous areas in Sanyi, Miaoli, shows a Level 2 risk for flooding but Level 5 risk for landslides. The branches in Da'an District, Taipei City and Xindian District, New Taipei City lie within the Taipei Basin and face Level 5 and Level 4 risks, respectively, for flooding, which are both considered high-risk areas. In summary: The YNM headquarters' main threat comes from landslides due to high hazard and vulnerability linked to intense rainfall and slope risks. The Taipei offices face flooding risks due to high hazard and high exposure (high population density), with short-duration heavy rain events posing significant climate risks and greater numbers of people exposed.

Given the increasing frequency of extreme weather events, the headquarters may face worsening impacts and should strengthen countermeasures against heavy rainfall. Measures should include soil and water conservation around the site to prevent hazards like mudslides caused by over-development combined with heavy rain. The Taipei and New Taipei offices, due to high population density, expose more people to flood risks during extreme rain events. Thus, it is necessary not only to reinforce the disaster resilience of office buildings but also to consider the emergency needs of the surrounding population. We will plan response policies based on this analysis, carefully assess potential hazards to prevent operational disruption from future extreme climate events and develop management and action guidelines accordingly.

Slope Disaster Susceptibility



Flooding Susceptibility



Level 1 Level 2 Level 3 Level 4 Level 5

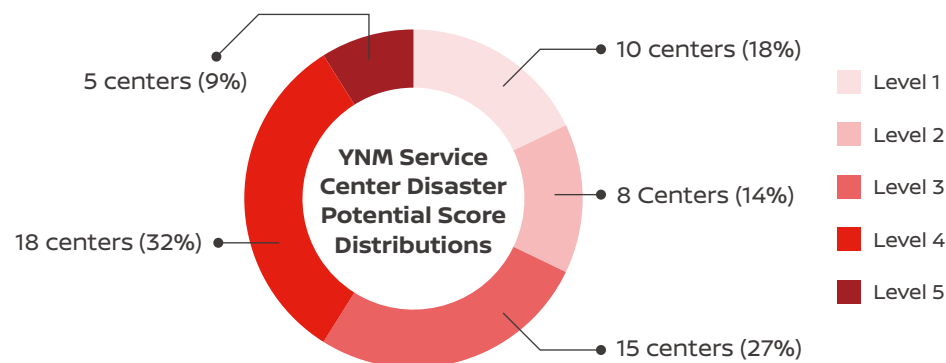
Note: Higher levels indicate higher risks.

	Sanyi Headquarter	Taipei Branch	Xindian Office
Hazard	Level 5	Level 5	Level 5
Vulnerability	Level 3	Level 2	Level 2
Exposure	Level 2	Level 5	Level 4
Disaster Potential Scores	30/Level 2	50/Level 2	40/Level 2

Flood Risk Analysis for Service Centers

To assess the potential threat of extreme climate events to service centers in the mid-21st century (2041–2060), we used the "Disaster Risk Adaptation Platform for Climate Change" developed by the National Science and Technology Center for Disaster Reduction. This platform includes three key indicators: hazard level, vulnerability, and exposure, with scores grouped into five risk levels: 0–25 as Level 1, 26–50: Level 2, 51–75 as Level 3, 76–100 as Level 4, 101–125 as Level 5.

Among the 56 service centers assessed, 18 centers (32.1%) are located in low-risk areas (Level 1 & 2), 15 centers (26.8%) fall under moderate risk (Level 3), 23 centers (41.1%) are in high-risk areas (Level 4 & 5).



It suggests service centers are increasingly at risk of heavy rainfall, and due to high surrounding population density, more people may be exposed to climate-related threats. When analyzing individual indicators, both hazard level and exposure were found to be relatively high. As a result, service centers must implement preventive and disaster mitigation measures against the impacts of heavy rainfall in the future.

Index	Hazard		Vulnerability		Exposure	
	Number of Service Centers	Proportion	Number of Service Centers	Proportion	Number of Service Centers	Proportion
Level 1	6	10.7%	4	7.1%	0	0.0%
Level 2	0	0.0%	10	17.9%	1	1.8%
Level 3	0	0.0%	13	23.2%	3	5.4%
Level 4	0	0.0%	18	32.1%	16	28.6%
Level 5	50	89.3%	11	19.6%	36	64.3%
Total	56	100%	56	100%	56	100%

In response to potential future damage to service centers caused by extreme weather events, YNM plans to strengthen its typhoon response mechanisms with service centers in the short term, ensuring uninterrupted customer service. The head office forms an emergency response team, requiring supervisors at each site to remain on duty and promptly manage and report incidents when typhoons or disaster risks occur. For dealerships, the Company issues electronic business notifications to urge the implementation of typhoon preparedness measures by prioritizing repairs and returning vehicles to customers as quickly as possible, sending text alerts to customers as disaster reminders, establishing reporting and disaster management systems at each dealership, and others. Moving forward, the Company will continue to formulate response strategies based on scenario simulation analyses to mitigate the impact of climate-related disasters.



Low-Carbon Transition Risk Analysis – Carbon Fee Risk Analysis:

The Ministry of Environment officially announced the Carbon Fee Collection Regulations in mid-2024 in order to achieve Taiwan's "2050 Net-Zero Emissions" goal. Starting from 2026, companies emitting more than 25,000 metric tons of CO₂e will be subject to a carbon fee of NT\$300 per metric ton of CO₂e. YNM Scope 1 and Scope 2 emissions totaled 1,048 metric tons in 2023, which is below the threshold of major emitters. However, if the emission threshold is lowered in the future, the Company may face additional costs due to carbon fees.

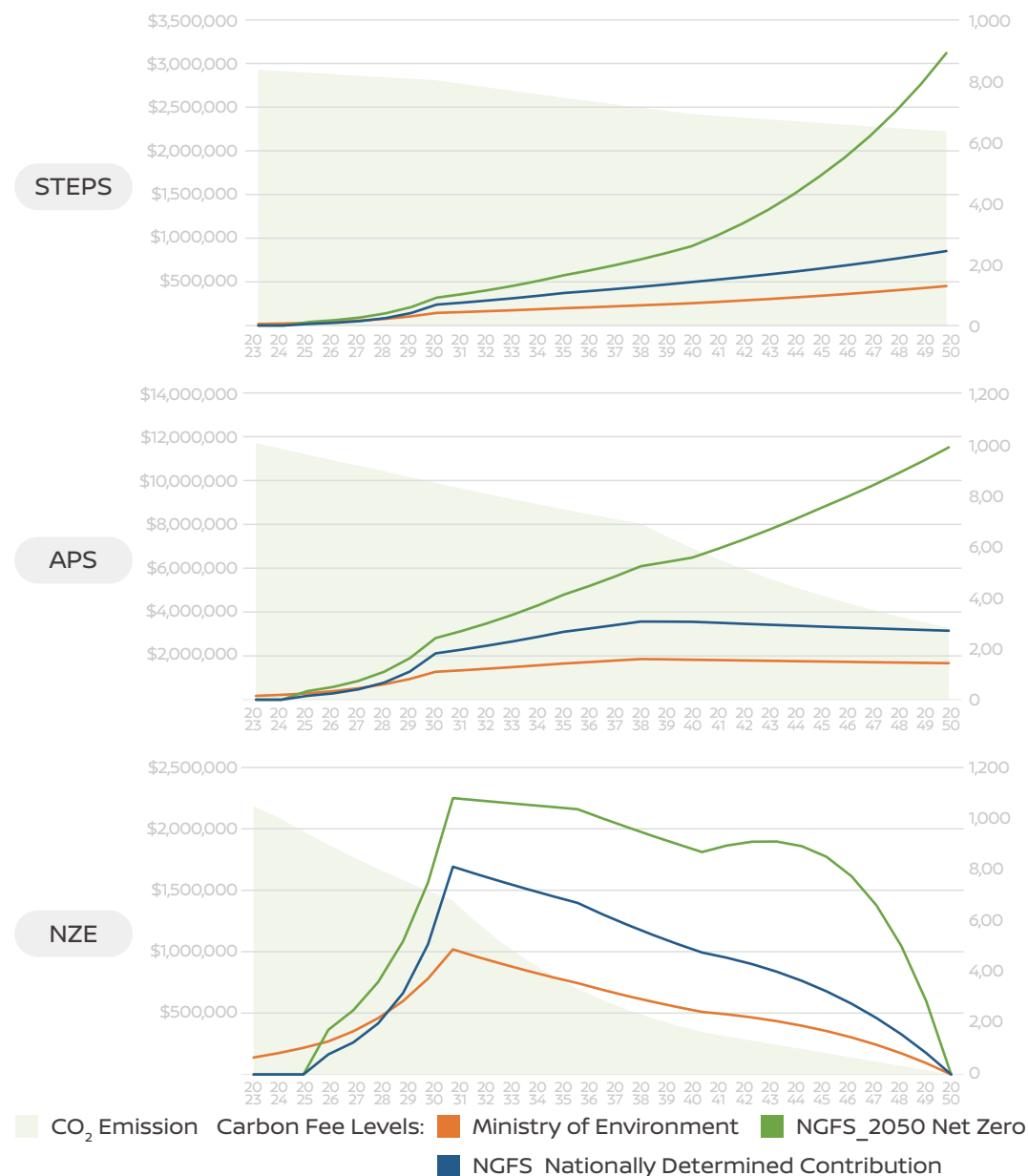
The following scenario analysis to assess the potential long-term operational impact was conducted to evaluate YNM's exposure to carbon fee risks between 2025 and 2050, considering different evolving regulatory and emission pathways.

Carbon Fee Risk Analysis Scenarios

Item	Scenario
Assessment Period	Projected from 2025 to 2050
Emission Scenarios	Based on the assumptions of future emissions changes at YNM as proposed in the World Energy Outlook 2024 published by the International Energy Agency (IEA): <ul style="list-style-type: none"> ▪ Stated Policies Scenario (SPS) ▪ Announced Pledges Scenario (APS) ▪ 2050 Net Zero Emissions Scenario (Net Zero Emissions by 2050 Scenario, NZE)
Carbon Pricing Scenarios	<ul style="list-style-type: none"> ▪ Ministry of Environment Rate (Taiwan) ▪ GCAM 6.0 NGFS 2050 Net Zero ▪ GCAM 6.0 NGFS Below 2°C

According to the scenario analysis results, the highest projected carbon cost arises under the Stated Policies Scenario (SPS) with carbon fees levied based on GCAM 6.0 NGFS 2050 Net Zero assumptions. Under this case, by 2050, the carbon cost could reach approximately NT\$30,000,000, equivalent to around 0.1% of total revenue. The impact of carbon fees on YNM operations is limited currently, as the GHG inventory covers only the headquarters facilities, with emissions primarily from office operations, which account for a small portion of total revenue. However, if future regulations extend carbon fees to dealerships and the supply chain, operational costs may rise. In addition, a lack of proactive climate action may weaken market competitiveness. To address this, YNM will accelerate its transition, prioritizing the localization of new energy vehicle (NEV) production to meet market demand for low-carbon products. Upgrading energy-efficient equipment at facilities, adopting local green procurement practices, and collaborating with upstream and downstream supply chain partners to reduce carbon footprints in service processes at the same time. These actions will not only help ensure compliance with evolving policies but also enhance brand image and secure long-term market positioning.

YNM Carbon Fee Analysis



Low-Carbon Transition Risk Analysis – Challenges and Opportunities Amid Shifting Consumer Preferences and Product Efficiency Regulations:

YNM faces dual transition risks stemming from changes in consumer behavior and adjustments in product efficiency regulations, driven by global climate change and sustainability trends. With growing consumer preference for new energy vehicles (NEVs) such as electric vehicles (EVs) and hybrid electric vehicles (HEVs), the Taiwanese market is similarly influenced. If the Company's product portfolio fails to adapt, it may result in shrinking market share and declining revenue. Simultaneously, the Taiwanese government has announced a ban on the sale of internal combustion engine vehicles (ICEVs) by 2040, and the "Amendment to the Fuel Economy Standards" requires that the corporate average fuel efficiency (CAFE) for newly manufactured vehicles reach 27.1 km/L by 2030. Under a below 2°C low-carbon scenario, policy developments could occur earlier than expected (e.g., a 2035 ICEV sales ban) or become more stringent (e.g., carbon fees embedded in fuel prices). In such cases, traditional ICE models would face obsolescence risk, inventory backlogs, sales declines, and penalty risks for non-compliance. Currently, the KICKS e-POWER model, achieving 22.0 km/L, is closest to meeting the fuel efficiency benchmark but still requires improvement. The short-term financial impacts of this transition include R&D investments for local NEV production, increased advertising and promotional spending. In the long term, potential impacts include decreased service revenue due to the lower maintenance needs of NEVs compared to ICE vehicles, increased costs related to upgrading infrastructure and service centers to support NEVs.

However, this trend also presents opportunities. Successful transformation can allow YNM to capture the green consumer market, thereby enhancing brand value and securing long-term profitability. In response, YNM is proactively engaging with Nissan Japan to introduce e-POWER hybrid and electric vehicle (EV) models, with plans to localize production to reduce costs. The e-POWER technology, which combines fuel efficiency with electric driving performance, is well-suited for Taiwan's current transition phase, where charging infrastructure remains underdeveloped. This offers a practical solution that balances sustainability and convenience, aligning with evolving consumer expectations. In the long term, YNM is committed to EV development, targeting full compliance with energy efficiency regulations by 2030. Eight domestic vehicle models have already received Energy Efficiency and Environmental Protection Labels in 2024. Although this strategy requires initial capital investment, economies of scale and collaboration with the supply chain are expected to alleviate financial pressures. The approach is designed to increase market share and reinforce the Company's sustainable corporate image. Through this transition, NYM aims to transform climate-related risks into a competitive advantage, thereby achieving a synergy between environmental stewardship and economic growth.

4.1.4 | Indicators and Goals

Looking back on YNM 2024 goals, the Company focused on three key areas: Strengthening risk resilience, localizing new energy vehicles (NEVs), and Promoting NEVs to the public. YNM continues to reinforce local production, reducing dependence on external supply networks to enhance supply chain resilience and actively engaging with domestic suppliers to explore pathways for NEV localization. YNM utilizes owner engagement events, brand ambassador programs, and public-facing activities to familiarize consumers with NEVs to promote NEV efficiently.

All Yulon Nissan operational sites adhere to local regulations, Nissan Motor Corporation's global strategies, and Yulon Group's strategies. The Company conducts annual GHG inventories for its Taiwan facilities and implements various internal energy-saving and carbon reduction measures. Looking ahead, Yulon Nissan remains committed to advancing NEV localization, phasing out energy-intensive equipment and reinforcing supply chain resilience to align corporate operations with the principles of sustainable development.

Goals of 2025

- ① Commence physical development of e-POWER and electric vehicle (EV) models.
- ② Establish typhoon emergency response mechanisms to ensure uninterrupted customer service.
- ③ Set up post-disaster repair scheduling mechanisms.
- ④ Maintain customer satisfaction in after-sales service following disasters.
- ⑤ Strengthen climate resilience to prevent human or financial losses caused by climate-related risks.
- ⑥ Promote local production of components, with the target of achieving a 35% localization rate.
- ⑦ Establish second source mechanisms to enhance supply chain resilience.
- ⑧ Complete third-party verification of greenhouse gas inventory by the first half of the year.

Mid and long-term goals

- ① Launch domestically manufactured e-POWER/EV vehicles and fully introduce EV models within ten years.
- ② Increase the sales ratio of electric-powered vehicles.
- ③ Continuously seek more competitive components to reduce customers' repair costs.
- ④ Develop components resilient to climate impacts through cross-departmental collaboration.

4.2 | Environment and Energy Resources Management

Climate change caused by global warming has become a core issue of international concern. Governments around the world have successively enacted stricter environmental regulations and implemented mechanisms in response, such as energy taxes, carbon taxes, and carbon fees, to actively control total greenhouse gas emissions. Against this backdrop, YNM fully recognizes that corporate responsibility extends beyond the pursuit of economic performance. It is imperative to align with global sustainability trends by comprehensively assessing environmental impacts and ensuring compliance with domestic regulatory requirements. Internally, we continue to promote initiatives focused on energy conservation and carbon reduction. Externally, we actively promote a diverse range of energy-efficient vehicle models as a key strategy to fulfill our commitment to environmental sustainability.

4.2.1 | Environmental Management Policy

Yulon Nissan has established the "Sustainable Development Best Practice Principles," which clearly stipulates that the Company shall comply with applicable environmental regulations and relevant international standards and shall appropriately protect the natural environment. Furthermore, we are committed to achieving environmental sustainability goals throughout our business operations and internal management processes.

We have established both the Environmental Management System Implementation Committee and the Sustainable Environmental Development Task Force to respectively lead the implementation of the environmental management system and to promote environmental sustainability strategies. The Environmental Management System Implementation Committee is responsible for introducing and executing various management systems. In the past, we have implemented the ISO 14001 Environmental Management System and obtained third-party verification for greenhouse gas inventory in accordance with ISO 14064-1 standards in 2024. Looking ahead, we will continue to maintain all management and verification systems at headquarters.

Environmental Management System Implementation Committee	
Chairperson	President
Authorities	In accordance with the requirements of ISO 14001, the Company operates and maintains its environmental management system and has obtained third-party verification for its greenhouse gas (GHG) inventory in accordance with ISO 14064-1.
Members	Assistants of Each Department
Background of Members	Have received ISO 14001 training
Frequency of the meetings	Half of a year
Reporting Mechanism	Management Review Meeting
2024 Performance	The Company has completed its first external verification of GHG inventory under ISO 14064-1. The Company has set a target to complete the external verification of the previous year's GHG inventory in accordance with ISO 14064-1 by June 30th of each year.

Sustainable Environmental Development Team

Chairperson	Integrated Operation Support Department - EHS
Authorities	Conduct climate risk analysis, identification, and response in accordance with the TCFD framework. Engage in cross-departmental discussions on environmental sustainability strategies.
Members	Operations Management Department – EHS, Smart & Intelligent Digital Marketing & Sales Planning Department, Parts Service Department, INFINITI Business Unit, Product Planning Office, Purchasing Department, Yulon Nissan Technical Center
Departments	As the dedicated environmental management unit, it is responsible for environmental management systems, compliance with environmental regulations and international standards, evaluating sustainable transformation, enhancing resource efficiency, and developing mechanisms to respond to climate change.
Frequency of the meetings	Cross-departmental coordination meetings are convened at least semi-annually or on an ad hoc basis to facilitate discussions and alignment.
Reporting Mechanism	Reporting the implementation to the Sustainability Development Committee
2024 Performance	Propose the replacement of Company cars approaching the end of their service life with electric vehicles (EVs).

Environmental Policies

The Company primarily engages in automobile research and development, design, distribution, sales services, and after-sales maintenance. We promote our environmental management policy through three major operational dimensions by upholding the principles of regulatory compliance, pollution prevention, and environmental friendliness.



Purchase

We strengthen supplier sustainability strategies to drive the development of a green supply chain, implementing local procurement and sourcing components that meet environmental standards.



Product

Promote green products by designing products with low pollution and energy efficiency, increasing the proportion of recyclable materials in products, and prohibiting the use of harmful environmental substances in products.



Sales Service

We promote green marketing and sales by communicating environmental values to consumers and offering eco-friendly products and services. We encourage the use of high-capacity bulk engine oil to replace small, packaged oil products in after-sales services. Additionally, we provide incentives to customers who return for maintenance without requesting car washing during water shortage seasons.

Environmental Management System

Under its commitment to sustainable development, YNM continuously enhances its environmental management system to address the potential impacts of operational activities on the natural environment and to ensure the fulfillment of its environmental responsibilities. We establish quantitative environmental sustainability goals and regularly review their continuity and relevance to ensure alignment with global trends and corporate strategy.



Energy and Greenhouse Gas Management

- Introduction of Environmental Management System.
- We are committed to enhancing energy efficiency and utilizing renewable materials with low environmental impact, ensuring the sustainable use of the Earth's resources.
- Reduce resource and energy consumption associated with products and services.
- Enhance the performance of products and services.
- Establish energy and resource management procedures.



Water Resources Management

- To improve water resource utilization efficiency, the Company ensures proper and sustainable use of water resources by establishing relevant management measures.
- During dry seasons, the Company collaborates with dealers to encourage customers to support water conservation actions through incentives such as discount coupons.



Waste Management

- Reduce the discharge of pollutants, toxic substances, and waste, and ensure proper waste treatment in accordance with the law.
- Promote the recyclability of raw materials and products.
- Maximize the sustainable use of renewable resources.
- Extending the lifespan of our products.



Biodiversity

- The Company considers the ecological impacts of its operations and promotes the concept of sustainable consumption. In line with this principle, we incorporate sustainability considerations into R&D, purchase, production, operations, services and others to reduce the impact of our operations on the natural environment and human well-being.

Biodiversity

As a responsible corporate citizen, YNM recognizes the importance of ecological sustainability. We strive to comprehensively protect terrestrial and aquatic ecosystems to preserve biodiversity through the implementation of an environmental management system. All of our offices, operational sites, and service centers are located in urban or general-use areas, and we do not own or lease properties within protected areas or in ecologically sensitive zones that may affect biodiversity. Preliminary assessments indicate no significant ecological impact on our operations. Nevertheless, YNM continues to actively manage greenhouse gas emissions, water resources, and waste to avoid negative impacts on ecosystems. Beyond site-specific actions, we also promote public ecological awareness through charitable activities. In April 2024, we organized a mountain-cleaning and wellness event to advocate environmental protection and public participation in outdoor fitness and forest conservation.

4.2.2 | Energy and Greenhouse Gases Management

Although YNM is not classified as a major greenhouse gas (GHG) emitter under the jurisdiction of the Ministry of Environment, we have voluntarily conducted annual GHG inventories since 2013 in accordance with the Ministry's "Greenhouse Gas Inventory Guidance." At present, we have completed a self-conducted GHG inventory for our headquarters and initiated external guidance and assurance for GHG inventory processes in 2024. We replaced the Company cars with hybrid and electric models in 2024, resulting in a reduction in gasoline consumption and approximately a 10% decrease in direct GHG emissions. We have established an annual GHG emissions reduction target of 2%, and we have set a goal of achieving net-zero emissions by 2050.

Greenhouse gas emissions statistics

Types of greenhouse gases	2022	2023	2024
Direct Greenhouse Gas Emission (Category 1)	386.5529	414.3785	372.8035
Indirect Greenhouse Gas Emission (Category 2)	828.2502	757.1964	813.7062
Total greenhouse gas emissions	1,214.8034	1,171.5749	1,186.5097
Operating Revenue (TWD Million)	23,607	26,136	23,132
Emission Intensity (Metric Tons CO ₂ e / Million NT\$)	0.0515	0.0448	0.0513

Note: ①Unit: Metric Tons CO₂e

②According to the data published by the Bureau of Energy, Ministry of Economic Affairs, the electricity emission factor for 2024 is 0.474 kg CO₂e per kWh. The calculation is based on the Global Warming Potential (GWP) values provided in the IPCC Sixth Assessment Report (AR6).

③The audit scope covers the Headquarters.

④Calculation Formula: Carbon Emission Intensity (Metric Tons CO₂e per NT\$ million) = Greenhouse Gas Emissions (Category 1 + Category 2) / Operating Revenue

Energy Usage

Item	Unit	2022	2023	2024
Non-renewable energy	Purchased Electricity Consumption (kWh)	1,673,233	1,532,786	1,716,680
	Purchased Electricity Consumption (GJ)	6,023.64	5,518.03	6,180.05
	Petrol (L)	134,043.2	143,594.8	139,912.5
	Petrol (GJ)	4,376.62	4,688.49	4,568.26
	Diesel (L)	2,802.3	1,717.6	150
	Diesel (GJ)	98.54	60.39	5.28
	Kerosene (L)	840	320	420
	Kerosene (GJ)	29.89	11.39	14.95
Total Energy Consumption (GJ)		10,528.69	10,278.3	10,768.53
Operating Revenue (TWD Million)		23,607	26,136	23,132
Energy Intensity= Total Energy Consumption (GJ) / Revenue (TWD million)		0.45	0.39	0.47

Note: ①Currently, no renewable energy is used.

②The energy calorific values in this table are based on the "Energy Unit Calorific Value Table" updated by the Bureau of Energy, Ministry of Economic Affairs on 15th of May, 2020.

③Electricity: 1 kWh = 860 kcal; Gasoline (vehicle use): 1L = 7,800 kcal; Diesel: 1L = 8,400 kcal; Kerosene: 1L = 8,500 kcal.

④Calorific value conversion formula:

Energy Calorific Value (GJ) = Energy Consumption × Energy Calorific Coefficient (kcal) × 4.186 / 1,000,000.

Actions of Energy Saving and Carbon Reduction

The Company has set an annual greenhouse gas (GHG) emission reduction target of 2%. Regular energy conservation and carbon reduction meetings are held each year to continuously implement various energy-saving and carbon-reduction initiatives through the Environmental Management System Implementation Committee. For office energy conservation, all traditional fluorescent tubes in the Company have been replaced with energy-saving LED tubes, as a continuation of the 2023 project. In addition, individual switches have been installed for each light, allowing lighting adjustments based on staff attendance to save electricity. For direct emission sources, Company cars reaching the end of their service life are being replaced with electric vehicles to reduce the carbon footprint of transportation.

The Company conducted two training sessions on GHG inventory and sustainability reporting to enhance employees' awareness of environmental sustainability. By cultivating seed personnel for the environmental system, continuous advocacy and promotion of various energy-saving policies within the Company are expected to strengthen colleagues' capabilities in energy conservation and carbon reduction.

Project Introduction

Energy Saving and Carbon Reduction Plan	Ways of Implementation	Implementation	Future Goals
Replacement of fluorescent tubes	After phasing out traditional fluorescent tubes, LED tubes were subsequently installed.	The replacement of LED tubes has been completed at 100%, with a total expenditure of NT\$42,800.	Continuing and Maintenance
Individual switches for each light	Individual switches have been installed for each light, allowing lighting adjustments based on staff attendance.	All the lights in the office are equipped with individual switches	Continuing and Maintenance
Replacement of Company Car	In accordance with the service life of Company cars, fuel-powered Company cars are gradually being replaced with electric vehicles.	A total of 8 fuel-powered Company cars have been replaced with e-POWER or electric vehicles, accounting for 16.7% of all Company cars.	The usage status of Company cars continues to be evaluated as appropriate.

ISO Management System

YNM obtained ISO 14001 Environmental Management System certification in 2014. The Company introduced ISO 14064-1 in 2024 for the first time and completed verification of Scope 1 and Scope 2 greenhouse gas (GHG) inventories for the years 2022 and 2023. Moving forward, the Company will continue to maintain the existing management systems and use GHG inventory data to achieve the annual carbon reduction target of 2%. Aligned with its environmental sustainability strategy, the Company will maintain the current environmental management and GHG inventory systems and will assess the feasibility of adopting additional management systems based on operational developments. The Company had no record of any environmental pollution incidents resulting in fines for non-compliance in 2024.

Implemented ISO Management Systems

Name of the System	Acquired Year	Scope of Coverage	Descriptions
ISO 14001 Environmental Management System	2014	Headquarters	All plant sites have been certified under the ISO 14001:2015 Environmental Management System. Pollution prevention and emissions related to air pollutants, wastewater, waste, and toxic chemical substances are all in compliance with applicable legal and regulatory requirements.
ISO 14064-1 Greenhouse Gas Inventory and Verification Standard	2025	Headquarters	Obtain external verification for Scope 1 and Scope 2 greenhouse gas emissions for the year 2024 in 2025.

Management System Costs

Year / Verification Item	2022	2023	2024
ISO 14001 Environmental Management System	65,000	65,000	130,000
ISO 14064-1 Greenhouse Gas Inventory and Verification Standard	-	-	431,000
Total	65,000	65,000	561,000

4.2.3 | Waste Management

Waste generated at each stage of the value chain

Upstream of Value Chain: Automobile Components and Raw Materials	Operational Activities	Downstream of Value Chain: Sales and Aftersales Services
Waste from raw materials	Parts maintenance & automobile manufacturing <ul style="list-style-type: none"> ▪ Iron scrap ▪ Waste plastic ▪ Waste glass ▪ Waste tires ▪ Waste batteries 	Recycle and Reuse <ul style="list-style-type: none"> ▪ Recycling ▪ Biological treatment
Machinery and equipment Office facilities Sales venue facilities	Pollution Prevention <ul style="list-style-type: none"> ▪ General industrial waste ▪ Hazardous industrial waste ▪ Household waste ▪ Liquid manure 	Incineration <ul style="list-style-type: none"> ▪ Incineration with energy recovery ▪ Incineration without energy recovery

Upstream Management of Value Chain	Operational Activities Management	Downstream Management of Value Chain
<ul style="list-style-type: none"> ▪ Supply chain management ▪ Waste management and disposal ▪ Waste reduction at the source 	<ul style="list-style-type: none"> ▪ Waste management procedures ▪ Reporting waste removal quantities in compliance with regulatory authorities ▪ Internal recycling 	<ul style="list-style-type: none"> ▪ Waste disposal ▪ Tracking of waste disposal ▪ Resource recovery from waste

Waste Volume

Category	2022	2023	2024
Household waste(tons)	22.24	4.82	5.89
Total	22.24	4.82	5.89

Note: No hazardous industrial waste was generated during the course of operations. Recyclable waste and general industrial waste are centrally managed by the Yulon Group; therefore, the exact weight cannot be precisely calculated.

Waste Disposal Procedure



Household waste

When the storage area reaches a certain volume, a qualified waste disposal contractor is notified to carry out removal operations. During the removal process, waste must not scatter or spill, causing environmental pollution. The vehicle license number, type, and quantity of waste must be recorded in the Waste Disposal Log. The waste is ultimately transported to the Chunan Incineration Plant for treatment. The total expense for contracting a qualified vendor to remove municipal solid waste amounted to NT\$34,767 in 2024.



Recyclable waste

Recycling bins for paper, metal, plastic, glass, dry batteries, and others are set up in the offices of each department to carry out the recycling of various types of recyclable waste. To align with the goal of sustainable resource utilization, we actively implement waste resource recovery measures. The generated waste is entrusted to legally certified domestic recycling and reuse companies to perform proper recycling and reuse operations.

4.2.4 | Water Resources Management

The Company's source of drinking water is tapping water. Domestic water is jointly sourced with the parent company, Yulon Group, from groundwater in the Chunan-Miaoli area, as announced by the Water Resources Agency. According to groundwater level monitoring, the annual groundwater usage complies with the registered water rights standards, and official water rights certificates have been obtained. There is no significant impact on the water source. The total water consumption was 3,576.4 cubic meters in 2024, representing a 4.8% increase compared to 3,412.5 cubic meters in 2023. (Separate data for groundwater usage is unavailable.) The increase is mainly due to the effects of extreme weather changes, resulting in the annual reduction target of 2% not being met. Future actions will include incorporating this issue into water resource management and improvement plans. The Company's domestic wastewater is treated at the wastewater treatment plant and discharged through the main gate outfall, ultimately flowing into the sea. This process does not significantly affect water sources due to water intake. The Company will continue to uphold the annual water reduction target of 2% in the future, actively promoting optimization of water usage behavior, equipment maintenance, and water-saving awareness campaigns. These efforts aim to strengthen water management efficiency, cherish water resources, and reduce unnecessary consumption.

Water resource utilization status

Category	2022	2023	2024
Ground Water (Kiloliters)	-	-	-
Tap Water (Kiloliters)	1,530.0	3,412.5	3,576.4
Total	1,530.0	3,412.5	3,576.4

Note: No hazardous industrial waste is generated during operations.

Wastewater Management

The plant of YNM is located within an industrial zone. Wastewater generated is treated through the industrial zone's sewage treatment facilities before being discharged into the industrial zone's sewer system. All effluent within the plant is jointly treated and discharged with Yulon Group and undergoes testing in accordance with the "Effluent Standards" and relevant environmental regulations to ensure environmental friendliness and prevent any negative impact. Wastewater discharge levels across the entire plant were well below regulatory standards and permitted limits in 2024, causing no impact on ecological environments or water quality. There were no incidents of fines or penalties related to violations of water resource regulations.

4.3 | Circular Economy

4.3.1 | Sustainable Products and Circular Economy

YNM continuously explores and promotes green products to reduce environmental and safety impacts during manufacturing, production, and consumption processes. We conduct comprehensive assessments across all stages of the product life cycle, including raw material selection, conceptual design, research and development, certification testing, manufacturing and parts regeneration, storage and transportation, marketing and promotion, use and after-sales service, as well as waste disposal and resource recycling, setting clear targets to minimize environmental burdens at each stage, striving to realize the vision of a sustainable automotive industry.

2024 Vehicle Parts Recyclability Rate

Car Models	Weight of Recyclable Parts Sold in 2024 (tons)	Total Weight of Vehicles Sold (tons)	Average Recyclability	Registration Count	Curb Weight (tons)
X-TRAIL	7,804.5	8,215.2	95.0%	5,068	1.621
SENTRA	5,391.7	5,675.5	95.0%	4,403	1.289
KICKS	6,225.3	6,759.2	92.1%	5,661	1.194

R&D Strategy

YNM invests over NT\$500 million annually in product and technology R&D to respond to market trends and achieve sustainable management goals, continuously focusing on innovations in energy-saving and environmentally friendly vehicle technologies. Facing the rapid development of new energy vehicles and increasingly stringent energy consumption regulations in recent years, we have actively collaborated with suppliers to promote the localization of new energy vehicle technologies, while strengthening the recycling and reuse of components, demonstrating concrete actions and commitments to advancing low-carbon transportation and the circular economy.

The 2024 R&D projects focus on new model development and meeting diverse market demands, including the major redesign of the domestic SENTRA model, special editions such as the KICKS Highlight, X-TRAIL, and KICKS OUTDOOR "Wild Fun" editions, as well as the SENTRA Black Twin special edition. These efforts highlight product differentiation, technological upgrades, and further enhance localization and market competitiveness.

The value of R&D investment is realized through tangible outcomes. We not only extend product life cycles but also contribute to resource reutilization and carbon emission reductions by introducing new materials, modular component design, and recycling technologies. Going forward, we will continue to integrate circular design concepts and maintain a recycling rate above 95%, strengthening the sustainable competitiveness of our green products.

R&D Investment in the Past Three Years

Year	2022	2023	2024
R&D Cost	537,954	555,668	351,548
Net Sales	23,607,191	26,136,197	23,132,106
The ratio of research and development costs to net sales.	2.3%	2.1%	1.5%

Unit: TWD Thousands

Phases	Goals	Implementation
Choice of Raw Materials	<ul style="list-style-type: none"> Strengthen local purchases by prioritizing suppliers that are domestic or near Taiwan. Promote green purchases by giving priority to products with environmental certification labels. 	All YNM products have restricted the use of environmentally hazardous heavy metals to protect the environment, like lead, mercury, cadmium, hexavalent chromium, and others.
Concept development	During the parts design and development phase, environmental performance is assessed, and specific targets are set, implementing product environmental assessments in advance to integrate environmental protection concepts early in technological innovation and product R&D stages.	YNM has labeled materials for plastic parts exceeding 100 grams and rubber parts exceeding 200 grams. Additionally, disassembly information is proactively provided within six months after product launch to facilitate the dismantling process.
Environmental Certification	<ul style="list-style-type: none"> Newly developed vehicle models will obtain the Energy Efficiency Label according to current regulations. Through technological improvements or the introduction of new energy vehicles, compliance with stricter Energy Efficiency Label standards is ensured. Efforts are made to increase the localization rate of new energy vehicles to reduce production carbon footprints. 	YNM had a total of 8 vehicle models awarded the Energy Efficiency Label and 8 models received the EPA's Environmental Label in 2024, achieving 100% coverage.
Production and Parts Remanufacturing	<ul style="list-style-type: none"> In response to the "Management Regulations for Hydrofluorocarbons" and the "Prohibited or Restricted Types of Hydrofluorocarbons for Manufacture, Import, Export, Sale, Use or Emission," the use of R134a refrigerant has been discontinued. To comply with the "Exhaust Emission Test Methods and Procedures for Gasoline Vehicles," vehicle emission control equipment is enhanced, and promotion of new energy vehicles is continued. 	<ul style="list-style-type: none"> Following government regulations, the total emission control in 2024 remains below the current limit. All domestically produced and imported vehicles meet the Stage 6 emission standards, with reinforced emission control equipment.
Warehousing and Product Transportation	<ul style="list-style-type: none"> Selection of newer model vehicles for transportation. Use off-peak traffic hours for product delivery 	<ul style="list-style-type: none"> To improve transport efficiency. Reducing trailer driving time lowers carbon emissions during transportation.
Marketing and Promotion	Promotion of vehicle series that have obtained Environmental/ Energy Efficiency Labels and e-POWER electric two-wheelers to the consumers.	Increases in sales of vehicles with Environmental/Energy Efficiency Labels and e-POWER electric vehicles
Use and service	<ul style="list-style-type: none"> To reduce the carbon footprint of products. 	<ul style="list-style-type: none"> NISSAN uses mainly 0W-20 fully synthetic engine oil certified with the highest quality APISP (Resource Protection Level) / ILSAC GF-6 international standards, which helps reduce fuel consumption and exhaust emissions. Introduce Start-Stop idle engine shut-off function, providing consumers with more environmentally friendly choices when purchasing our products.
Waste Disposal and Recycling	<ul style="list-style-type: none"> To promote material recycling and reuse, proactively comply with Paragraph 2, Article 12 of Taiwan's "Resource Recycling Act," and strive to meet the requirements of the "Automotive Industry Voluntary Guidelines for Promoting Resource Recycling." Fully implement recyclable plastics across all vehicle series. Respond to the EU's "E-Mark Certification" regulation by clearly marking the primary materials and additives on vehicle parts to enhance parts recycling rates and reduce waste generation. 	<ul style="list-style-type: none"> Vehicle recycling rate ranges from 92% to 95% depending on model, averaging 94% by sales weight (regulatory standard: 80%). Recycling and reuse rate exceeds 95%.

05

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Employees Care

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Employee Care

Core Vision and Commitment

YNM upholds a "people-oriented" philosophy and is committed to creating a work environment inspiring action, health, diversity, inclusion, and continuous learning. Employees are regarded as the Company's most valuable assets and partners. We care deeply about their physical and mental well-being and support their career growth and realization of personal value through a variety of training and development programs. We continuously optimize our employee benefits system to enhance job satisfaction and overall well-being at the same time. Our goal is to create a win-win situation where employees find joy in their work and the Company achieves sustainable growth.

2024 YNM "Provider of Great Talent, Shaper of a Great Workplace" Plan

Core value	Innovation, Speed, Team		
Strategic Item	Creating a Meaningful Digital Transition Environment	Enhancing Perceived Organizational Operational Efficiency	Establishing a Compelling Employer Brand Image
Main Goals	Organizational Operational Indicators	Employee Organizational Atmosphere Survey Score: 4.46 Internal Customer Satisfaction with Information Systems: 3.84 External Customer Satisfaction with Information Systems: 3.82	
	Sustainability-Related Indicators	Key Talent Retention Rate (%): 100% Information Security Comprehensive Evaluation Score: 101.6 Psychological Safety Index Score: 4.39	

2024 Performance Highlights



17th Taiwan Corporate Sustainability Awards (TCSA) – Talent Development Leadership Award



104 Job Bank Employer Brand Awards – Best Employer Brand



The proportion of female heads of senior Management increased from 12% to 20%



The total investment in employee education and training reached TWD 9,129,233 in 2024, representing a 50.9% increase compared to 2023.



Professional sports coaches were hired to support employee physical activity through sports clubs, with a total of 935 employees participating recorded.

5.1 | Human Resources

5.1.1 | Employees Overview

YNM continuously improves its organizational and personnel systems, and has established multiple diverse and transparent channels for dialogue and consultation to enhance mutual understanding and cooperation between employees and the Company. The Company actively listens and responds to employee needs in a timely manner to strengthen mutual trust and consensus. We offer competitive remuneration and benefits, and regularly organize health and family support activities, aiming to support the physical and mental well-being of employees and improve their overall quality of life. Our goal is to create a secure and protected working environment.

Employment Contract Structure

YNM employed a total of 366 contract-based employees, all of whom were full-time. The Company does not employ part-time, temporary, or zero-hour contract workers. In addition, there were 10 non-contractual employees. The Company prioritizes the recruitment of Taiwanese National residents, especially from local communities. We insist on not hiring migrant workers or vocational trainees, and strictly prohibit child labor.

Year			2022		2023		2024	
Total Number of Employees (Non-contractual employees excluded)		Female	105		110		108	
		Male	262		272		258	
		Total	367		382		366	
Contract-based	Full-time Employees	Female	105	28.6%	110	28.8%	108	29.5%
		Male	262	71.4%	272	71.2%	258	70.5%
Non-contractual Employees	Dispatched Employees	Persons	10		11		10	

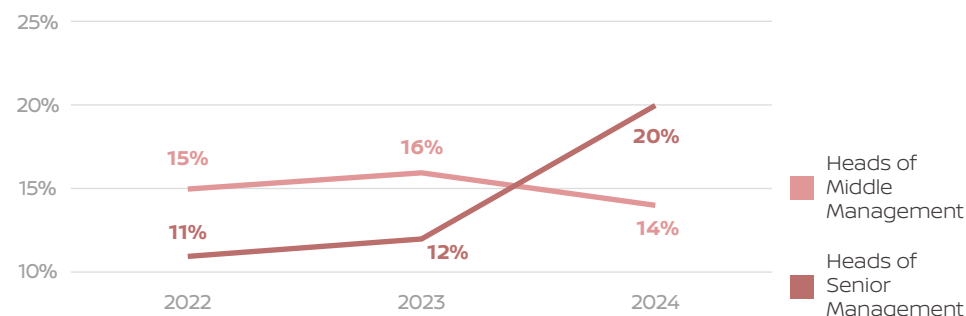
Note: Non-contractual employees include customer service staff, accounting staff, administrative assistants, and others

Gender Distribution by Job Position

YNM is committed to promoting gender equality and fostering a diverse and inclusive workplace. Female employees accounted for 29.5% of the total workforce in 2024. Female managers represented 16% of all managers, while female senior executives accounted for 20%, showing a clear increase compared to 2022 and 2023, which demonstrates the Company's active support and value for female leadership. YNM will continue to invest in the development of high-potential female talents, further enhancing organizational diversity and innovation capacity.

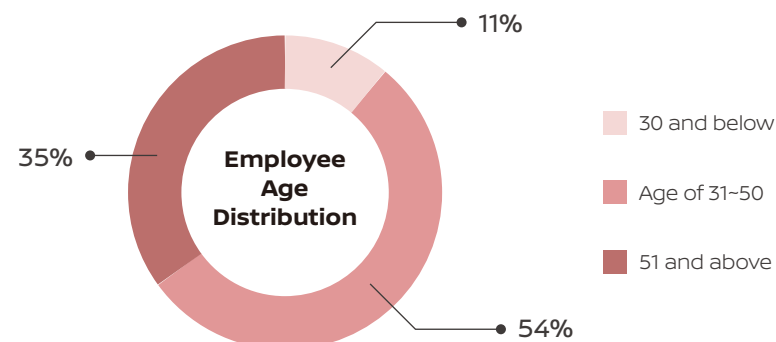
Gender Ratio by Job Category	2022		2023		2024	
	Male	Female	Male	Female	Male	Female
Ordinary Employees	67%	33%	67%	33%	66%	34%
Head of Middle Management	85%	15%	84%	16%	86%	14%
Head of Senior Management	89%	11%	88%	12%	80%	20%

Proportion of Female Supervisory Positions in YNM



Employees' Age and Years in Service

Item	Category	Male		Female		Total	
		Persons	Ratio	Persons	Ratio	Persons	Ratio
Age	30 and below	22	9%	20	18%	42	11%
	31-50	137	53%	60	56%	197	54%
	51 and above	99	38%	28	26%	127	35%
	Total	258	100%	108	100%	366	100%



Average years of service and age of employees at YNM

Average years of service	Male	17.0
	Female	14.9
	Overall	16.0
Average Age	Male	46.2
	Female	42.3
	Overall	44.25

Employment of Diverse Employee Types

Year		2022	2023	2024
Total Number of Employees		367	382	366
Indigenous People	Persons	0	0	0
	Percentage	0%	0%	0%
Physically or Mentally Challenged	Persons	2	2	2
	Percentage	0.54%	0.52%	0.55%
Foreign Employees	Persons	5	5	5
	Percentage	1.36%	1.31%	1.37%

Note 1: YNM has employed one employee with a severe physical/mental disability. Following Article 38 of the "People with Disabilities Rights Protection Act", each employee with a severe (or above) level of disability is counted as two employees with disabilities for the quota. Therefore, the total number of employees with disabilities is calculated as two.

Note 2: Percentage of employees with disabilities = (Number of employees with disabilities) / (Total number of employees)

New Hires and Resigned Employees

We continue to invest in talent recruitment and development, actively sourcing and hiring outstanding individuals through a variety of channels who align with the Company's strategic goals. We provide a comprehensive onboarding training program to help them quickly adapt to the work environment and corporate culture of new employees. For departing employees, the head of the Human Resources department conducts one-on-one exit interviews to understand the reasons for their resignation. The insights gathered are used to make timely adjustments and improvements. These efforts aim to continuously enhance employee satisfaction, reduce turnover rates, and ensure the long-term and stable development of our human capital.

Year	2022		2023		2024	
Type	New Employees	Resigned Employees	New Employees	Resigned Employees	New Employees	Resigned Employees
Persons	31	35	33	18	24	28
Total Number of Employees at Year-End	367		382		366	
Percentage of Total Employees at Year-End	8.45%	9.54%	8.64%	4.71%	6.56%	7.65%

Note 1: Annual new hire rate = (number of new hires during the year) ÷ (total number of employees at year-end)

Note 2: Annual turnover rate = (number of resigned employees during the year) ÷ (total number of employees at year-end)

New Employee Hiring Overview

New Employee Hiring Overview	2022		2023		2024	
	Male	Female	Male	Female	Male	Female
Total Number of New Hires	17	14	23	10	15	9
New Hire Rate	8.45%		8.64%		6.56%	
Under 30	5	3	12	8	12	6
31~50	11	11	11	2	3	3
Above 51	1	0	0	0	0	0

Employee Turnover Rate

Employee Turnover Rate	2022		2023		2024	
	Male	Female	Male	Female	Male	Female
Total Number of Resigned Employees	25	10	13	5	28	11
Resigned Employee Rate	9.54%		4.71%		10.66%	
Under 30	16	5	2	0	13	4
31~50	6	5	9	5	6	4
Above 51	3	0	2	0	9	3

2024 Remuneration Overview

Gender	Male	Female
Average salary of supervisors	1,867,667	2,201,186
Gender pay gap in supervisory positions	117.86%	
Average salary of non-supervisory positions	1,116,567	997,684
Percentage change in average salary for non-supervisory positions	3.3%	2.5%
Median salary of non-supervisory positions	1,133,838	952,256
Percentage change in median salary for non-supervisory employees	2.8%	3.8%
Gender pay gap at non-supervisory positions	89.35%	

5.1.2 | Remuneration and Benefits

YNM does not differentiate employee compensation based on gender, ethnicity, or other personal attributes. Salaries are determined based on employees' educational background, professional knowledge and skills, years of experience, performance, and other individual achievements. The Company has implemented a salary adjustment system that considers operational performance, inflation, and other relevant factors to maintain competitiveness in the labor market.

The Company's compensation policy is aligned with its operational performance, departmental goal achievement, and individual performance. A diversified bonus system is in place, including semi-annual performance bonuses, year-end bonuses, profit-sharing, and others, serving as encouragement for employees to contribute to better results for both the Company and its shareholders.

Average salary of employees



1,283,488

Note 1: Supervisory positions - manager level and above.

Note 2: Supervisory-level Pay Ratio = Average salary of male supervisory employees: Average salary of female supervisory employees

Note 3: Non-supervisory-level Pay Ratio = Average salary of male non-supervisory positions: Average salary of female non-supervisory positions

Annual total remuneration of the highest-paid individual in the organization	7,200,000
Annual median total remuneration of all employees (Excluding the Individual with the Highest Remuneration)	1,179,238
Annual total compensation ratio	6.11

Note 1: Annual total remuneration ratio = total annual remuneration of the highest-paid individual in the organization / median total annual remuneration of all employees (excluding the highest-paid individual)

Implementation of Parental Leave

YNM is committed to fostering a work environment in which all employees have equal development opportunities. We are equally attentive to the needs of employees undergoing life role transitions or facing significant life events. Following legal requirements, we implement a parental leave policy. All YNM employees who meet the criteria are eligible to apply for parental leave. In 2024, one female employee applied for reinstatement after taking parental leave, achieving a female reinstatement rate of 100%.

Furthermore, we have established lactation rooms to provide a comfortable environment for nursing employees in compliance with relevant regulations. We offer free vehicle entry permits for pregnant employees, allowing them to park directly next to the office building, thereby easing the burden of commuting.

Return-to-work rate after leave	Male	The number of employees expected to return to work after parental leave in 2024	0
		The actual number of employees who applied to return to work after parental leave in 2024	0
		Return-to-work rate	0%
	Female	The number of employees expected to return to work after parental leave in 2024	1
		The actual number of employees who applied to return to work after parental leave in 2024	1
		Return-to-work rate	100%
Retention rate after leave	Male	Number of Employees returning to work in 2023	0
		The number of employees who returned to work and completed one year of service in 2023	0
		Retention rate	0%
	Female	Number of Employees returning to work in 2023	1
		The number of employees who returned to work and completed one year of service in 2023	1
		Retention rate	100%

Note: Return-to-work rate = actual number of employees who returned to work/number of employees who were expected to return to work within the year

Retention Rate = number of employees who returned to work in the previous year/number of employees who completed a year of service in the previous year

Employee Benefits System

YNM upholds our people-oriented corporate philosophy and is committed to providing employees with comprehensive support and care. We place great emphasis on achieving a balanced development between employees' work, life, and family responsibilities, and have therefore designed a diverse and well-rounded employee benefits system. An Employee Welfare Committee was formed through employee elections to enhance communication and collaboration between employees and management, ensuring that all welfare measures better align with employee needs and expectations. The committee convened one formal meeting per quarter and held four ad hoc meetings, totaling eight meetings throughout the year 2024.

YNM conducted a Company-wide salary adjustment in 2024 to recognize employees' dedication and contributions. Those who have reached 25 years of service are eligible to apply for the Long-Service Employee Domestic and Overseas Travel Subsidy to appreciate our employees' long-term service. We are committed to continuously optimizing our benefits system to enhance employee satisfaction and overall well-being.

Items of Benefits	Contents	Implementation in 2024
Salary Adjustment	① Meal allowance increased from TWD 2,400 to TWD 3,000. ② Adjustments were made based on a comprehensive consideration of the consumer price index, Company performance, and individual employee performance. Differentiated salary adjustments were implemented. ③ Average salary increase of 3%, effective from 1st of July, 2024.	All employees
Flexible Benefits Allowance	Each employee is entitled to TWD 12,000 in flexible benefits, which employees may choose and apply from the following categories: Education Allowance, Car Purchase Subsidy, Travel Allowance, Health Check-up Subsidy, Car Maintenance Subsidy, Car Rental Subsidy, and Childcare Subsidy.	All employees
New Year and Festival Benefits	TWD 2,000 gift vouchers provided for Lunar New Year, Dragon Boat Festival, and Mid-Autumn Festival.	All employees
1st of May Labor Day Benefits	TWD 1,500.	All employees
Birthday Gift Money	TWD 2,000.	All employees
Office Shop Vouchers	TWD 2,000.	All employees
Wedding Gift Money	TWD 2,000.	1 attendees
Hospitalization Allowance	TWD 2,000 for 3 to 7 days of hospitalization and TWD 4,000 for 7 days or more of hospitalization.	4 attendees
Bereavement Consolation Allowance	TWD 2,000 for relatives, and TWD 100,000 for self.	16 employees
Disaster Relief Compensation	TWD 5,000 for house damages ranging from 30% to 50%, TWD 10,000 for house damages exceeding 50%, and TWD 20,000 for uninhabitable housing conditions.	0 attendees
Emergency Loan	<ul style="list-style-type: none"> Up to TWD 20,000 for childbirth/miscarriage of self or spouse. Up to TWD 20,000 for the death of immediate family members or spouse. Maximum TWD 100,000 for an accident resulting in house damage. Maximum TWD 100,000 for serious illness or major injury. 	0 attendees
Retirement Souvenir	Distributing retirement souvenirs based on years of service.	8 attendees

Employee well-being and full participation

Food

central kitchen, staff canteens, and employees' office shops.

◆ Staff Canteens

YNM has commissioned a central kitchen certified by ISO 9002, with menus planned by professional dietitians to provide hygienic and nutritious meals for employees. Two modern and aesthetically designed staff restaurants are located within the Company's premises, offering employees a high-quality dining environment.



◆ Employee Shops

Employee Shops are set up within both the factory and staff dormitories, supplying daily necessities and food products at discounted prices, enhancing convenience for employees.



Housing

free employee dormitories and recreational facilities

The Company has established a well-rounded "Employee Daily Life Circle" to provide employees with convenient and comfortable living conditions. Free dormitories are available for employees living far away (whose residences are over 50 kilometers away from the Company sites). A variety of recreational facilities are available near the dormitories to help employees relax physically and mentally after work, including basketball courts, tennis courts, swimming pools, and fitness centers, which are, which are also open to non-residential employees and employees' family members.



employee dormitories and the surrounding environment

Transportation

commuter shuttles and hometown return buses

Daily shuttle services are provided for commuting to and from work for employees living in Miaoli and Taichung, ensuring convenient transportation, enhanced work efficiency, and improved quality of life. The Company offers free hometown return coaches every Wednesday and during holidays for those residing in the Hsinchu, Taoyuan, and Taipei areas. These services enable employees to reunite with their families easily, reduce commuting time and expenses, and contribute to reducing air pollution and environmental impact in Taiwan.

Recreation

leisure activities and diverse clubs

◆ Leisure Activities

The Company regularly organizes a variety of leisure activities and encourages employees to invite their spouses and families to participate, which includes basketball summer camps, starlight runs, family day events, and employee trips.

Basketball Summer Camp

Yulon Professional Basketball Team players are invited to personally coach basketball skills, encouraging employees' children to engage in healthy leisure activities and extracurricular learning, alleviating academic stress.

32 attendees

(Including family members)



Starlight Runs

The event, held under the theme "Embrace Health, Challenge Yourself, and Spread Love," allows employees to destress, exercise, and recharge together in a fun and healthy way.

115 attendees



Family Day

Designed to promote healthy family leisure time and encourage employees to bring their families, creating joyful shared memories.

583 attendees
(Including family members)



Employees Trips

Domestic and overseas trips are organized in multiple groups for employees to relax and bond with colleagues and loved ones, fostering a warm and supportive workplace culture, which offers a selection of three domestic and four international sightseeing trips (seven total itineraries).

151 attendees
(Including family members)



Diverse Clubs

YNM encourages employees to actively participate in various sports clubs to achieve a balanced work-life experience. The Company regularly provides club funding and offers facilities for activities. A total of TWD 45,000 was allocated to support the daily operations and development of employee clubs in 2024.

Badminton Club

Amount of Subsidies: **20,000**



Jogging Club

Amount of Subsidies: **20,000**



Volunteer Club

Amount of Subsidies: **5,000**

Retirement Benefits

The retirement benefits system of YNM is based on relevant local regulations. The Company provides retirement funds for each employee, with a participation rate of 100% in the retirement plan. For example, the YNM retirement system follows the Labor Standards Act and the Labor Pension Act in Taiwan.

The total amount of retirement fund contributions was TWD 18,153 thousand in accordance with the 2024 financial statements, which includes TWD 2,076 thousand under the old system and TWD 16,077 thousand under the new system.

Retirement System under the Labor Standards Act

The retirement benefit is calculated based on the employee's years of service and the individual's average monthly salary for the last six months prior to retirement. The Company contributes 2% of the total monthly salary to the retirement fund and deposits the amount into a dedicated account at the Bank of Taiwan under the name of the Employee Retirement Fund Supervisory Committee.

Labor Pension Act

Under the Labor Pension Act, the Company contributes 6% of each employee's monthly wages to their personal labor pension account. In addition, employees may choose to make voluntary contributions to their personal pension accounts at a rate between 0% and 6%, according to their individual preferences.

YNM Voluntary Retirement Benefit Program

The Company offers retirement benefits superior to statutory requirements, providing enhanced financial security and welfare support to retired employees.

Item	2022	2023	2024
Number of Employees Applied to the New System	315	331	321
Total Number of Employees	367	382	366
Percentage	86%	86%	88%

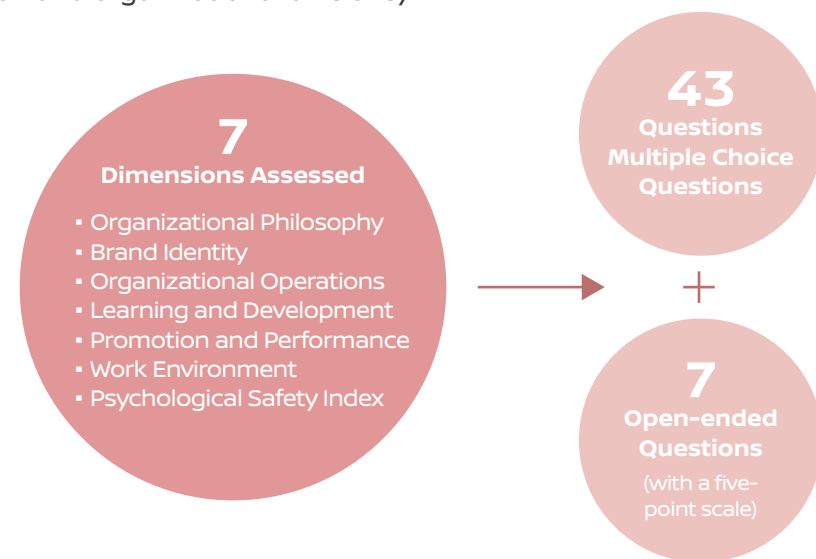
5.1.3 | Employee Communication

YNM actively maintains open communication with employees through multiple channels to foster unity and a shared sense of purpose among all staff members. The Company conducts an annual employee satisfaction survey, referred to as the Organizational Atmosphere Survey, and holds quarterly labor-management meetings. In addition, employee dialogue sessions are organized mid-year, and Town Hall meetings are convened twice a year (mid-year and year-end). Day-to-day communication is also facilitated through frequent small-scale interdepartmental meetings, senior management discussion forum, new employee dialogue sessions, the bi-monthly YNM Newsletter, and regular internal email announcements. Employees are able to promptly voice their feedback through these diverse communication channels, while the Company ensures the timely dissemination of important information, effectively reducing communication costs and enhancing organizational transparency.

Frequency	Communication Channel
Once a year	Organizational Atmosphere Survey (i.e., Employee Satisfaction Survey)
Once a year	Employee VOC Dialogue Sessions
	New Employee Dialogue Sessions
Twice a year	Town Hall Meetings
	Senior Management Discussion Forum
Once per quarter	Labor-Management Meeting
Publishes bi-monthly	YNM Newsletter
Irregular	Interdepartmental meetings, email, and others.

Organizational Atmosphere Survey

YNM conducts an annual “Organizational Atmosphere Survey” to assess employee satisfaction across various dimensions to gain a comprehensive understanding of employees’ perceptions of the Company. The 2024 survey was designed to cover seven key dimensions: organizational philosophy, brand identity, organizational operations, learning and development, promotion and performance, work environment, and psychological safety index. The results serve as a key reference for the development of improvement action plans, driving the enhancement of employee satisfaction and organizational efficiency.



YNM Organizational Atmosphere Survey

Year	2023	2024
Questionnaires Distributed	365	337
Questionnaires Returned	345	214
Overall Score of the Questionnaires	4.38	4.46

The overall average atmosphere score in the 2024 survey was 4.46, reflecting a slight improvement compared to 2023. Among the seven dimensions, Brand Identity scored the highest at 4.65, indicating employees’ strong alignment with the Company’s values and mission. Based on the survey results, each department conducted internal meetings and communication sessions to analyze root causes and formulate improvement plans. These were consolidated by the Human Resources Department into actionable plans aimed at continuously improving employee satisfaction.

YNM has newly introduced the Psychological Safety Index in its survey to better understand employees’ emotional well-being and to plan corresponding measures in 2024. The goal is to cultivate an inclusive and supportive work environment that encourages collaboration and innovation.

Organizational Atmosphere Survey Dimension	Score	Improvement Plan
Organizational Philosophy	4.52	Continue promoting core Company values, vision, and future business directions through activities such as Town Hall meetings and “Meet the President” sessions.
Brand Identity	4.65	Strengthen employee knowledge and engagement with NISSAN and INFINITI product lines through vehicle launch events and related training programs in the future.
Organizational Operations	4.47	Continue investing in supervisory development to foster diversified communication channels between supervisors and employees.
Learning and Development	4.38	Address concerns regarding unclear external training guidelines through live-streaming sessions to clarify policies, empowering employees to plan and participate in external training opportunities.
Organizational Philosophy	4.27	Reevaluate incentive and reward systems to ensure fair and transparent promotion and performance evaluations, thereby supporting the organization’s positive development.
Work Environment	4.41	Continue monitoring employee feedback on dormitory conditions; remain attentive to workplace environment concerns across departments, aiming to provide a clean and comfortable workspace.
Psychological Safety Index	4.39	Notable improvements from previous evaluations were observed. Efforts to strengthen middle management’s ability to foster psychologically safe work environments have shown results. Going forward, further training and robust communication channels will be implemented to build a workplace atmosphere that promotes trust, support, and psychological well-being.

Employee VOC Forums

YNM regularly organizes the “YNM Employee Forum – You N Me Talk Time” annually to establish effective communication channels between employees and the Company, and to understand employees’ perspectives and suggestions on various Company policies. These forums aim to facilitate continuous improvements by management units, enhance employee satisfaction, build consensus, boost morale, and strengthen overall corporate competitiveness. This year, the Company adopted a new approach by systematically gathering employee input and suggestions through the VOC (Voice of Customer) platform to broaden and improve the efficiency of collecting employee feedback. This method strengthens two-way communication and ensures the integration, feedback, and follow-up of employee opinions are effectively implemented.

Labor-Management Meetings

YNM holds formal labor-management meetings on a quarterly basis to foster harmonious labor relations and promote labor-management collaboration. Each meeting is attended by five labor representatives and five management representatives, ensuring that labor-related issues are communicated and addressed promptly. Key agenda items discussed in the 2024 meetings included: salary adjustment proposals, employee profit-sharing and bonus allocation plans, annual company calendar planning, and year-end bonus schemes.

Town Hall & All-Staff General Meetings

YNM holds Town Hall meetings regularly each year to ensure that all employees are well-informed about the Company’s business performance and future outlook. These gatherings are integrated with major corporate events, such as new vehicle launches, the President Award Ceremony, and executive talks delivered by the president, which aim to foster unity and uplift team morale.

A total of three Town Hall sessions were conducted in 2024, taking place in February, July, and September. The Company provided a comprehensive overview of its operational status and strategic outlook during these meetings. Additionally, a variety of engaging and interactive activities were introduced, including new vehicle unveiling events, guest speaker sessions, and large group participation activities. Town Hall activities created an inclusive atmosphere that helped bring YNM closer to the employees.



Group photo of all employees with the newly launched NISSAN ARIYA electric vehicle



ARIYA unveiling ceremony



President's Time



Activity – Strike the Best Pose



Activity – Create a Blessing Wall to Foster Unity and Belonging

Employee grievances and other communication channels

Employees may report or file complaints regarding all types of issues through the following channels.

Employee grievances channels / Workplace misconduct grievance



Hotline 037-875881 Ext.1640



Email ray.lin@yulon-nissan.com.tw

Workplace Sexual Harassment Complaint

The Company has established the "Measures of Prevention, Correction, Complaint and Punishment of Sexual Harassment at Workplace" to ensure a work environment free from sexual harassment for both employees and job applicants. Appropriate preventive, corrective, disciplinary, and handling measures are adopted to effectively safeguard the privacy of the parties involved and uphold employees' rights and interests.

STEP 01

Internal Complaint Filing



Immediate adaptation of effective corrective and remedial measures.

STEP 02

Initiation of Investigation Procedures



A "Sexual Harassment Complaint Investigation Team" will be formed by the complaint-handling unit to initiate the investigation.

STEP 03

Confidential Investigation Process



The privacy of the parties involved must be protected, and the investigation will be conducted based on the principles of objectivity and fairness.

STEP 04

Follow-up and Remedial Measures



Professional counseling resources will be provided, disciplinary actions will be implemented, and the recurrence of similar incidents will be prevented.

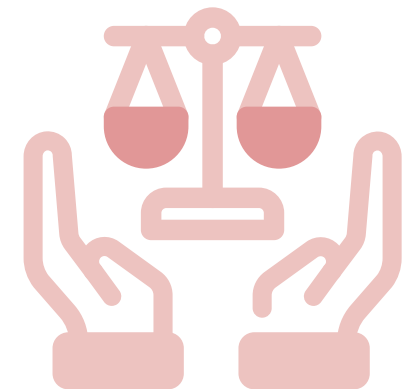
5.1.4 | Human Rights Commitment

Human Rights Policies

The Company adheres to and follows various international human rights conventions including the "International Bill of Human Rights," "UN Global Compact," "UN Guiding Principles on Business and Human Rights," "ILO Declaration on Fundamental Principles and Rights at Work," "OECD Guidelines for Multinational Enterprises," and "OECD Due Diligence Guidance for Responsible Business Conduct." The Company also complies with relevant labor laws and regulations under the local jurisdictions, ensuring zero tolerance for any actions that violate human rights. YNM treats all employees, customers, and stakeholders with dignity and respect.

All our employees are protected by the Labor Standards Act and other relevant laws. "Love Taiwan with action" is the shared commitment of all our colleagues. We have also established a fair and competitive compensation system surpassing local wage levels, along with a comprehensive and competitive benefits program. In adherence to the principle of equal pay for equal work, no differences in compensation are made based on race, political affiliation, religious belief, marital status, or participation in labor unions or associations. Similarly, the Company ensures that these factors do not lead to differential treatment in performance evaluations and promotions.

YNM Human Rights Policies:



YNM Human Rights Policies

The Company identifies potential human rights risks and implements measures to mitigate or remedy them, thereby reducing human rights risks and ensuring human rights management is implemented effectively.

The Company has established channels for reporting workplace misconduct and sexual harassment complaints. Upon receiving a complaint, the Company follows standard operating procedures to investigate and take appropriate measures. It ensures confidentiality and protection of complainants and complaint information throughout the process.

- ① Promotional activities for the Gender Equality in Employment Act: a total of three dedicated lecture sessions were held for general employees under the theme "Key Amendments to the Gender Equality in Employment Act" on the 2nd of July, 2024. Each session lasted two hours, with a total of 270 participants, accounting for 96% of the general employees workforce.
- ② In alignment with the legislative amendments to the Gender Equality in Employment Act, the Company issued an internal announcement via the corporate intranet titled "Measures of Prevention, Correction, Complaint and Punishment of Sexual Harassment at Workplace" on the 7th of March, 2024.

The Company also conducts human rights-related educational training to strengthen awareness among its employees regarding workplace rights, which ensures a workplace environment that is friendly, safe, and values human rights.

- ① YNM strictly prohibits forced labor and adheres to all relevant labor laws and regulations.
 - The Company implements a comprehensive leave system, ensuring prior consent from employees, and combines negotiated annual leave with flexible working hours to provide employees with well-arranged work-life balance options.
 - In alignment with a policy superior to the requirements set by the Labor Standards Act, new employees are entitled to three days of annual leave immediately starting from their first day of employment.
 - Employees are encouraged to place importance on achieving a healthy work-life balance.
- ② Public Commitment to a Happy Workplace: The Company publicly declares its commitment to a happy workplace by publishing the YNM Human Rights Policy on its official website, emphasizing the creation of a work environment and benefits system that supports gender equality.
- ③ Employees received human rights protection training with an average of 1.88 training hours per person. 349 employees (361 attendances) completed the training in total, which accounts for 95% of the total workforce.

5.2 | Talent Development

Material Topic: Talent Recruitment and Retention

Actual and potential positive impacts on the economy, environment, and people (Opportunities)

Using diverse recruitment channels, establishing robust human resources management systems, and offering competitive compensation and benefits to attract excellent talent to ensure a stable employee composition.

Actual and potential negative impacts on the economy, environment, and people (Risks)

Poor customer vehicle experience and lack of product quality assurance will result in customer safety concerns and personal safety risks.

Resources allocated in 2024

- ① The inability to recruit suitable talent may adversely affect the Company's operations or future development.
- ② The resignation of key personnel may negatively impact the morale of existing employees.

Strategic Goals:

Policies and commitments of the Company on talent recruitment and retention

Employee Training and Development Policy, Recruitment Plans, Employment, Performance Evaluation, Compensation and Benefits, and other policies.

Short-term Goals (1 Year)

Keeping the average time required to fill open positions below 90 days

Mid and Long-term Goals (3-5 Years)

Campus Engagement and Employer Brand Image Strategy

- ① We actively deepen engagement with schools and students, expanding recruitment channels to identify and attract high-potential candidates.
- ② We aim to enhance the Company's employer brand image and visibility, indirectly attracting prospective job seekers by investing in diverse campus initiatives.

2024 Target Achievements

- ① Organizational atmosphere Index: Scored 4.46 points.
- ② Key Talent Retention Rate: 100%.
- ③ Psychological Safety Index: Scored 4.39 points.

5.2.1 | Talent Recruitment and Retention

YNM upholds the philosophy of "Developing Value-Adding Talent" in its talent acquisition approach. We have established a rigorous recruitment process that not only complies with relevant laws and regulations but also includes a diversified and structured selection mechanism that encompasses language proficiency tests, professional competency evaluations, and personality assessments to ensure a comprehensive review of each candidate. We adopt a cross-functional joint interview process, with hiring decisions made collaboratively by the hiring supervisor, cross-departmental managers, and Human Resources representatives through a consensus-based evaluation approach, thereby ensuring thorough and objective talent selection.

Deepening engagement with campuses

YNM actively manages a diversified recruitment strategy, with particular emphasis on campus-focused recruitment initiatives. Our efforts in campus engagement aim to build early connections with future talents, enhance our corporate visibility within academic institutions, and expand opportunities to attract outstanding candidates.

Industry	Industry-Academia Collaboration Project	<p>①We have developed an internal smart conversational system utilizing the latest generative AI technology in collaboration with National Sun Yat-sen University. This system assists employees in quickly locating needed information, significantly streamlining the information retrieval process.</p> <p>②We regularly organize summer internships to help students experience the workplace environment firsthand, gain practical insights into professional operations, and better prepare for future careers.</p>	7 interns were recruited
	Yulon Nissan Motor Innovation Design Award	With NISSAN X-TRAIL e-POWER featured as the theme vehicle in 2024, YNM helped participants explore the design concepts and novel technology behind the new energy e-POWER model. Innovative Instagram community marketing campaigns centered on the NISSAN X-TRAIL e-POWER were also created.	Touring more than 20 universities Attracted 6,500 competition participants
Government	National Skills Certification	YNM actively supports technical competitions by providing vehicles, repair manuals, and auto body parts. We also set up "Thematic Exhibition Areas" and "Skills Experience Zones" to invite public participation, enabling attendees to gain a deeper understanding of electric vehicle core technologies. These efforts aim to inspire the younger generation's passion for the automotive industry and to cultivate future professional technicians.	Attracted 125 registered participants
Academia	Sustainability Hackathon	Building the Resilient Innovation Collaboration Platform for the Sustainability Generation, we strive to equip young students across Taiwan with the skills required for future employment and foster collaboration that bridges academia and industry through interdisciplinary innovation.	YNM was set as the event theme, attracting 76 participants in total
	Campus Recruitment Information Session	Campus Recruitment Information Session were held at nine universities, including National Sun Yat-sen University, National Taiwan University of Science and Technology, National Taipei University of Technology, National Taiwan Normal University, National Cheng Kung University, National Tsing Hua University, National Chengchi University, National Chung Cheng University, and National Chung Hsing University. The events featured introductions to the automotive industry, company overviews, alumni experience sharing, and recruitment information. These initiatives aimed to enhance corporate visibility, attract outstanding campus talent, and build a robust talent pipeline.	Held at 9 universities 603 attendees in total
	Career Experience Program	YNM partnered with National Chung Hsing University and National Cheng Kung University to implement career experience programs. These programs integrated co-teaching by expert lecturers with factory visits, offering students a comprehensive view of industry practices before employment. Course content included automotive R&D, marketing and sales, customer service, and workplace culture, thereby strengthening the connection between academic knowledge and industry applications and nurturing diverse talent.	Conducted in 2 universities 40 attendees in total
	YNM Campus Ambassadors Program	The second cohort of the Campus Ambassador Program was launched to enhance NISSAN's brand recognition among younger audiences. By combining creative content and personal influence, ambassadors engaged in hands-on experiences and social media promotion, successfully strengthening young consumers' connection with the brand and its values.	63 applicants joined the Second Campus Ambassador Program

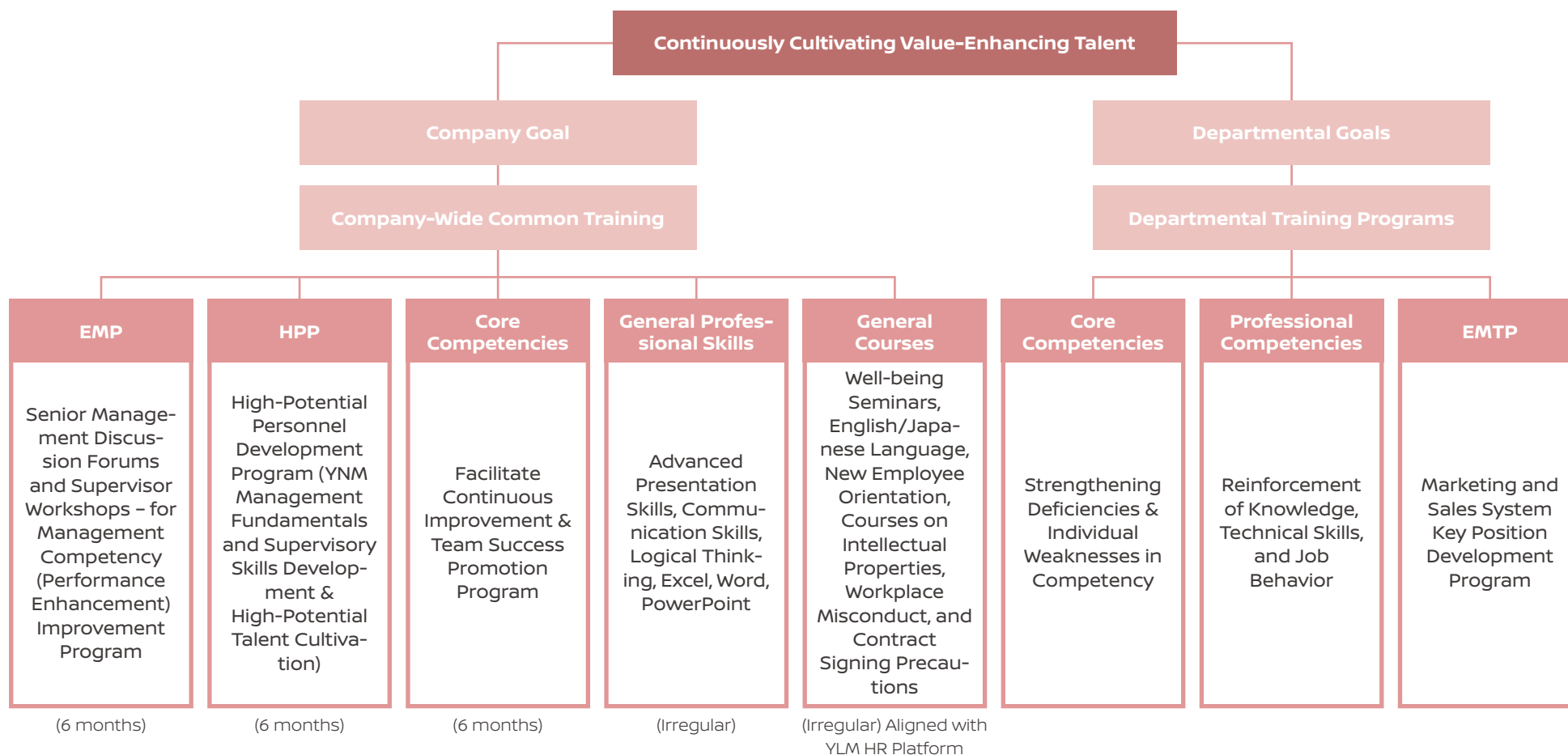
Note: For further details on all campus collaboration programs, please refer to Section **6.1 "Industry-Academia Collaboration."**

5.2.2 | Talent Cultivation and Development

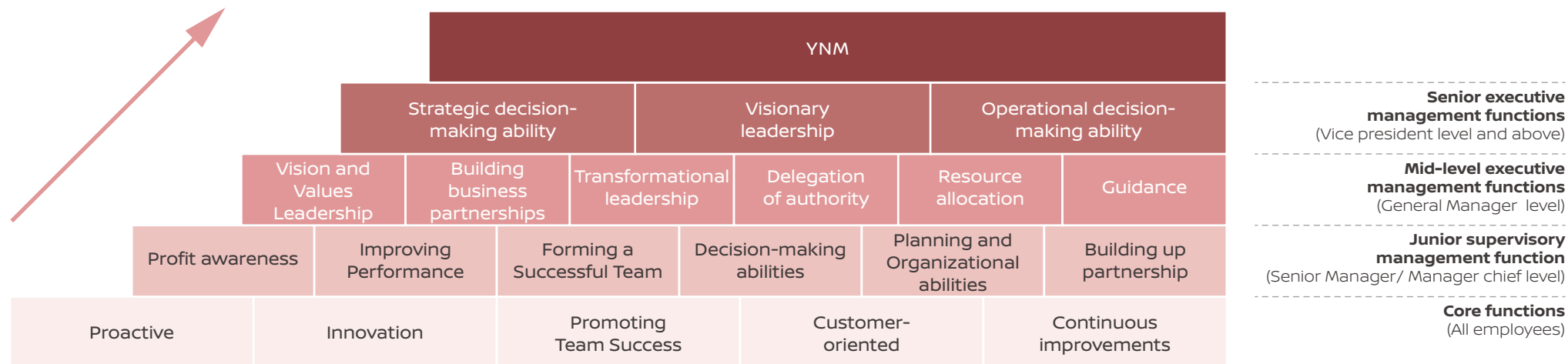
YNM upholds four key guiding principles in talent cultivation and development: Lifelong Learning, Diverse Development, Deep-rooted Dedication, and Human-Centered Approach. At the core of our talent development philosophy lies the belief in the "right talent for the right position" and "realizing every individual's potential." We are committed to providing a wide range of training and development opportunities, which encompass new employee onboarding programs, various competency enhancement courses, and overseas training programs, aiming to nurture leadership talents equipped with the core attributes of innovation, speed, and teamwork, ensuring the talents are ready to meet future challenges and become the Company's next-generation "1st."

Human Rights Policies

2024 YNM Educational Training Framework



YNM Core / Supervisory Competency Modules



Leadership Cultivation Program

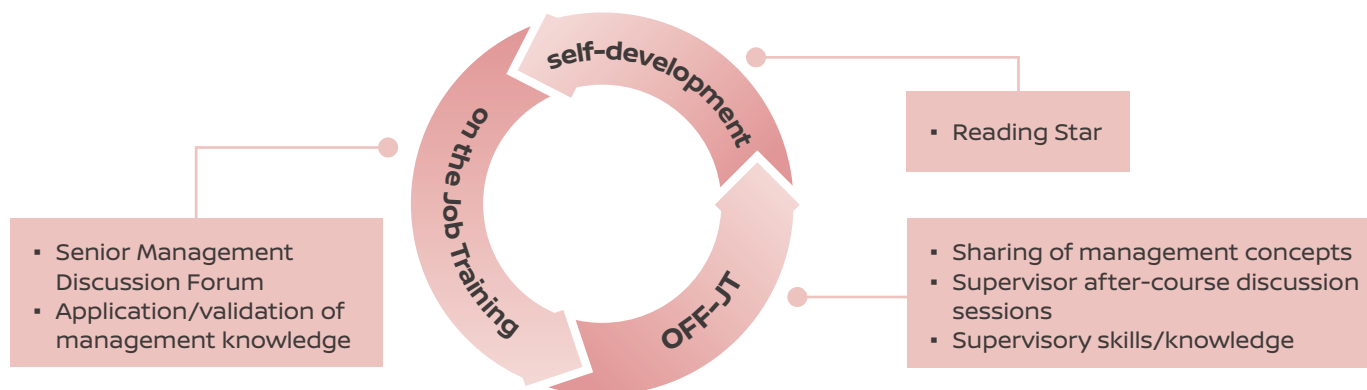
◆ Excellent Management Program (EMP)

- YNM utilizes Core Competencies, Supervisory Competencies, and Leadership Traits, the three assessment tools to evaluate and analyze the management capabilities of supervisors for further cultivation.
- We regularly organize Supervisor Workshops and Executive Roundtables to strengthen supervisory capabilities.
- A Supervisor's Management Handbook has been published, serving as a practical guide for supervisors to reference throughout their management responsibilities.
- We have established a rotation mechanism for supervisory roles, offering employees with demonstrated leadership potential and capabilities the opportunity to be promoted into supervisory positions.



2024 Performance

A total of 90 supervisors and high-potential talents participated in the EMP.



◆ Excellent Marketing Team Program (EMTP)

Development Goal

Cultivating employees toward becoming section experts, enhancing their professional capabilities, and strengthening the organization's internal pool of skilled talent.

Talent Development Approach

- Project-Based Learning: Employees are assigned to hands-on projects, enabling them to accumulate practical experience and apply their knowledge in real-world scenarios.
- Capability Development and Practical Exposure:
- Participants enhance both technical expertise and supervisory capabilities through project execution.
- Advanced Talent Cultivation:
- This program is positioned as a high-level talent development mechanism within the Company.

Evaluation and Promotion Mechanism

- It offers advancement opportunities to those who pass program assessments, enabling promotion to section expert roles.
- The program adopts a dual-track performance appraisal system for performance evaluation.
- Ensuring the development and training results through performance evaluation.

Positioning of the System

- Focused on both the improvement of professional skills and supervisory potential.
- Provides structured career progression pathways for high-potential talents.
- Through formalized and systematic training, EMTP enhances the Company's internal professional talent pool.



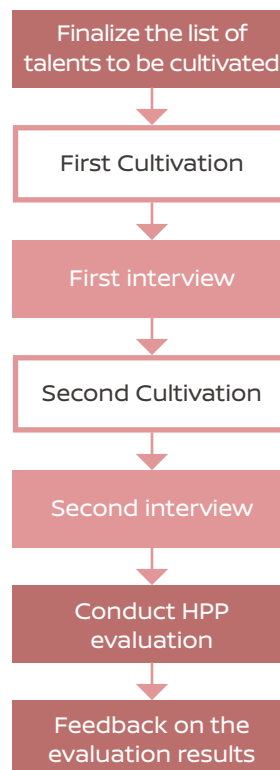
2024 Performance

A total of 6 employees participated in the EMTP, with 4 successfully passing the evaluation, representing a passing rate of 66.7%.

◆ High Potential Person(HPP)

The Company aims to create a continuous stream of successors for YNM by establishing a talent pool, conducting inventory, nurturing, and evaluating in a positive management cycle.

Process



Descriptions

- Objective:
To conduct a competency assessment and formulate an individual development plan
- Process:
 - ① Evaluate the core competencies of junior management-level employees to identify aspects requiring development.
 - ② Confirm the specific development areas, training methods, schedule, and cultivation goals.
 - ③ Define the IDP and confirm the necessary learning resources.

- Objective:
 - ① Review development progress and effectiveness
 - ② Assess the trainee's readiness to participate in the current year's evaluation process.
 - ③ Collect the trainee's reflections and feedback
 - ④ Overview feedback from the direct Supervisor

Output

First Interview Record
(Trainee and Direct Supervisor)

Second interview Record
(Trainee and Direct Supervisor)
Recommended evaluation list from each department



2024 Performance

A total of 27 employees participated in the HPP (High Potential Program) training, with 11 trainees undergoing the evaluation, and 6 successfully passed, resulting in a pass rate of 54.5%.

Nissan Motor's unique value enhancement methods

V-up (Value up)

V-up is a systematic problem-solving methodology developed by Nissan's parent company, serving as a common global language for addressing challenges across the organization. The primary goal of V-up is to resolve internal and external company issues through cross-functional teams, thereby strengthening horizontal communication within the organization and enhancing overall organizational performance. The V-up tool also continues to evolve with time. In addition to traditional problem-solving methods such as DECIDE, which is similar to the originally applied 6 Sigma, new design mind-sets like IGNiTE have been introduced in recent years, a method inspired by design thinking, aimed at enhancing employees' innovation capabilities. The Company continuously promotes V-up-related training programs to ensure effective implementation of the V-up methodology. These include targeted courses for employees across all levels, from new hires to senior management, aimed at further strengthening project management competencies and market competitiveness.

Relevant educational training of V-up	Frequency of conducting	Implementation Result in 2024
Fundamental training in V-up	Once per year	<ul style="list-style-type: none"> Approximately 70% of all employees participated in IGNiTE-related training in 2024, gaining skills in innovative thinking and techniques and successfully applying them to projects. Employees have been applying the methodologies effectively in their daily work after completing the training, collectively resolving 15 major projects and optimizing 19 processes, which resulted in various tangible and intangible benefits.
Facilitator training	Once per year	
Facilitator Follow-up Training	Once per year	
IGNiTE concept training	Once per year	
IGNiTE Tool Experience Course	Six times per year	
IGNiTE Application Course	Once per year	
V-up Tool Training	Irregular	



IGNiTE concept training



IGNiTE tool experience course

Educational Training Result

YNM continued to provide a wide range of training programs for employees in 2024, including onboarding training, general training, core competencies, supervisory competencies, as well as specialized courses in purchasing, technology, quality, and other professional courses. We also launched training in areas such as automated processes, data analytics, and other courses to equip employees with future-ready capabilities, which enables our workforce to keep pace with technological advancements and strengthen their digital transformation competencies. In addition, YNM offers resources to support employees in participating in external training programs, to help them obtain professional certifications or technical tool qualifications. The total investment in employee education and training amounted to TWD 9,129,233 in 2024, representing a 50.9% increase compared to 2023.

2024 YNM Employee Educational Training Summary

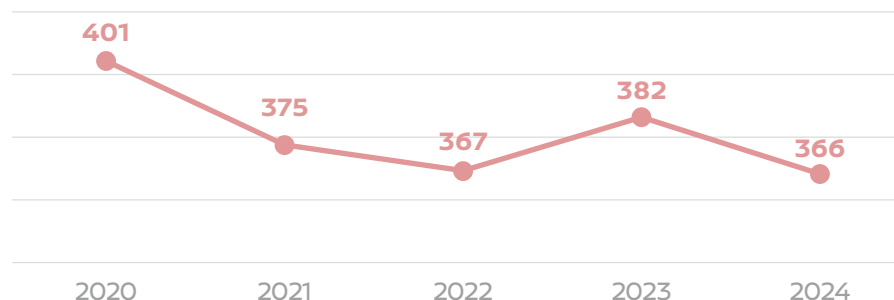
Item	Male		Female		Total	
	Number of Participants	Hour	Number of Participants	Hour	Number of Participants	Hour
Ordinary Employees	182	7,087	94	3,639	276	10,726
	38.9 Hours		38.7 Hours		38.9 Hours	
Head of Middle Management	60	2,038	10	384	70	2,422
	34.0 Hours		38.4 Hours		34.6 Hours	
Head of Senior Management	16	61	4	28	20	89
	3.8 Hours		7 Hours		4.5 Hours	

Average Training Hours per Employee 36.2 Hours

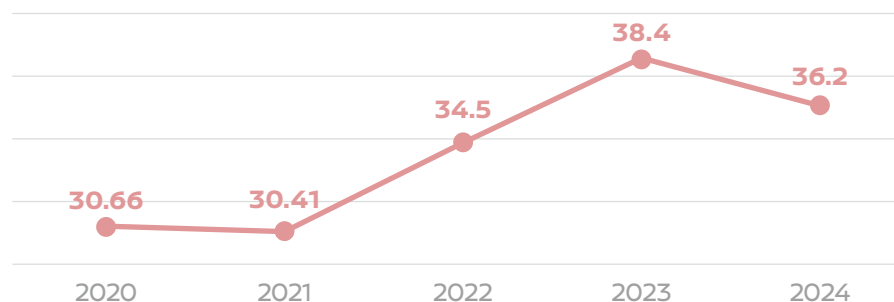
Overview of Employee Education and Training Over the Past Five Years

Year	2020	2021	2022	2023	2024
Total Number of Employees (persons)	401	375	367	382	366
Average Training Hours per Employee (hours)	30.66	30.41	34.5	38.4	36.2
Total Investment Amount (TWD)	4,826,840	2,367,089	2,474,822	6,048,162	9,129,233

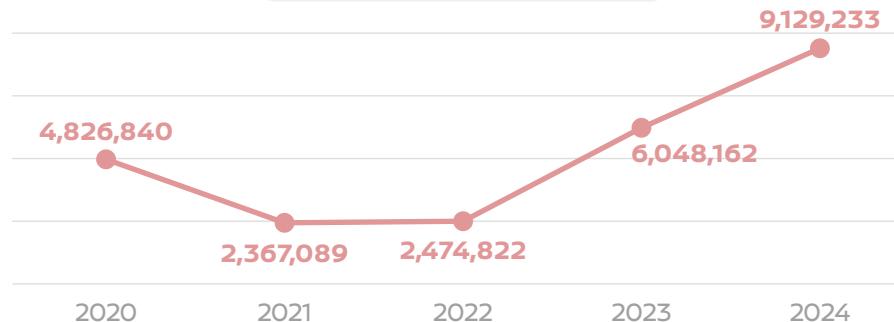
Total Number of Employees (persons)



Average Training Hours per Employee(hours)



Total Investment Amount (TWD)



The Human Resources Department of YNM is responsible for the overall planning and execution of a series of training programs, covering core values, core competencies, common professional competencies, and supervisory competencies. These programs are designed under the Company's Talent Development Blueprint, with the vision of building a solid training framework and curriculum that progressively supports departmental and Company-wide medium- to long-term goals.

	Event name	Number of Training Sessions (sessions)	Total Number of Participants (persons)	Total Training Hours (hours)
Core Value: Cultivating a workforce that embodies the 1st core DNA of innovation, speed, and teamwork among all employees.	Town Hall	2	695	2,085
	All-Staff General Meetings	1	320	640
Core Competencies: Empower employees with the key competencies and behaviors expected by the Company.	Boosting High-Performance and Building Successful Teams	6	345	2,415
Common professional competencies: Cultivating the professional knowledge, skills, and attitudes required for all departments across the Company.	Presentation Skills (Basic & Advanced)	4	53	190
	YNM RPA Robotic Process Automation	1	51	357
	YNM Data Thinking and AI-Supported Data Analysis Workshop	1	24	168
	Logical Thinking	1	19	144
Supervisory Competencies: Planned development of supervisory competencies for the leadership team to support the Company's long-term sustainable development. The competency assessment results in 2024 showed improvements across all dimensions, with the average score increasing by 0.09 points compared to 2023.	Labor Standards Act and Workplace Management Essentials	1	67	101
	Building High-Performance Leadership & Management	2	89	623
	Supervisor Workshops	2	89	233
	Positive Workplace Power – Enhancing Psychological Safety in the Workplace	2	90	630
	YNM Management Fundamentals and Supervisory Skills Development	1	26	78
	Supervisory Communication and the Satir Iceberg Model	1	27	162
General Education: Includes courses such as Happiness Seminars, New Hire Training, Decision-making Authority, Ethical Business Operations, Concepts of Laws and Regulations, and Basic Training in Purchase Processes.	Key Amendments to the Act of Gender Equality in Employment (2024)	3	280	560
	Fundamentals of Intellectual Property Rights	1	14	28
	Introduction to Copyright	1	347	521
	Logical Thinking	1	19	114
	Communication Skills	1	21	126
	Fundamentals of Automotive Principles and Vehicle Production for New Employees	3	27	486
	General Onboarding Training for New Employees	2	30	450



Boosting High-Performance and Building Successful Teams



YNM RPA Robotic Process Automation



Core Competencies Courses: Enhancing Soft Skills through Team-Based Activities



YNM Data Thinking and AI-Supported Data Analysis Workshop



Future Planning of Company-Wide Training Programs

YNM will continue to focus its employee education and training efforts on three core areas: ESG sustainable development, professional competencies in electric vehicles (EVs), and digital transition. These training plans are formulated in response to evolving market trends and the Company's long-term development strategy. We aim to continuously enhance employees' expertise and practical capabilities across various disciplines through these specialized training programs. These efforts are intended to support YNM's goals in sustainability, green technology, and digitalization, thereby ensuring the Company maintains a leading edge in an increasingly competitive market.

Training Category	Planning Direction	Target Participants
ESG Sustainability-Related	ESG-related personnel were designated to attend external training in 2024. ESG topics will be incorporated into the Company's general professional competency framework in 2025. Course planning will align with departmental needs. (e.g., General Affairs Section focusing on net-zero carbon emissions; HR/Business Administration sections strengthening corporate governance)	All Departments
Professional Competencies in EVs	Integrating EV-related knowledge and skills into each department's professional competency requirements, with comprehensive training programs developed based on departmental needs.	
Digital Transition	Since 2022, a series of digital tool courses have been implemented. These courses will be further enhanced and rolled out according to established plans in 2025.	

Technical Department Training

◆ Technical Center Educational Training in 2024

YNM Technical Center has implemented specialized training programs to strengthen employees' professional competencies, which helps staff gain an in-depth understanding and mastery of various technological applications and emerging vehicle technologies, thereby improving overall work efficiency. Employees stay at the forefront of industry advancements and can more accurately execute product plans developed by the Product Planning Department through this training. The training also supports the effective development of vehicle performance and lays a solid foundation for excellence in product development, quality control, and market responsiveness.

Internal Education Courses	Participant	Training Hours
Nissan Training – Project Management	Project Management Section (3 Employees)	6 ~ 12 Months
Nissan Training – Body Design	Exterior Design Section (2 Employees)	6 Months
Nissan Training – Interior Design	Interior Design Section (2 Employees)	6 Months
Nissan Training – ADAS Testing	Vehicle Testing Section (1 Employee)	11 Months
Nissan Training – ADAS Design	Electrical System Design Section (1 Employee)	12 Months
Nissan Training – RDE Experimentation & e-Powertrain new gen tool	Powertrain and Chassis Section	1 Months
Q-DR Pilot Training & Certification	Exterior Design Section (1 Employee)	4 Months
Quick DR Crew Training	New Employee Training (including those from internal transfers)	8 Hours
SSP Training	New Employee Training (including those from internal transfers)	2 Hours
NMQF Training	New Employee Training (including those from internal transfers)	5 Hours

◆ 2024 After-Sales Service Department Educational Training

YNM After-Sales Service Department is the front line for engaging with dealers and external customers. As such, robust and effective training is essential to ensure seamless service and high-quality standards throughout the after-sales system.

For internal roles such as team heads, specialists, and technical supervisors, we have organized various courses to enhance their understanding of technical processes, automotive repair, painting procedures, and more. For our external dealer network, we focus more on courses related to stress management, team morale, and similar topics. Our goal is to continuously improve the skills and psychological resilience of YNM's service personnel, ensuring they provide end customers with services that align with YNM's core values.

Internal Education Courses	Participant	Hours of Courses
SA Training Course	For SA with over three months of service and having OJT completed	32 Hours
SSA Training Course	For those with at least 1.5 years of experience and an SA certification	7 Hours
New Technician Training	For newly hired service depot technicians	24 Hours
N-STEP 2 Electrical Systems Technical Training	For service depot technicians	32 Hours

Note: SA = Service Adviser; SSA = Senior Service Adviser

External Education Courses	Participant	Hours of Courses
Annual Specialized Training	For the service advisors above the SSA-level and cashiers with over three years of experience.	7 Hours
Electrification Vehicle Technical Training (hosted by instructors)	For technical instructors from each dealership.	16 Hours
Electrification Vehicle Technical Training (hosted by technician)	For service depot technicians across all dealerships.	40 Hours



New Technician Training Figure



N-STEP 2 Professional Technical Training

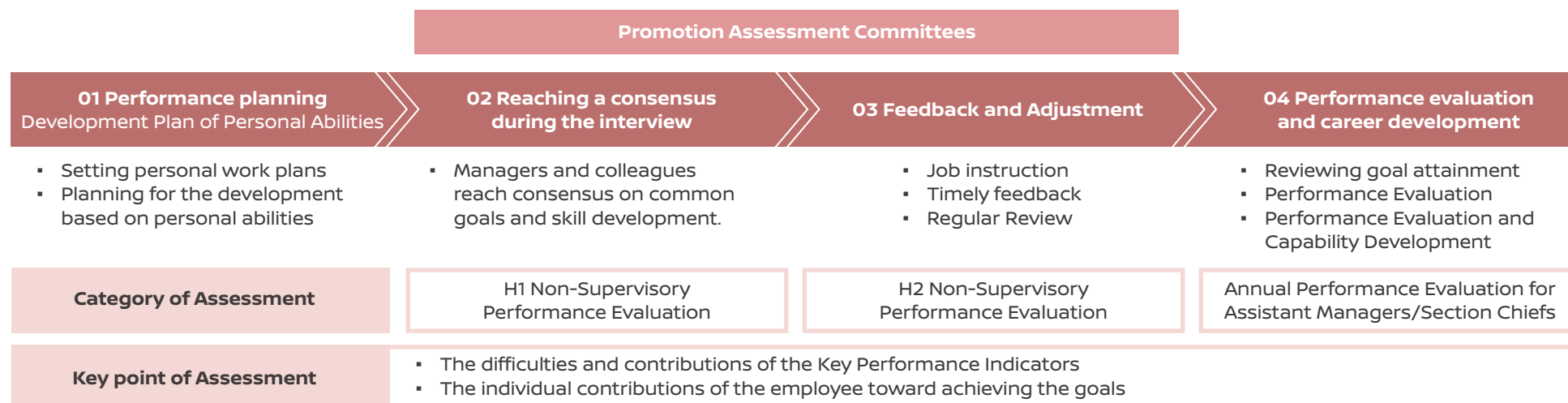


Electrification Vehicle Technical Training



5.2.3 | Performance Evaluation

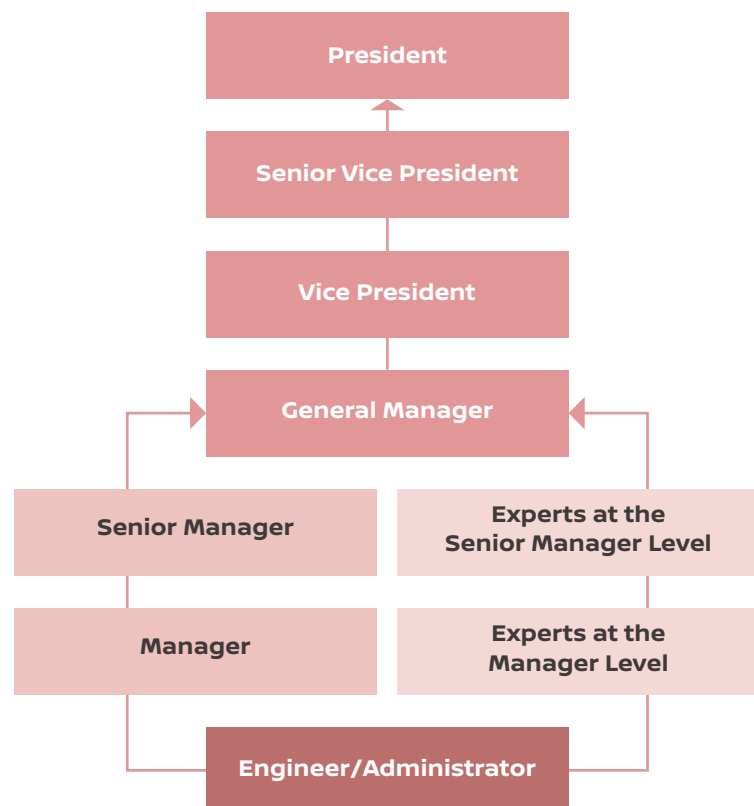
YNM conducts regular performance evaluations to assess employee development, job performance, and overall contributions within the organization. 100% of YNM employees underwent performance evaluations in 2024.



Gender	Male		Female	
Category	Total	Number of employees under the performance evaluations	Total	Number of employees under the performance evaluations
Head of Senior Management	16	16	4	4
Head of Middle Management	60	60	10	10
Ordinary Employees	182	182	94	94

Dual-track indicator

To foster the development of employees with diverse attributes and characteristics, YNM offers a diversified career development pathway. Through a dual-track career system, the Company not only cultivates successors for supervisory positions but also establishes structured advancement routes for professional talent in non-supervisory roles, encouraging employees to grow in alignment with their individual aptitudes, while ensuring that talent is placed appropriately within the organization to maximize overall synergy and effectiveness.



President Award

YNM has established a unique evaluation mechanism, the "President Award," in addition to the performance appraisal system, which serves as an important channel to assess employee performance and recognizes individuals and teams who demonstrate outstanding achievements in meeting business objectives, driving innovation, exhibiting teamwork, and showcasing leadership.

Purpose	Recognizing outstanding teams and individuals within the Company, setting exemplary standards, and embodying Company values.	
The recipients of the award	Employees at the level of assistant manager and below within the Company.	
The spirit of the event	Rewarding innovation and the benefits it brings to the Company's mid-term goals. The individual award includes specific demonstrations of core competencies.	
Innovation and benefits definition	Innovations	product, service, process, organization or management, market management, or market expansion.
	Benefits	increase in sales or profits, cost reduction, enhancement of customer value or satisfaction, enhancement of employee value or satisfaction
Award categories	Team awards	President's Award, Gold Award, Laureate Award
	Individual awards	President's Award, Gold Award
Nomination Process	Each year, all departments are invited to nominate a minimum of two outstanding individuals and one exceptional team by September. The selection process concludes at the end of November each year.	
Selection Process	Shortlisting	The judging panel conducts the initial screening of all nominations submitted by departments.
	Preliminary Review	The panel evaluates the submissions in detail and determines a recommended ranking of award candidates for the final review.
	Final Review	The President, Senior Vice President, and other senior executives served as final judges to determine the winners of both individual and team awards

The award selection process is rigorous, transparent, and based on fair evaluations of the projects. Depending on the quality and scope of the submissions, selected teams may be recommended to participate in broader internal competitions such as the Japan-ASE-AN Chair Award Program, representing the Company on a wider stage. Beyond the recognition and prestige of the award, YNM also offers substantial incentives to award recipients, including monetary bonuses, access to lectures, and various exclusive benefits. A total of 9 teams received group awards, and 11 colleagues received individual awards in 2024.

Awards	Number of awards	Rewards for the employees (including bonuses and other benefits)
Group Awards President's Award	3 groups	TWD 50,000 cash prize, internal announcement, and official recognition
Group Awards Gold Award	3 groups	TWD 30,000 cash prize, internal announcement, and official recognition
Group Awards Laureate Award	3 groups	TWD 30,000 cash prize, internal announcement, and official recognition
Individual Award President Award	3 attendees	TWD 15,000 cash prize, trophy, public recognition, honorary leave for travel and travel subsidy, one-year onsite parking privilege, and feature on the Hall of Fame
Individual Award Gold Award	8 attendees	TWD 10,000 cash prize, trophy, public recognition, one-year onsite parking privilege, and feature on the Hall of Fame

2024 Yulon Nissan President Award Recipients Hall of Fame



The Hall of Fame displays 11 award recipients in a grid format. The central banner features the YNM 19th President Award logo, the IST INNOVATION TEAMWORK SPEED award logo, and the NISSAN logo. The recipients are categorized into Group Awards (President's Award, Gold Award, Laureate Award) and Individual Awards (President Award, Gold Award). Each recipient's photo and name are displayed next to their respective award category.

Group Awards President's Award:

- 金獎 [PEO] TBC減本管理活動運作機制提升** (IST)
- 總經理獎 [YNTC] 站立 儲蓄** (IST)
- 金獎 [智行部] XTRAILADAKES [OUTDOOR 野行]** (IST)

Group Awards Gold Award:

- 總經理獎 [TTC] CTR 2 專案推進** (IST)
- 金獎 [客服部] 配件CPT內外網維度促進專案** (IST)
- 桂冠獎 [智行部] 打造路跑工廠線主品牌形象案** (IST)

Group Awards Laureate Award:

- 桂冠獎 [採購部] 高張力鋼件備品能力提升輔導專案** (IST)
- 桂冠獎 [智行部] 深度體驗試車服務專案** (IST)
- 總經理獎 [客服部] 改善零件供應效率** (IST)

Individual Award President Award:

- 金獎 [YNTC] 張碩成**
- 金獎 [智行部] 沈子瑜**
- 總經理獎 [客服部] 張淑君**
- 金獎 [YNTC] 施柏廷**

Individual Award Gold Award:

- 金獎 [YNTC] 陳采蓮**
- 總經理獎 [客服部] 蔡文傑**
- 金獎 [智行部] 宋玉賢**
- 金獎 [TCS] 賴柏光**

5.3 | Health Workplace Environment

YNM sets “zero tolerance on major occupational safety incidents” as a core workplace objective and ensures the effective implementation of occupational health and safety management through the operation of the internal Environmental Safety Committee. We strictly comply with every applicable occupational safety and health law and regulation and regularly conduct occupational safety and health education and training. In addition, we continue to promote annual health and wellness initiatives. It is our responsibility to provide a safe and secure working environment and to uphold the physical and mental well-being of all employees.

5.3.1 | Occupational Safety and Health Management

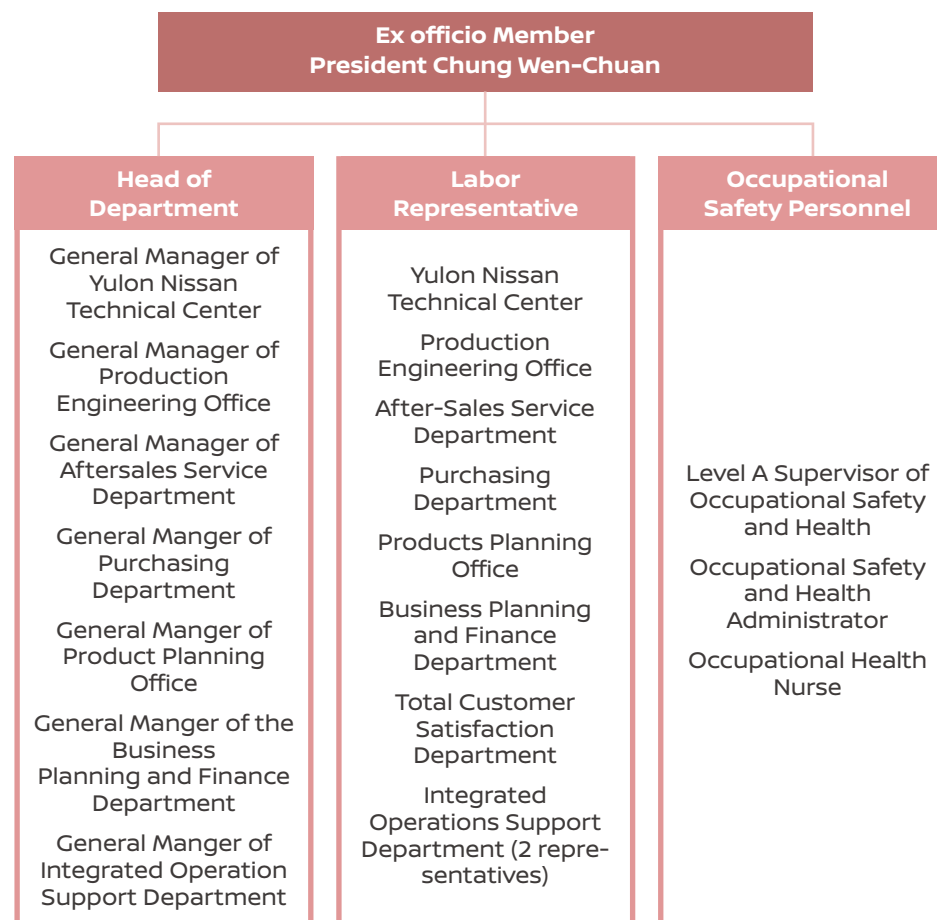
Occupational Safety and Health Committee

The Environmental Safety Committee serves as YNM's supervisory body for occupational safety and health management. It is responsible for reviewing and deliberating on key topics related to occupational safety and health. The committee consists of 20 members in 2024, with President Chung Wen-Chuan serving as the highest-level decision-maker. The committee comprises department heads, multiple labor representatives, and three dedicated occupational safety personnel, ensuring comprehensive representation and professional oversight. The Occupational Safety and Health Committee convenes quarterly meetings with representatives from the Integrated Operation Support Department's Safety and Health Division serving as the meeting's chairperson and unit in charge.

Occupational Safety and Health Committee Operations in 2024

Date of Meetings	Key Discussion Items/ Major Resolutions	Number of attendees	Attendance Rate
2024.03.29	Promotion of Workplace Anti-Harassment and Illicit Infringement Awareness	17	85%
2024.06.25	Occupational Safety and Health Education and Training Plan	19	95%
2024.09.27	Automatic Inspection Program	20	100%
2024.12.23	Review of the 2025 OSH Management Plan	19	95%

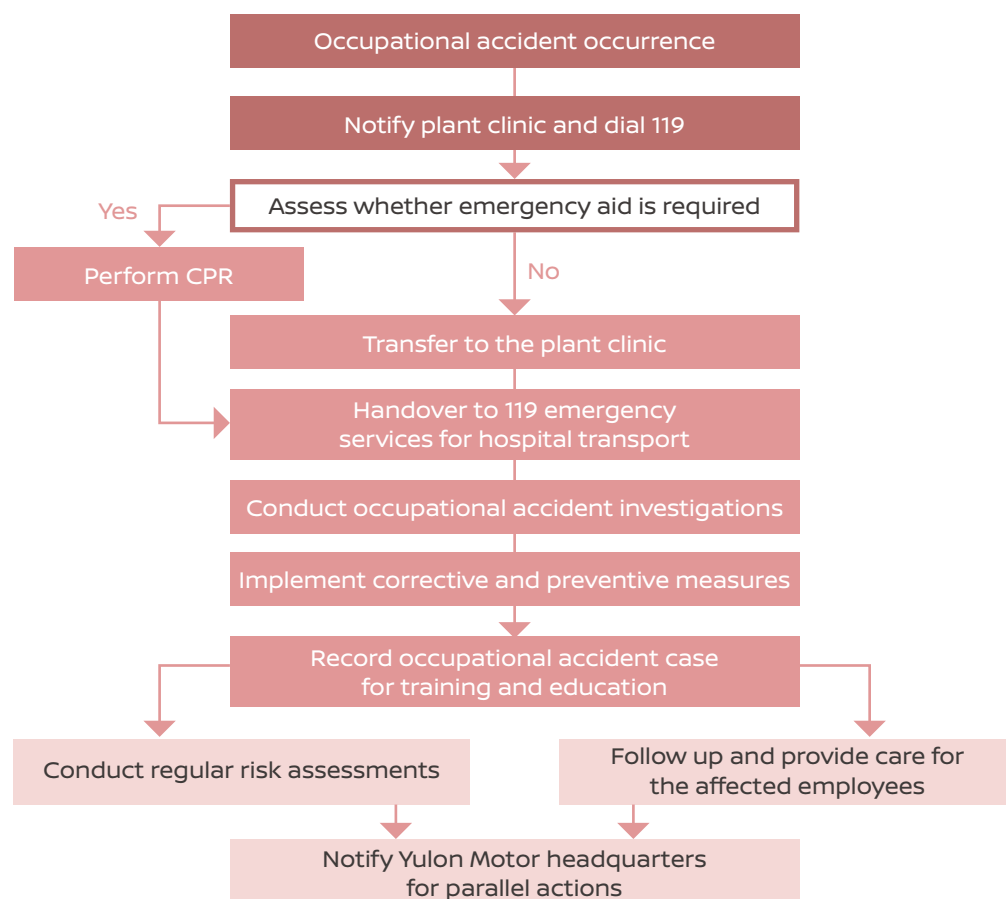
Organizational Chart of YNM Occupational Safety and Health Committee



Occupational Incident and Emergency Response Procedures

YNM has recorded zero occupational injury cases for many years. YNM has established a comprehensive incident response procedure to prevent the occurrence of occupational incidents and ensure prompt emergency responses. In the event of an incident, immediate notification must be sent to the plant management, on-site nurse, and emergency services by dialing 119. If emergency treatment is required, CPR and AED will be administered promptly. If no emergency treatment is needed, the injured party will be sent to a clinic or transported to a hospital by ambulance. In the event of any occupational incident, YNM will conduct a formal investigation to identify the root causes and implement corrective and preventive measures. All employees are educated on these procedures through employee training courses. Real case examples will also be incorporated into training to enhance hazard identification and risk assessment skills across the workforce, ensuring swift and appropriate responses to any unexpected incidents.

Yulon Nissan Motor Occupational Accident Response Procedure



Occupational Injury Statistics of YNM during the most recent 3 years

Item	2022		2023		2024	
	Male	Female	Male	Female	Male	Female
Occupational Injuries (Cases)	0	0	0	0	0	0
Occurrence of occupational disease (Cases)	0	0	0	0	0	0
Working Day Lost (Days)	0	0	0	0	0	0
Total Working Hours	536,928	177,072	551,291	210,493	560,912	229,328
Injury Rate (IR)	0	0	0	0	0	0
Occupational Diseases Occurrence Rate	0	0	0	0	0	0
Severity Rate (SR)	0	0	0	0	0	0
Absence rate	0	0	0	0	0	0

1. Injury Rate (IR) = (Number of injuries × 1,000,000 hours) / Total working hours
2. Severity Rate (SR) = (Lost workdays × 1,000,000 hours) / Total working hours
3. Occupational Disease Rate = (Number of occupational disease cases × 1,000,000 hours) / Total working hours
4. Absenteeism Rate = (Total number of absent days / Total number of workdays) × 100%
5. Definition of exclusion from occupational injury: Minor incidents that do not result in death, disability, injury, or illness due to occupational accidents are not included in the calculation of occupational injuries.
6. Definition of absenteeism rate: The number of absent days caused by death, disability, injury, or illness resulting from occupational accidents.
7. Occupational Injuries in 2024: None

YNM's occupational safety and health educational training in 2024

Name of the Course	Number of attendees	Hours of Training (Hours)
New Employee Occupational Safety and Health Training	16	3
General occupational safety and health educational training	336	1
Self-defense firefighting team and health educational training	358	4

5.3.2 | Employees Health

As we face industrial transitions and climate-related challenges, employee health is a critical factor in enhancing productivity and organizational resilience. YNM proactively monitors and supports employees' physical and mental well-being, aiming to prevent occupational disease risks and reduce health-related damage through various initiatives, including onsite clinic services, health examinations, employee assistance programs, and recreational fitness clubs. YNM strives to foster a work environment that supports holistic employee well-being by continuously promoting health management and workplace care.

Employee Health Management

Employee Lunch Program Nutritional Management

Establish central kitchen catering services, with menus planned by professional nutritionists to ensure dietary nutrition and calorie intake.

Employee Health Checkups

Employee health checkups are conducted every three years, with the scope of examination exceeding legal requirements. A total of 285 employees received the health checkup in 2024. For employees identified as part of high-risk groups (those with hyperglycemia or hyperlipidemia), preventive care programs were initiated, including health promotion activities and follow-up for abnormal results to raise health awareness and improve self-management capabilities.

2024 Company Premise Starlight Marathon

This annual event emphasizes both health and social responsibility. For each employee who registers, the Company donates TWD 100 to charitable organizations.

AED emergency rescue equipment

AEDs are installed in prominent areas throughout the premises. Public CPR awareness is actively promoted, and first aid workshops are organized to improve emergency response capabilities among employees, including CPR, choking rescue, and wound dressing.

Plant Clinic Services

YNM shares a plant clinic with its parent company, Yulon Motor, at the Sanyi Plant. The clinic provides emergency medical assistance and general outpatient services to meet the daily healthcare needs of employees. The clinic is staffed with certified, full-time nursing professionals and visiting emergency medicine specialists from contracted teaching hospitals. The clinic provided 10,064 consultations, and 285 employees completed health check-ups in 2024.

Item	Service content and 2024 implementation effectiveness
Internal and Surgical Medicine Services and Emergency Care Services	<ul style="list-style-type: none"> ▪ Providing staff with a high-quality medical environment and professional medical consultation services. The clinic physicians are qualified in emergency medicine and family medicine, with extensive clinical experience. ▪ The clinic is also open to employees' family members and local residents to expand the reach of its healthcare services.
Smoking cessation special clinic	<ul style="list-style-type: none"> ▪ Providing smoking cessation services: Physicians assess individual employees and recommend appropriate smoking cessation treatments based on their diagnoses. ▪ Actively promoting smoking cessation information to employees, assisting them in quitting smoking, and advocating for self-control of not smoking indoors.
Health Check	<ul style="list-style-type: none"> ▪ Health check: Selecting designated hospitals for occupational disease prevention health checks under labor insurance and conducting health checks for employees on-site. ▪ After consolidating the examination reports in the clinic, we conduct health analyses based on the results. For individuals with abnormalities, we provide proactive follow-up care and guidance, or we notify them to visit the employee clinic for professional medical consultation.
Vaccination	<ul style="list-style-type: none"> ▪ YNM offers free vaccinations, with 263 employees voluntarily receiving immunizations
First aid training	<ul style="list-style-type: none"> ▪ Promote CPR awareness to all, enhance staff's first-aid capabilities, and improve their emergency response skills by organizing first-aid training courses such as cardiopulmonary resuscitation (CPR), choking handling, wound dressing, and other essential first-aid techniques. Increase staff's understanding of first aid, encouraging them to learn rescue skills effectively.
Health Promotion Program	<ul style="list-style-type: none"> ▪ The Company regularly conducts health promotion and education activities during peak seasons of infectious disease outbreaks and provides flu vaccination services in alignment with government public health policies. ▪ Epidemic prevention materials are prepared in accordance with professional medical guidance to enable a swift and flexible response to evolving public health conditions in anticipation of potential pandemic threats.

Employee Assistance Program

YNM has proactively collaborated with professional organizations such as the Taoyuan Lifeline Association to implement a comprehensive Employee Assistance Program (EAP) since 2015. This program provides employees with professional, confidential consultation services to address challenges related to work, life, and health, thereby enhancing workplace performance and fostering overall well-being.

**Work**

Management Strategies, Work Adaptation, and Career Development Support

**Life**

Confidential counseling services to help employees address personal issues such as interpersonal relationships, marriage and parenting, family care, financial management, and legal concerns.

**Health**

Workplace-based initiatives such as health campaigns and medical facilities help employees maintain physical and mental well-being, promoting work-life balance and improving work efficiency and productivity.

Professional Fitness Instructors Engagement

Beginner Badminton

9 sessions

64 participants

- Civic Sports Center
- Classes are held at the Taichung Civic Sports Center in the evening to meet the needs of employees.



Beginner Badminton

9 sessions

83 participants

- Yulon Employee Gymnasium



Beginner Swimming

9 sessions

90 participants

- Yulon Employee Pool



Beginner Fitness

15 sessions
118 participants

- Civic Sports Center
- Classes are held at the Taichung Civic Sports Center during weekends and holidays to meet the needs of employees.



Yoga

8 sessions
224 participants

- Sanyi Plant



Beginner Fitness

16 sessions
190 participants

- Sanyi Plant



Aerobics

8 sessions
166 participants

- Sanyi Plant



06

NISSAN TAIWAN | ESG REPORT 2024

Contribution to Society

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Contribution to Society

Core Vision and Commitment

YNM, upholding the core philosophy of "Taken from the community, giving back to society," continued its active engagement in the fields of education and social welfare. We demonstrated our commitment to talent cultivation and social care by donating vehicles, supporting governmental projects, and promoting reading-related public welfare programs. At the same time, we integrated industrial resources to deepen technical education at schools, and to assist the cultivation of future vocational talents. In addition, we invited partners to achieve social well-being, contributing to sustainable development and working together to create a better future for the next generation through book donation campaigns and various public welfare programs.

2024 Performance Highlights



A total of 422 students enthusiastically participated in industry-academia collaboration competitions and selection activities, with a total funding amounting to TWD 1,469,152.



A total of 47 students engaged in in-depth industry-academia exchanges through career experience programs, industry-academia collaboration, and summer internship projects.



Three Real car vehicles were sponsored for use in competitions, academic and vocational education, and fire and police services, giving back to society and promoting a positive impact.



A total of 55 car owner events were held, engaging 3,993 participants in activities centered around sustainability themes.



Accumulated over 20 years, YNM has donated a total of NT\$10,000,000 to sponsor the "Employer's Liability Insurance under Contractual Obligation" for temporary workers of the Department of Environmental Protection, Taipei City Government.

Social Sustainability Strategy

Industry-Academia
Collaboration



Rooting Education for
Sustainability



e-Power Sustainability
Together



Social
Engagement



Industry-Academia Collaboration

Through hosting seminars and campus ambassador programs, YNM promoted our brand culture and shared the latest trends in the automotive industry. Additionally, by providing internship and career experience opportunities, students gain a deeper understanding of YNM's corporate culture, attracting outstanding talents to join our team. We also hosted creative marketing contests, encouraging students to utilize social media, combining sustainability concepts, creativity, digital technologies, and marketing strategies, offering the younger generations the chance to take the stage and spotlight, expressing their unique personality and reaching their full potential.

Target

College and Senior High School Students

Performance in 2024

A total of 2,814 participants.

Rooting Education for Sustainability

YNM has long been committed to promoting vocational education by providing practical experience, equipment, and vehicle donations to help students sharpen their skill set and further immerse themselves in the auto industry, deepening the roots of talent cultivation through vocational education.

Target

Campus students

Performance in 2024

Donated vehicles and related accessories for practical training and competitions are valued at approximately TWD 650,000.

e-Power Sustainability Together

Integrating sustainability concepts with brand marketing strategies, we launched a series of owner events themed around "People, Cars, Life" symbiosis. These events encourage Nissan and Infiniti owners to participate with their families, deepening their awareness and care for the environment, ecology, and local culture.

Target

Car owner of NISSAN and INFINITI

Performance in 2024

•A total of 3,993 participants.
•Allocated approximately TWD 4.7 million in event funding.

Social Welfare

Actively participating in local cultural and arts activities, supporting disadvantaged groups and education equity issues. Through donations for education and employee volunteer involvement, we respond practically to social needs.

Target

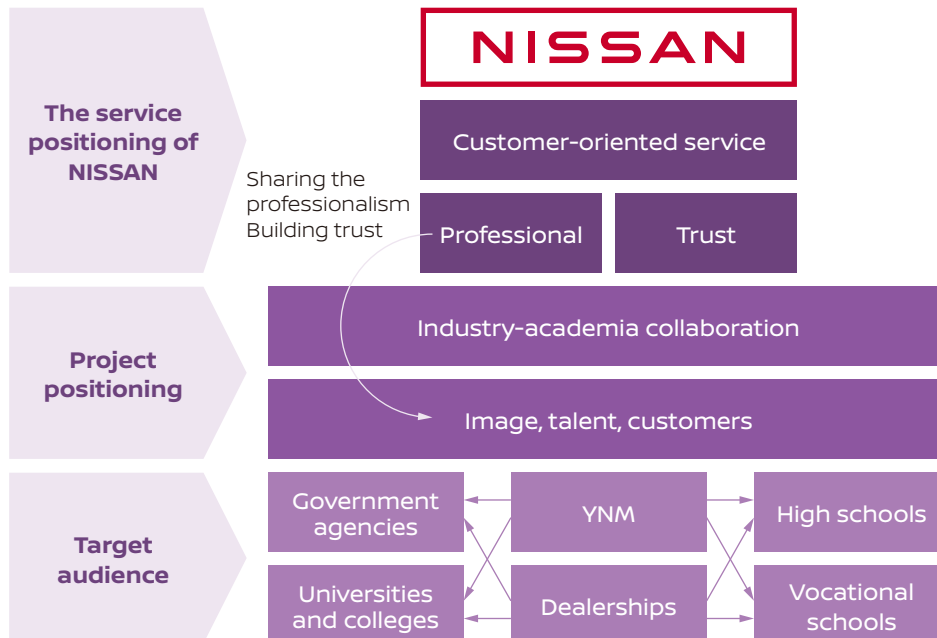
Public

•Temporary worker insurance coverage: 1,600 people.
•Participants in mountain clean-up events: 120 people. •Books collected to date: 4,103 volumes.
•Temporary worker insurance investment over 20 years: TWD 10 million; TWD 500,000 invested in 2024. •Donated firefighting and security vehicles valued at TWD 815,000.

6.1 | Industry-Academia Collaboration

YNM deeply understands the importance of passing down the experience and technological legacy, and views future talent cultivation as a key to establishing a sustainable cycle of corporate social responsibility. We actively invite dealers and service depots across Taiwan to collaborate, engaging professional lecturers and experienced employees from various departments to enter campuses. With such activities, students shall gain insights into industry overviews and our brand culture through lectures and forums. We launch internship and workplace experience programs to enable students to apply theory to practice. Additionally, campus proposal competitions offer young talents a platform to shine while promoting YNM's innovative technologies. We believe that after years of dedicated educational initiatives, a thriving and ever-growing forest of talent will be nurtured.

The concept of industry-academia collaboration



Campus Recruitment Activities



Summer Internship Program



Career Experience Program



Second Campus Ambassador Program

Industry-Academia Collaboration with
National Sun Yat-sen University

6.1.1 | School-Enterprise Cooperation: Driving the Future

The automotive industry requires not only passion but also indispensable professional knowledge and experience from internal technology to external sales. Therefore, we have planned a series of programs and have deeply cultivated partnerships with schools to nurture professional talent over the years. We aim to recruit diverse talent through various channels.

Training Program	Program Content	Benefits
Campus Recruitment	We visited 9 universities and colleges across Taiwan to share industry trends and company culture, with alumni working at YNM sharing workplace experiences to attract outstanding talents.	A total of 603 participants were attracted in 2024.
Career experience program	Held intensive programs at National Chung Hsing University and National Cheng Kung University, covering industry overview, automotive R&D and design, digital marketing & sales, and customer service experience sharing. HR managers conducted one-on-one career interviews with students to provide early exposure to industry practices and new knowledge.	In 2024, 40 students participated in the experience program, with 1 student recruited as a summer intern and selected as a YNM Campus Ambassador.
Second Campus Ambassador Program	Received 63 applications from universities across Taiwan and selected 12 Campus Ambassadors. The Ambassadors engaged in brand promotion, in-store events, and digital marketing activities for over 8 months. A proposal competition with attractive prizes was also held to encourage participation.	The Campus Ambassadors used social media to reach audiences from the younger generations, promoting brand concepts and smart technologies, while enhancing corporate image and talent recruitment effectiveness.
Industry-academia collaboration Intelligent Dialogue System	We jointly developed an intelligent chat system in collaboration with National Sun Yat-sen University to establish an internal database and strategically facilitate advanced generative AI applications within the company, while also focusing on cultivating related talents.	By leveraging generative AI, we enhance internal operational efficiency and improve data retrieval effectiveness, enabling employees to devote more attention to tasks requiring higher concentration.
Summer Internship	Every year, during the summer break for schools, internship opportunities are provided. Five departments participated in the program, recruiting a total of seven interns in 2024. Each intern was assigned a dedicated mentor to provide guidance, and regular progress presentations were conducted to strengthen practical integration capabilities.	This initiative enables students to gain hands-on experience while still in school, helping them plan their career paths and bridge the gap between academic theory and industry practice.

6.1.2 | Yulon Nissan Motor Innovation Design Award

YNM, with the corporate vision of “becoming a benchmark enterprise in product and service innovation in the cross-strait automotive industry,” has continued to organize the “Yulon Nissan Motor Innovation Design Award.” The initiative aims to provide a stage for young students to showcase their creativity and design capabilities, cultivating outstanding talent as seeds of innovation for Taiwan's industry. By promoting the spirit of innovation, it contributes to enhancing Taiwan's industrial competitiveness. For the 11th Yulon Nissan Motor Innovation Design Award held over the past 19 years, the 2024 competition featured X-TRAIL e-POWER, a new energy vehicle, as the theme vehicle. The competition centered around its three major breakthrough technologies: e-POWER, e-4ORCE, and ProPILOT, embodying the brand spirit of “NISSAN INTELLIGENT MOBILITY.” University and college students from across Taiwan were invited to launch creative Instagram-based social media marketing campaigns, aligning with the dual transition trends of digitalization and sustainability. The team “Good Fortune on the Road”, composed of students from National Dong Hwa University and Providence University, won the top prize and was awarded a NISSAN KICKS e-POWER SUV valued at over TWD 1 million. The award was presented personally by Mr. Chung Wen-Chuan, President of Nissan Taiwan, to recognize the students' outstanding performance. The competition aims to embed the spirit of innovation within schools, fostering more young talent for Taiwan's future industry.



Benefits of the Nissan Campus Innovation Design Award

Times of Event

11 awards over nearly **20** years

Competition Participants

In 2024, 122 teams participated; 10 teams advanced to the finals. Over 2,600 teams, with more than 6,500 total participants, have joined over the years.

Campus Seminars

Nearly **2,000** faculty and students attended in 2024. Over **23,000** total attendees over the years.

Media Coverage

53 reports total
(6 in newspapers, 3 in magazines, 33 online, 11 on TV).

Funding Contribution

1 unit of NISSAN KICKS e-POWER SUV, valued at
TWD 1,049,000.

Benefits of the Investment

Encouraged students to utilize marketing creativity and promote brand visibility.



Award Ceremony for the Yulon Nissan Motor Innovation Design Award

6.1.3 | Sustainability Hackathon

YNM participated for the first time in the 5th Sustainability Hackathon held in 2024, a national-level competition collaboratively hosted by eight universities in Central Taiwan. The event centers on the United Nations' 17 Sustainable Development Goals (SDGs), encouraging students to address challenges that enterprises face due to climate change and to propose innovative solutions that integrate smart technologies and sustainability goals in pursuit of the net-zero emission target by 2025.

Within the context of the automotive industry's net-zero blueprint, increasing the share of electric vehicles (EVs) is an inevitable trend. However, how to effectively promote EV adoption and improve market acceptance remains a critical issue for the industry. 19 student teams selected YNM's designated challenge topic in this year's competition. At the conclusion of the competition, three winning teams and three merit award recipients were selected.



Benefits of the Sustainability Hackathon

Competition Participants

A total of 19 teams, comprising **76** students, selected YNM as their topic for the competition.

Funding Contribution

Total sponsorship: **TWD 50,000**

Benefits of the Investment

Yulon Nissan encouraged students to apply teamwork, integrating concepts of sustainability, electric vehicle (EV) development, and digital marketing, to propose innovative projects with practical implementation potential.



2024 Sustainability Hackathon Ceremony

6.2 | Rooting Education for Sustainability

6.2.1 | Promoting the Development of Vocational and Technical Talent

YNM has long been committed to developing vocational education. The Company supported competitions such as the "National High School Skills Competition of Information - Category of Industry" organized by the Ministry of Education and the "54th National Skills Competition" hosted by the Ministry of Labor to bridge the gap between academic learning and practical application, and to help students accumulate hands-on experience and enhance employability while still in school. We provided essential equipment and vehicles for the competitions and shared valuable experiences from the automotive repair industry to ensure students are well-prepared to enter the workforce upon graduation. YNM also collaborated with the YouTube channel "SScars", which focuses on car model reviews and driving experiences. The collaboration stemmed from the channel's previous purchase of a second-hand first-generation NISSAN LEAF. Both the content creator and YNM co-invested in an educational initiative: the creator donated the LEAF to his alma mater's automotive program to serve as technical material for EV education, and YNM donated a brand-new SENTRA model. Through this joint effort, we hope students can gain direct, practical experience with both traditional and electric vehicle technologies during their studies.



Benefits of Investment in Vocational Talent Development

Benefits of the Investment

Yulon Nissan actively fosters professional talent in the automotive industry and strengthens vocational training to bridge academic knowledge with industry application to enhance overall industrial competitiveness.

Organizer	Project	Resource allocation	Sponsorship Details
Ministry of Education	National High School Skills Competition of Information - Category of Industry	1. NISSAN All NEW SENTRA vehicle 2. Training Equipment	TWD 590,456
Ministry of Labor	The 54th National Skills Competition	1. Preferential rental of NISSAN LEAF 2. Electronic Maintenance Tools 3. Paint Competition Panels	TWD 60,000
YouTube Channel SScars	Taipei Municipal Daan Vocational High School Alumni Engagement Activity	NISSAN SENTRA vehicle	TWD 894,000
Total			TWD 1,544,456



6.2.2 | Promotion of High School Basketball League (HBL)

YNM actively participates in domestic sports events to encourage public engagement, especially with the HBL High School Basketball League. Beyond sponsoring the games, YNM sets up interactive booths outside the venue to energize attendees and promote active lifestyles. The booths offer close-up experiences of the KICKS e-POWER EV requiring no external charging at all, showcasing its structure and interior details. Additionally, Yulon Nissan sponsors a post-game lottery, giving lucky fans the chance to become proud owners of a KICKS e-POWER. YNM remains committed to supporting domestic sports events by integrating diverse activities with brand promotion, continuously embodying the spirit of sportsmanship.



Benefits of the HBL Basketball League Sponsorship

Number of Participants

Approximately
6,000 spectators

Resource allocation

One KICKS e-POWER vehicle for a lottery,
valued at **TWD1,049,000**

Benefits of the Investment

Encouraged ticket purchases and increased support for domestic sports events



6.3 | e-Power Sustainability Together

YNM aims to promote sustainability concepts through everyday activities and further beyond our dedicated efforts in vocational education and social welfare. Therefore, we have designed owner events such as the “e-Power for Sustainability,” the e-Power Car Owner Event, and the “Adventure in Nature Travelogue,” integrating themes of environmental protection and ecological conservation. These diverse and engaging activities have received enthusiastic participation from car owners and their families and friends. We also promote traffic safety and environmental awareness through children’s educational programs, such as the “NISSAN Little Car Expert” event, hoping to instill these important values in young children from an early age.

6.3.1 | “e-Power for Sustainability” Car Owner Event

YNM developed the new energy e-POWER intelligent power generation system in line with the philosophy of harmonious coexistence between “people, vehicles, and life.” This system enables a 100% electric drive without the need for external charging, while also offering regenerative braking to extend the driving range to fulfill our commitment to environmental sustainability.

We held the “e-Power for Sustainability” event in December in Haomeili, Budai Township, Chiayi County, a community that received recognition in the “Top 100 Green Destinations Sustainability Stories.” to encourage e-POWER owners to participate in ecological sustainability activities educationally and enjoyably, and to experience the ecology discovery journey of friendly aquaculture.

They learned about the “flow-through aquaculture method” and “low-density aquaculture,” which use natural tidal flows to maintain water quality and reduce the risk of land subsidence caused by over-extraction of groundwater. These practices help build a healthy ecological chain. In addition, participants joined a “coastal sand stabilization” initiative by repurposing discarded oyster farming frames into fences to build coastal windbreak forests, preventing sand drift that threatens aquaculture operations. These efforts help protect both the coastline and surrounding ecosystems. The event also featured locally inspired cuisine made with seasonal agricultural and fishery products. Participants created pickled clams to take home, preserving memories of the day.

Through this event, owners and their families experienced sustainable aquaculture and beach restoration efforts firsthand, gaining a deeper understanding of coexistence with marine environments. A portion of the event proceeds was donated to local sustainability organizations, reinforcing our collective responsibility to safeguard the beauty of Taiwan through concrete environmental action.



Benefits of the “e-Power for Sustainability” Owner Event

Resource allocation

Total sponsorship: **TWD 200,000**

50 e-POWER owners and their family members actively participated in the event.

Event Feedback

Together, NISSAN and e-POWER car owners explore the beauty of Taiwan while contributing to environmental sustainability. Parts of the event funds are redistributed back to the local environmental activist groups, supporting the sustainability of both the environment and the business operations.

Benefits of the event

Through hands-on experiences, participants gained awareness of the importance of environmental protection in daily life and helped promote sustainability concepts in an engaging and practical way.



6.3.2 | NISSAN Little Car Expert

YNM has organized the "Little Car Expert – Service Center Work Experience Camp," dedicated to promoting traffic safety and environmental education since 2019. To date, nearly 1,000 children have participated in the program. The event was integrated with the theme of the "National Traffic Safety Month" in September 2024. Through interactive teaching materials and storybooks, children learned traffic safety knowledge through games and hands-on activities, helping to instill environmental awareness from an early age and fulfilling our corporate social responsibility in nurturing the next generation.

Looking ahead, we will continue to uphold our brand spirit of "Innovation Originates from the Touch of Detail," continuously refining the content of the program. We hope that every detail of the activity will become a cherished memory that accompanies our Little Auto Experts as they grow.

Benefits of the NISSAN Little Car Expert

Item	2024	Cumulative Involvement
Sessions Held	52 sessions (27 sessions held at service depots, 25 sessions held in collaboration with local kindergartens)	232 sessions
Number of Participants	943 attendees	3,643 attendees
Funding Contribution	TWD 1,720,000	TWD 6,340,000
Activity Impact	<ul style="list-style-type: none"> Participant Satisfaction Achieved satisfaction score of 4.9 (out of 5) Promotional and event-related videos reached a total of 334,000 views The activity received enthusiastic participation and widespread acclaim 	<ul style="list-style-type: none"> Fostered traffic safety and environmental awareness among children



6.3.3 | Adventure in Nature Travelogue

Following past themes such as wild bird rescue, wetland conservation, firefly restoration, and science education, the 12th of the "Adventure in Nature Travelogue" event continued to embody the brand spirit of "Innovation Originates from Touching Details." This year's theme focused on biomimicry and ecological education, held in an ecological landscape park with a series of fun and enriching ecological challenge activities. The event aimed to inspire families to draw creativity from nature, practice innovation in daily life, and explore the wonders of ecology. The event successfully attracted over 3,000 participants, including NISSAN car owners and their families.

The event also featured a brand concept exhibition, where guided tours introduced participants to the NISSAN brand story and proprietary innovative technologies. In addition, test drives of new energy vehicle models were arranged at the site of the event, allowing numerous car owners to personally experience the driving pleasure of the new generation vehicles.



Benefits of the Adventure in Nature Travelogue

Number of Participants

A total of **3,000** NISSAN car owners and their families enthusiastically took part in the event.

Resource allocation

TWD 4,500,000

Satisfaction Survey

A total of 290 satisfaction questionnaires were collected. Overall satisfaction rate reached 92.1%, representing a 6.1% improvement compared to the previous event.

Participant Feedback

1. "We felt the brand's genuine effort; we hope this event can be held every year!"
2. "We've joined for several years, and it's something we look forward to every year."
3. "We suggest developing more merchandise featuring the rhinoceros beetle mascot."



6.4 | Social Engagement

The Company should integrate social contribution into its core operations in addition to generating economic value and standing in solidarity with the community, through shared challenges and triumphs. YNM extended its care through multiple community initiatives, including earthquake disaster relief, donation of service vehicles to police and fire departments, continuous support for labor insurance for temporary sanitation workers, and hosting public book donation campaigns in 2024. We aim to deliver the needed assistance, creating tangible social value and allowing goodwill to be sustained and passed on through financial and material support.

6.4.1 | Caring of Temporary Workers

In collaboration with Yulon Motor, YNM has continued its long-term sponsorship of Employer's Liability Insurance for temporary workers of the Department of Environmental Protection, Taipei City Government, donating TWD 1 million annually to cover insurance premiums. This initiative provides an added layer of protection for these often-neglected public servants who work tirelessly to keep our environment clean. Through this practical action, we express our heartfelt gratitude and reinforce our commitment to workplace safety and respect for labor.

Benefits of Employer's Liability Insurance Sponsorship

Item	2024	Cumulative Involvement
Funding Contribution	TWD 500,000	TWD 10,000,000
Number of people benefited	1,600 attendees	36,000 attendees
Insurance Claim	TWD 58,500	TWD 11,561,250



6.4.2 | Taipei Mu Nian Cultural Festival

The 2024 Taipei Mu Nian Cultural Festival is organized by Songshan TzuHuiTang Temple this year. The festival aims to promote traditional Taiwanese folk religions and cultural heritage while integrating themes of public welfare, charity, and environmental awareness through a series of engaging events. In alignment with these goals, YNM invited dealers and vehicle owners to participate in community initiatives such as eco-friendly hiking, public disaster awareness campaigns, and nationwide fitness activities.

At the event's grand concert, the "Mother's Love Concert at Taipei Arena", Mr. Chung Wen-Chuan, the President of YNM, was invited on stage to represent the company in donating a NISSAN KICKS Excellence Edition as a fire guard car. This donation aims to improve the efficiency of first responders and symbolizes our heartfelt appreciation for the dedication and bravery of Taiwan's firefighting and emergency personnel.



Benefits of Cultural and Community Involvement

Resource allocation

- Donating a NISSAN KICKS Excellence Edition as a fire guard car.
- The vehicle cost totaled TWD 815,000, with an additional TWD 105,000 for firefighting and patrol-related equipment, bringing the total to TWD 920,000.
- For the mountain clean-up activity, car owners were invited to participate, and gifts valued at TWD 30,000 in total were prepared.
- The total expenditure amounted to TWD 950,000
- A total of 120 participants, including dealers and car owners, were invited to join the eco-hiking event.

Benefits of the event

Promoting public participation in sports, mountain conservation, environmental protection activities, and raising awareness of disaster prevention. YNM demonstrates its commitment as a socially responsible enterprise that values the care for the Earth and environmental sustainability through concrete actions.



6.4.3 | Joint Support for Eastern Taiwan Earthquake Relief

A major earthquake severed key roads connecting Eastern Taiwan and caused widespread building collapses and damage on April 3, 2024. Nissan and YNM jointly donated 10 million Japanese yen to support disaster relief teams with necessary supplies and procurement. Nissan Motor Co., Ltd. donated to the Japanese Red Cross Society, while Yulon Nissan donated to the Taiwan Foundation for Disaster Relief under the Ministry of Health and Welfare, expressing deep concern for this disaster and hoping for a swift reconstruction of the affected areas in Eastern Taiwan.

6.4.4 | Charity Book Donation Campaign

YNM aims to leverage our social resources and influence across multiple fronts, whether in education, environment, sports, or social care. We have held an annual charity book donation campaign in partnership with the Sunshine Social Welfare Foundation since 2020, now in its fifth year, inviting all employees, dealers, and vehicle owners across Taiwan to participate as part of our long-term commitment to public welfare. We have collected books nationwide that are resold through bookstores, and all proceeds are donated to the Sunshine Social Welfare Foundation to support burn and facial injury patients in their physical and psychological recovery journey. This initiative not only reactivates idle books and spreads knowledge but also inspires greater societal involvement to support public welfare and build a virtuous cycle of kindness.

Benefits of the Charity Book Donation Campaign

Resource allocation

From 2020 to 2025, over **8,000** donated books have been collected, with participation from employees, dealers, and vehicle owners. The total cost for the campaign has exceeded **TWD 200,000**.

Benefits of the event

The campaign encourages public participation in book donations to promote knowledge sharing and directs fundraising proceeds toward the care and rehabilitation of burn survivors.

6.4.5 | Supporting Domestic Cultural Prowess

YNM actively participates in the production of domestically produced Taiwanese TV programs, including “Hi, Come in” and “Running Girls”. By providing YNM vehicle products and engaging in product placement sponsorships, we invest resources to support the development of Taiwan’s cultural industries. The program “Hi, Come in” is broadcast on Taiwan Television (TTV) and GTV Variety Show channels, and is also available on the Netflix platform. Through this exposure, we aim to jointly promote Taiwanese culture and scenic beauty on the global stage, thereby contributing to the development of Taiwan’s tourism. This multi-dimensional support for cultural industries, international tourism, and collaborative marketing and sales efforts creates a triple-win outcome.

Taiwanese TV Production	Hi! Come in	Running Girls
Production Company	HowKan Entertainment	Eastern Broadcasting Company
Airing Channel/ Platform	TTV/GTV/Netflix	EBC Super TV/ EBC Variety/Chunghwa Telecom Hami Video
Allocated Resources	One Nissan X-Trail Light Hybrid Classic (costing TWD 1,049,000) for the “Hi! Come in” production team	One Nissan KICKS ePOWER (costing TWD 1,049,000) for the “Running Girls” production team
	Funded TWD 2,980,000 in total	Funded TWD 1,830,000 in total
Viewcount	20.56 million views	15.30 million views
Benefits	Promoting the Taiwanese creative industry and international tourism, while also boosting brand popularity and target audience reach.	

Appendix

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Appendix 3. TCFD Climate-related Financial Disclosures Index	160
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Appendix 6. Independent Third Party Assurance Statement	164

Appendix 1 | Global Reporting Initiative GRI Standards Index

GRI Statement

GRI Standards Statement of Use	Yulon Nissan Motors Co., Ltd. has reported in accordance with the GRI Standards for the period January 1, 2024 to December 31, 2024.
GRI 1 used	GRI 1 : Foundation 2021
Applicable GRI Sector Standard(s)	No applicable sector standards are currently available.



GRI 2: General Disclosures 2021

Category	Indexes	Disclosure Requirement	Chapters/Explanation	Page
The organization and its reporting practices	GRI 2-1	Organizational details	1.1 About Yulon Nissan Motor	08
	GRI 2-2	Entities included in the organization's sustainability reporting	1.1.2 Business Overview	11
	GRI 2-3	Reporting period, frequency and contact point	About the Report	01
	GRI 2-4	Restatements of information	No restatements of information within the year.	-
	GRI 2-5	External assurance	Appendix 5. Independent Third Party Assurance Statement	162
Activities and workers	GRI 2-6	Activities, value chain and other business relationships	1.1.2 Business Overview	11
	GRI 2-7	Employees	5.1.1 Employees Overview	104
	GRI 2-8	Workers who are not employees	5.1.1 Employees Overview	104
Governance	GRI 2-9	Governance structure and composition	2.1.1 Governance Framework	26
	GRI 2-10	Nomination and selection of the highest governance body	2.1.1 Governance Framework	26
	GRI 2-11	Chair of the highest governance body	2.1.1 Governance Framework	26
	GRI 2-12	Role of the highest governance body in overseeing the management of impacts	2.1.1 Governance Framework 4.1.1 Climate governance framework	26 82
	GRI 2-13	Delegation of responsibility for managing impacts	2.4.1 Risk Management Framework 4.1.1 Climate governance framework	49 82
	GRI 2-14	Role of the highest governance body in sustainability reporting	2.1.2 Operations of the Board of Directors	27

Category	Indexes	Disclosure Requirement	Chapters/Explanation	Page
Governance	GRI 2-15	Conflicts of interest	2.1.2 Operations of the Board of Directors	27
	GRI 2-16	Communication of critical concerns	2.1 Corporate Governance	26
	GRI 2-17	Collective knowledge of the highest governance body	2.1.2 Operations of the Board of Directors	27
	GRI 2-18	Evaluation of the performance of the highest governance body	2.1.2 Operations of the Board of Directors	27
	GRI 2-19	Remuneration policies	2.1.2 Operations of the Board of Directors	27
	GRI 2-20	Process to determine remuneration	2.1.2 Operations of the Board of Directors	27
	GRI 2-21	Annual total compensation ratio	5.1.2 Remuneration and Benefits	107
Strategy, policies and practices	GRI 2-22	Statement on sustainable development strategy	Letter from the Chairman and President 1.2.2 Sustainable Blueprint	03 16
	GRI 2-23	Policy commitments	5.1.4 Human Rights Commitment	115
	GRI 2-24	Embedding policy commitments	2.2 Ethical Management and Legal Compliance	35
	GRI 2-25	Processes to remediate negative impacts	2.2.1 Ethical Management	36
	GRI 2-26	Mechanisms for seeking advice and raising concerns	2.2.1 Ethical Management 3.3.1 Feedback Channel	36 64
	GRI 2-27	Compliance with laws and regulations	2.2.2 Legal Compliance	36
	GRI 2-28	Membership associations	1.1.2 Business Overview	11
Stakeholder engagement	GRI 2-29	Approach to stakeholder engagement	1.3.2 Stakeholder Engagement	18
	GRI 2-30	Collective bargaining agreements	No YNM labor union has been established, and YNM has not entered into any collective bargaining agreement.	-

GRI 3: Material Topics Disclosure 2021

Indexes	Disclosure Requirement	Chapters/Explanation	Page
GRI 3-1	Process to determine material topics	1.3.1 Material Issue Analysis Process	17
GRI 3-2	List of material topics	1.3.3 Material Issue Analysis Result	21
GRI 3-3	Management of material topics	For further details, please refer to the starting part of each chapter.	

GRI-Specific Topics

Category	Indexes	Disclosure Requirement	Chapters/Explanation	Corresponding to material topics	Page
Economic	GRI 201 : Economic Performance	201-1 Direct economic value generated and distributed	2.1.3 Financial Performance	Economic Performance	32
		201-2 Financial implications and other risks and opportunities due to climate change	4.1.2 Identification of Climate Risk and Opportunity		84
		201-3 Defined benefit plan obligations and other retirement plans	5.1.2 Remuneration and Benefits		107
		201-4 Financial assistance received from government	2.1.3 Financial Performance		32
	GRI 204: Procurement Practices	204-1 Proportion of spending on local suppliers	3.5.1 Brand Value Chain	—	70
	GRI 205: Anti-corruption	205-1 Operations assessed for risks related to corruption	2.2.1 Ethical Management	Ethical Management and Legal Compliance	36
		205-2 Communication and training about anti-corruption policies and procedures	2.2.1 Ethical Management		36
		205-3 Confirmed incidents of corruption and actions taken	No incidents of corruption occurred during the reporting year.		-
	GRI 206: Anti-competitive Behavior	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No incidents of anti-competitive behavior, antitrust, or monopoly practices occurred during the reporting year.		-
	GRI 207: Tax	207-1 Approach to tax	2.1.3 Financial Performance - Tax Governance	—	32
		207-2 Tax governance, control, and risk management	2.1.3 Financial Performance - Tax Governance		32
		207-4 Country-by-country reporting	2.1.3 Financial Performance - Tax Governance		32

Category	Indexes	Disclosure Requirement	Chapters/Explanation	Corresponding to material topics	Page
Economic	GRI 301: Materials	301-2 Recycled input materials used	4.3.1 Sustainable Products and Circular Economy	Product and Service Innovation	101
		301-3 Reclaimed products and their packaging materials	4.3.1 Sustainable Products and Circular Economy		101
	GRI 302: Energy	302-1 Energy consumption within the organization	4.2.2 Energy and Greenhouse Gases Management	Climate Change Strategies	97
		302-3 Energy intensity	4.2.2 Energy and Greenhouse Gases Management		97
		302-4 Reduction of energy consumption	4.2.2 Energy and Greenhouse Gases Management		97
		302-5 Reductions in energy requirements of products and services	4.2.2 Energy and Greenhouse Gases Management		97
	GRI 303: Water and Effluents	303-1 Interactions with water as a shared resource	4.2.4 Water Resources Management	—	100
		303-3 Water withdrawal	4.2.4 Water Resources Management		100
	305: Emissions	305-1 Direct (Scope 1) GHG emissions	4.2.2 Energy and Greenhouse Gases Management	Climate Change Strategies	97
		305-2 Energy indirect (Scope 2) GHG emissions	4.2.2 Energy and Greenhouse Gases Management		97
		305-3 Other indirect (Scope 3) GHG emissions	4.2.2 Energy and Greenhouse Gases Management		97
		305-4 GHG emissions intensity	4.2.2 Energy and Greenhouse Gases Management		97
		305-5 Reduction of GHG emissions	4.2.2 Energy and Greenhouse Gases Management		97
	GRI 306: Effluents and Waste	306-2 Management of significant waste-related impacts	4.2.3 Waste Management	—	99
		306-3 Waste generated	4.2.3 Waste Management		99
		306-4 Waste diverted from disposal	4.2.3 Waste Management		99
		306-5 Waste directed to disposal	4.2.3 Waste Management		99
	GRI 308: Supplier Environmental Assessment	308-1 New suppliers that were screened using environmental criteria	3.5.2 Suppliers' Management	—	71
		308-2 Negative environmental impacts in the supply chain and actions taken	3.5.2 Suppliers' Management		71

Category	Indexes	Disclosure Requirement	Chapters/Explanation	Corresponding to material topics	Page
Social	GRI 401: Employment	401-1 New employee hires and employee turnover	5.1.1 Employees Overview - New Hires and Employee Turnover	Talent Recruitment and Retention	104
		401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	5.1.2 Remuneration and Benefits		107
		401-3 Parental leave	5.1.2 Remuneration and Benefits		107
	GRI 403: Occupational Health and Safety	403-1 Occupational health and safety management system	5.3.1 Occupational Safety, Health and Hygiene Management	—	131
		403-2 Hazard identification, risk assessment, and incident investigation	5.3.1 Occupational Safety, Health and Hygiene Management		131
		403-3 Occupational health services	5.3.2 Employees Health		133
		403-4 Worker participation, consultation, and communication on occupational health and safety	5.3.1 Occupational Safety, Health and Hygiene Management		131
		403-5 Worker training on occupational health and safety	5.3.1 Occupational Safety, Health and Hygiene Management		131
		403-6 Promotion of worker health	5.3.2 Employees Health		133
		403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	5.3.1 Occupational Safety, Health and Hygiene Management		131
		403-8 Workers covered by an occupational health and safety management system	5.3.1 Occupational Safety, Health and Hygiene Management		131
		403-9 Work-related injuries	5.3.1 Occupational Safety, Health and Hygiene Management		131
		403-10 Work-related ill health	5.3.1 Occupational Safety, Health and Hygiene Management		131
	GRI 404: Training and Education	404-1 Average hours of training per year per employee	5.2.2 Talent Cultivation and Development	Talent Recruitment and Retention	119
		404-2 Programs for upgrading employee skills and transition assistance programs	5.2.2 Talent Cultivation and Development		119
		404-3 Percentage of employees receiving regular performance and career development reviews	5.2.3 Performance Evaluation		128
	GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	2.1.2 Operations of the Board of Directors - Board Diversity 5.1.1 Employees Overview	Talent Recruitment and Retention	17 104
		405-2 Ratio of basic salary and remuneration of women to men	5.1.2 Remuneration and Benefits		107

Category	Indexes	Disclosure Requirement	Chapters/Explanation	Corresponding to material topics	Page
Social	GRI 406: Non-discrimination	406-1 Incidents of discrimination and corrective actions taken	5.1.4 Human Rights Commitment No incidents of discrimination occurred during the reporting year.	Talent Recruitment and Retention	115 -
	GRI 407: Freedom of Association and Collective Bargaining	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	3.5.2 Suppliers' Management 5.1.4 Human Rights Commitment	—	71 115
	GRI 408: Child Labor	408-1 Operations and suppliers at significant risk for incidents of child labor	3.5.2 Suppliers' Management 5.1.4 Human Rights Commitment	—	71 115
	GRI 409: Forced or Compulsory Labor	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	3.5.2 Suppliers' Management 5.1.4 Human Rights Commitment	—	71 115
	GRI 414: Supplier Social Assessment	414-1 New suppliers that were screened using social criteria	3.5.2 Suppliers' Management	—	71
		414-2 Negative social impacts in the supply chain and actions taken			
	GRI 415: Public Policy	415-1 Political contributions	No political contributions were made during the reporting year.	—	-
	GRI 416: Customer Health and Safety	416-1 Assessment of the health and safety impacts of product and service categories	3.4.2 Quality Management	Product Safety and Quality Management	67
		416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	3.4.2 Quality Management		67
	GRI 417: Marketing and Labeling	417-1 Requirements for product and service information and labeling	3.1.2 Technology to lead service 3.4 Product Quality	Brand Marketing	57 66
		417-2 Incidents of non-compliance concerning product and service information and labeling	No relevant incidents occurred during the reporting year.		-
		417-3 Incidents of non-compliance concerning marketing communications	No relevant incidents occurred during the reporting year.		-
	GRI 418: Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	2.3 Information Management	Customer Relationship Management/Customer Privacy Protection	37

Appendix 2 | Climate-Related Information of TWSE Listed Company

Risks and opportunities posed by climate change to the Company and the relevant measures taken by and the relevant countermeasures taken by the Company

TCFD Four Pillars	Items	Execution Status	Page
Governance	①Describe the board of directors' and management's oversight and governance of climate-related risks and opportunities	4.1.1 Climate governance framework	82
Strategy	②Describe how the identified climate risks and opportunities affect the business, strategy, and finances of the business (in short-term, medium-term, and long-term)	4.1.2 Identification of Climate Risk and Opportunity	84
	③Describe the financial impact of extreme weather events and transformative actions	4.1.2 Identification of Climate Risk and Opportunity	84
Risk Management	④Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system	4.1.1 Climate governance framework	82
	⑤If scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors and major financial impacts used should be described	4.1.3 Climate Risks Scenario Analysis	88
	⑥If there is a transition plan for managing climate-related risks, describe the content of the plan, and the indicators and targets used to identify and manage physical risks and transition risks.	4.1.2 Identification of Climate Risk and Opportunity 4.1.4 Metrics & Targets	84 93
	⑦If internal carbon pricing is used as a planning tool, the basis for setting the price should be stated.	The Company has not adopted internal carbon pricing as a planning tool.	-
Metrics & Targets	⑧If climate-related targets have been set, the activities covered, the scope of greenhouse gas emissions, the planning horizon, and the progress achieved each year should be specified. If carbon credits or renewable energy certificates (RECs) are used to achieve relevant targets, the source and quantity of carbon credits or RECs to be offset should be specified.	4.1.4 Metrics & Targets	93
	⑨Greenhouse gas inventory and assurance status	Separately filled out in Appendix 4.	161

Appendix 3 | TCFD Climate-related Financial Disclosures Index

Level	Recommended Disclosure	Corresponding Chapter	Page
Governance	Describe the board's oversight of climate-related risks and opportunities.	2.1.2 Operations of the Board of Directors 4.1.1 Climate governance framework	27 82
	Describe management's role in assessing and managing climate-related risks and opportunities.	4.1.1 Climate governance framework	82
Strategy	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	4.1.2 Identification of Climate Risk and Opportunity	84
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	4.1.2 Identification of Climate Risk and Opportunity	84
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	4.1.3 Climate Risks Scenario Analysis	88
Risk Management	Describe the organization's processes for identifying and assessing climate-related risks.	4.1.2 Identification of Climate Risk and Opportunity	84
	Describe the organization's processes for managing climate-related risks.	4.1.2 Identification of Climate Risk and Opportunity	84
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	2.4.2 Risk Management Mechanisms	50
Metrics & Targets	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	4.1.4 Metrics & Targets	93
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	4.2.2 Energy and Greenhouse Gases Management Scope 3 emissions have not yet been inventoried	97
	Describe the targets used by the organization to manage climate-related risks and opportunities, and performance against targets.	4.1.4 Metrics & Targets	93

Appendix 4 | Greenhouse Gas Inventory and Assurance Status

Greenhouse Gas Inventory for the Most Recent Two Years – Parent Company

Basic information of the company	
<input type="checkbox"/>	Capital of NT\$10 billion or more, steel industry, or cement industry
<input type="checkbox"/>	Capital of NT\$5 billion or more but less than NT\$10 billion
<input checked="" type="checkbox"/>	Capital of less than NT\$5 billion
Execution Status	
<input checked="" type="checkbox"/>	Inventory for the parent company only
<input type="checkbox"/>	Inventory for all consolidated entities
<input checked="" type="checkbox"/>	Assurance for the parent company only
<input type="checkbox"/>	Assurance for all consolidated entities

Greenhouse Gas Inventory Data	2023		2024	
	Total Emission (Metric tons CO ₂ e)	Emission Intensity (metric tons CO ₂ e / TWD million revenue)	Total Emission (Metric tons CO ₂ e)	Emission Intensity (metric tons CO ₂ e / TWD million revenue)
Scope 1	414.3785	0.0159	372.8035	0.0161
Scope 2	757.1964	0.0290	813.7062	0.0352
Total	1,171.5749	0.0448	1,186.5097	0.0513
Scope 3	-	-	-	-

Assurance of Greenhouse Gas Inventory of Parent Company in the Most Recent Two Years

Greenhouse Gas Inventory Data	2023	2024
Assurance Scope	Parent Company	Parent Company
Assurance Body	Metal Industries Research & Development Centre	AFAQ AFNOR International
Assurance Opinion	ISO 14064-1:2018	ISO 14064-1:2018
Assurance Opinion	N/A	N/A

Appendix 5 | Sustainability Accounting Standards Board (SASB) Reference Table

Activity Metrics

Metric Code	Disclosure Metric	Chapters/Explanation
TR-AU-000.A	Vehicle production volume	The Company does not produce vehicles
TR-AU-000.B	Vehicle sales volume	19,837 Units

Sustainability Disclosure Topics & Metrics

Disclosure Topic	Metric Code	Disclosure Metric	Chapters/Explanation	Page
Product Safety	TR-AU-250a.1	Percentage of vehicles by region that received a 5-star safety rating under the European New Car Assessment Programme (NCAP)	① The European NCAP crash test results apply to the European region and are not applicable to our company. ② The NISSAN KICKS has received a 5-star rating in Taiwan's New Car Assessment Program (TNCAP)	-
	TR-AU-250a.2	Number of complaints related to product safety defects and investigation rates	No customer complaints related to product safety defects were received in the reporting year. Other complaints are detailed in Section 3.3.2 Customer Satisfaction.	64
	TR-AU-250a.3	Number of vehicles recalls	See Section 3.4.3 Product Recall and Improvement Process	69
Labor Practices	TR-AU-310a.1	Percentage of active workforce covered under collective bargaining agreements	No collective agreements or collective bargaining agreements were signed during the reporting year.	-
	TR-AU-310a.2	① Number of work stoppages ② Total days idle	① Number of work stoppages: 0 ② Total idle days: 0	-

Disclosure Topic	Metric Code	Disclosure Metric	Chapters/Explanation							Page
Fuel Economy & Use-phase Emissions	TR-AU-410a.1	Sales-weighted average fuel economy by region	Vehicle Type	Model	Sales (Units)	Percentage (%)	Fuel Economy (km/L)	Weighted Fuel Economy (km/L)	-	
			NISSAN Imported Vehicles	X-TRAIL e-POWER	2,081	10.5%	175	1.8		
				KICKS e-POWER	863	4.4%	22	1.0		
				ALTIMA	549	2.8%	13.3	0.4		
				JUKE	240	1.2%	176	0.2		
				ARIYA	133	0.7%	-	-		
				LEAF	66	0.3%	-	-		
			NISSAN Domestic Vehicles	KICKS	5,661	28.5%	16	4.6		
				X-TRAIL	5,069	25.6%	16	4.1		
				SENTRA	4,404	22.2%	177	3.9		
			INFINITI	Q50	137	0.7%	10.8	0.1		
				QX50 (2WD)	371	1.12%	12.3	0.14		
				QX50 (AWD)		0.75%	11.0	0.0825		
				QX55 (2WD)	94	0.12%	12.5	0.02		
	QX55 (AWD)	0.36%		11.3		0.04				
	QX60	169		0.9%	10	0.1				
	Subtotal			19,837	100%	-	16.5			
	TR-AU-410a.2	Sales volume disclosure by vehicle type: ① Zero-emission vehicles ② Hybrid vehicles ③ Plug-in hybrid vehicles	Model		Zero-emission vehicles		Hybrid vehicles		Plug-in hybrid vehicles	
Total Sales in 2024 (Units)			199		2,944		0			
TR-AU-410a.3	Risks and opportunities related to fuel economy and greenhouse gas emissions	4.3.1 Sustainable Products and Circular Economy							101	
Raw Material Sourcing	TR-AU-440a.1	Risk management policies related to critical materials	4.1.2 Identification of Climate Risk and Opportunity							84
Raw Material Efficiency And Recycling	TR-AU-440b.1	Total waste generated from manufacturing and the percentage recycled	4.2.3 Waste Management							99
	TR-AU-440b.2	Significance and percentage of recycled materials at the end of life	Recycling and reuse rate reaches over 95% (regulatory standard: 85%).							-
	TR-AU-440b.3	Recyclability rate of sold vehicles	Complete vehicle recycling rate reaches 94% (regulatory standard: 80%).							-

Appendix 6 | Independent Third Party Assurance Statement



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會計師獨立確信報告

裕隆日產汽車股份有限公司 公鑒

確信範圍

本會計師接受裕隆日產汽車股份有限公司（以下簡稱裕隆日產）之委任，對2024年度永續報告書中所選定之永續績效資訊（以下稱「標的資訊」），執行財團法人中華民國會計研究發展基金會所發布之確信準則所定義之「有限確信案件」並出具報告。

標的資訊及其適用基準

有關裕隆日產之標的資訊及其適用基準詳列於附件一。

管理階層責任

裕隆日產管理階層之責任係依據適當之基準編製標的資訊，包括參考全球永續性報告協會(Global Reporting Initiatives, GRI)所發布之2021年GRI 準則(GRI Standards)，裕隆日產管理階層應選擇所適用之基準，並對標的資訊在所有重大方面是否依據該適用基準報導負責，此責任包括建立及維持與標的資訊編製有關之內部控制、維持適當之記錄並作成相關之估計，以確保標的資訊未存有導因於舞弊或錯誤之重大不實表達。

本事務所責任

本會計師之責任係依據所取得之證據對標的資訊作成結論。

本會計師依照財團法人中華民國會計研究發展基金會所發布之確信準則3000號「非屬歷史性財務資訊查核或核閱之確信案件」之要求規劃並執行有限確信工作，以對標的資訊是否存在重大不實表達出具有限確信報告。本會計師依據專業判斷，包括對導因於舞弊或錯誤之重大不實表達風險之評估，以決定確信程序之性質、時間及範圍。

本會計師相信已取得足夠及適切之證據，以作為表示有限確信結論之基礎。

會計師之獨立性及品質管理

本會計師及所隸屬組織遵循會計師職業道德規範中有關獨立性及其他道德規範之規定，該規範之基本原則為正直、公正客觀、專業能力及專業上應有之注意、保密及專業行為。

本事務所遵循品質管理準則1號「會計師事務所之品質管理」，該品質管理準則規定組織設計、付諸實行及執行品質管理制度，包含與遵循職業道德規範、專業準則及適用之法令規範相關之政策或程序。

所執行程序之說明

有限確信案件中執行程序之性質及時間與適用於合理確信案件不同，其範圍亦較小，因此，有限確信案件中取得之確信程度明顯低於合理確信案件中取得者。本會計師所設計之程序係為取得有限確信並據此作成結論，並不提供合理確信必要之所有證據。

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儘管本會計師於決定確信程序之性質及範圍時曾考量裕隆日產內部控制之有效性，惟本確信案件並非對裕隆日產內部控制之有效性表示意見。本會計師所執行之程序不包括測試控制或執行與檢查資訊科技(IT)系統內資料之彙總或計算相關之程序。

有限確信案件包括進行查詢，主要係對負責編製標的資訊及相關資訊之人員進行查詢，並應用分析及其他適當程序。

本會計師所執行之程序包括：

- 與裕隆日產人員進行訪談，以瞭解裕隆日產之業務與履行永續發展之整體情況，以及永續報導流程；
- 透過訪談、檢查相關文件，以瞭解裕隆日產之主要利害關係人及利害關係人之期望與需求、雙方具體之溝通管道，以及裕隆日產如何回應該等期望與需求；
- 與裕隆日產相關人員進行訪談，以瞭解用以蒐集、整理及報導標的資訊之相關流程；
- 檢查計算標準是否已依據適用基準中概述的方法正確應用；
- 針對報告中所選定之永續績效資訊進行分析性程序；蒐集並評估其他支持證據資料及所取得之管理階層聲明；如必要時，則抽選樣本進行測試；
- 閱讀裕隆日產之永續報告書，確認其與本會計師取得關於永續發展整體履行情況之瞭解一致。

先天限制

因永續報告中所包含之非財務資訊受到衡量不確定性之影響，選擇不同的衡量方式，可能導致績效衡量上之重大差異，且由於確信工作係採抽樣方式進行，任何內部控制均受有先天限制，故未必能查出所有業已存在之重大不實表達，無論是導因於舞弊或錯誤。

結論

依據所執行之程序及所取得之證據，本會計師未發現標的資訊有未依照適用基準編製而須作重大修正之情事。

其他事項

本確信報告出具後，裕隆日產對任何確信標的或適用基準之變更，本會計師將不負就該等資訊重新執行確信工作之責任。

安永聯合會計師事務所

會計師：王瑄瑄



民國一十四年七月十一日

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附件一：

編號	章節	內文標題	標的資訊	適用基準																																																							
1	4.2	環境及能資源管理	<p>廢棄物重量</p> <table><tr><th>類別</th><th>2024</th></tr><tr><td>生活廢棄物(噸)</td><td>5.89</td></tr><tr><td>合計</td><td>5.89</td></tr></table>	類別	2024	生活廢棄物(噸)	5.89	合計	5.89	<p>GRI 306-3 廢棄物的產生</p> <p>報導組織應報告以下資訊：</p> <p>a. 產生的廢棄物總重量(以公噸為單位)，並按廢棄物組成成分細分總量。</p> <p>b. 瞭解數據以及數據如何彙整的必要背景資訊。</p>																																																	
類別	2024																																																										
生活廢棄物(噸)	5.89																																																										
合計	5.89																																																										
2	5.1	人力資源	<table><tr><th>類別</th><th colspan="2">新進員工</th><th colspan="2">離職員工</th></tr><tr><th>性別</th><th>男</th><th>女</th><th>男</th><th>女</th></tr><tr><td>總人數</td><td>15</td><td>9</td><td>28</td><td>11</td></tr><tr><td>比例</td><td colspan="2">6.56%</td><td colspan="2">10.66%</td></tr><tr><td>30歲以下</td><td>12</td><td>6</td><td>13</td><td>4</td></tr><tr><td>30-50歲</td><td>3</td><td>3</td><td>6</td><td>4</td></tr><tr><td>51歲以上</td><td>0</td><td>0</td><td>9</td><td>3</td></tr></table>	類別	新進員工		離職員工		性別	男	女	男	女	總人數	15	9	28	11	比例	6.56%		10.66%		30歲以下	12	6	13	4	30-50歲	3	3	6	4	51歲以上	0	0	9	3	<p>GRI 401-1 新進員工與離職員工</p> <p>報導組織應報告以下資訊：</p> <p>a. 在報導期間內，按年齡層、性別及地區劃分新進員工的總數及比例。</p> <p>b. 在報導期間內，按年齡層、性別及地區劃分離職員工的總數及比例。</p>																				
類別	新進員工		離職員工																																																								
性別	男	女	男	女																																																							
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51歲以上	0	0	9	3																																																							
3	5.1	人力資源	<p>職等與性別分布</p> <table><tr><th>性別</th><th>男性</th><th>女性</th></tr><tr><td>一般員工</td><td>66%</td><td>34%</td></tr><tr><td>中階主管</td><td>86%</td><td>14%</td></tr><tr><td>高階主管</td><td>80%</td><td>20%</td></tr></table> <p>年齡分布</p> <table><tr><th rowspan="2">項目</th><th rowspan="2">類別</th><th colspan="2">男性</th><th colspan="2">女性</th><th colspan="2">合計</th></tr><tr><th>人數</th><th>比例</th><th>人數</th><th>比例</th><th>人數</th><th>比例</th></tr><tr><td rowspan="4">年齡</td><td>30歲以下(含)</td><td>22</td><td>9%</td><td>20</td><td>18%</td><td>42</td><td>11%</td></tr><tr><td>31-50歲</td><td>137</td><td>53%</td><td>60</td><td>56%</td><td>197</td><td>54%</td></tr><tr><td>51歲以上(含)</td><td>99</td><td>38%</td><td>28</td><td>26%</td><td>127</td><td>35%</td></tr><tr><td>合計</td><td>258</td><td>100%</td><td>108</td><td>100%</td><td>366</td><td>100%</td></tr></table>	性別	男性	女性	一般員工	66%	34%	中階主管	86%	14%	高階主管	80%	20%	項目	類別	男性		女性		合計		人數	比例	人數	比例	人數	比例	年齡	30歲以下(含)	22	9%	20	18%	42	11%	31-50歲	137	53%	60	56%	197	54%	51歲以上(含)	99	38%	28	26%	127	35%	合計	258	100%	108	100%	366	100%	<p>GRI 405-1 治理單位與員工的多元化</p> <p>報導組織應報告以下資訊：</p> <p>a. 就以下多元化類別，組織治理單位的成員百分比：</p> <p>i. 性別；</p> <p>ii. 年齡層：30歲以下、30-50歲、50歲以上；</p> <p>iii. 其它相關的多元化指標(例如：少數或弱勢團體)。</p> <p>b. 就以下多元化類別，各項員工類別的員工百分比：</p> <p>i. 性別；</p> <p>ii. 年齡層：30歲以下、30-50歲、50歲以上；</p> <p>iii. 其它相關的多元化指標(例如：少數或弱勢團體)。</p>
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編號	章節	內文標題	標的資訊	適用基準
4	2.2	誠信經營與法規遵循	2024年並無發生任何重大違反罰鍰事件及法規事件	GRI 2-27 法規遵循 報導組織應報告以下資訊： a. 報導報導期間發生的重大違反法規事件總數，並按以下方式細分： i. 被罰款的事件； ii. 非金錢制裁的事件； b. 報導在報導期間內支付違反法規罰款的總數和金額，並按以下方式細分： i. 在當次報導期間內發生違反法規行為事件的罰款； ii. 在先前的報導期間內發生違反法規行為事件的罰款； c. 描述重大違規事件； d. 描述組織如何判定重大違規事件。

NISSAN TAIWAN



SUSTAINABILITY
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2024