PHOENIX TOURS INTERNATIONAL, INC.

2025 ESG SUSTAINABILITY REPORT

English Edition

August 2026

Message from the Chairman

Dear Stakeholders Who Care About Phoenix Tours,

Thank you for reading our 2025 Sustainability Report. Phoenix Tours has always adhered to the principle of prudent management and regards sustainable development as a core corporate responsibility. We are pleased to report to you on our achievements over the past year and our plans for the future.

In 2025, despite challenges and changes in the market environment, we remained firmly customer-centered while deepening our attention to environmental and social considerations in our operations and steadily advancing our sustainable development goals. During the past year, we made substantive progress in the following areas:

Deepening green tourism and low-carbon operations: We continued to be certified by the Ministry of Environment as a Silver-Level Eco-Friendly Travel Agency. We also fully promoted the Phoenix Mobile Cloud App as a replacement for printed pre-departure briefing materials and combined this initiative with office energy-saving mechanisms to put environmental protection into practice from the inside out.

Aligning with international carbon management and ecological restoration: We fully adopted the GHG Protocol and, for the first time, expanded our greenhouse gas inventory to include Scope 3 emissions. We continued our sustainable aviation fuel (SAF) partnership with the Lu[hansa Group and participated in a cross-border afforestation initiative at a memorial forest in Türkiye, turning our commitment to the planet into concrete action.

Expanding social participation and public-welfare care: Drawing on the distinctive strengths of the travel industry, we planned "micro-trips" for social-welfare organizations. We also continued to participate in beach cleanups and blood drives and to sponsor grassroots sports development, actively fulfilling our corporate social responsibility.

Improving the workplace and employee-retention benefits: We maintained a record of zero labor-law violations, provided comprehensive education and training, and expanded our Employee Stock Ownership Trust Pla orm. A total of 112 employees benefited during the year, strengthening team cohesion by sharing the results of business operations.

Strengthening corporate governance and improving service quality: Under a sound governance framework that maintained zero internal-control violations and zero information-security incidents, our customer satisfaction score reached 95. We also received the 34th TTG Travel Awards Asia as the only winning travel agency from Taiwan, together with eight International Golden Travel Awards, further affirming our brand value.

Looking ahead, we will continue to seek a balance between innovative service and sound operations while steadily advancing every aspect of our sustainability agenda. These efforts are not only a necessary response to market demand, but also a concrete expression of our social responsibility.

We fully understand that a company's long-term development depends on the trust and oversight of all stakeholders. Thank you for your continued support. Phoenix Tours will keep working diligently, honor its commitments, and create shared long-term value for all business partners and society as a whole.

Chairman, Phoenix Tours

About This Report

Phoenix Tours International, Inc. (hereina[er referred to as "Phoenix Tours," "the Company," or "we") has formally issued the 2025 Sustainability Report (hereina[er referred to as "this Report") as part of its journey toward sustainable development. With improved information transparency and the fulfillment of corporate responsibility as our core objectives, this Report fully discloses our actions and achievements in corporate governance, environmental sustainability, occupational safety, and talent development. Phoenix Tours will continue to listen to the expectations and recommendations of stakeholders and translate its sustainability commitments into concrete action. We look forward to working with all partners to create a more resilient future of lasting value.

Reporting Boundary and Scope

The boundary of this Report covers our operating locations in Taiwan, including the Taipei headquarters and the Taoyuan, Hsinchu, Taichung, Chiayi, Tainan, and Kaohsiung branches. Subsidiaries included in the consolidated financial statements are not covered.

Disclosure category	Scope covered
Environmental data	Phoenix Tours
Social data	Phoenix Tours
Employee data	Phoenix Tours
Public-welfare ac(cid:2462)vity performance	Phoenix Tours and the Phoenix Tours Founda(cid:2462)on

Contact Information

Questions and suggestions concerning the Company or this Report are welcome. More information on Phoenix Tours' sustainable development is available in the sustainability section of the Company's website.

Item	Details
Contact unit	Sustainability Development Commi(cid:130)ee
Contact person	Yu-Hui Chou, Deputy General Manager and Chief Financial Officer
Email	info@phoenix.com.tw
Telephone	2537-0000
Address	4F/5F, No. 25, Sec. 1, Chang'an East Road, Taipei City, Taiwan
Sustainability webpage	h(cid:130)ps://holder.travel.com.tw/holder_6-1.aspx

Reporting Period and Frequency

Phoenix Tours publishes a sustainability report annually. This is the Company's second Sustainability Report and covers fiscal year 2025, from January 1 through December 31, 2025. The Report contains financial and non- financial information, including management approaches, material topics, performance, value-chain management, and environmental and social actions. It is also published on the Company's website for public reference.

Previous report publication: August 2025

Current report publication: August 2026

The reporting period is consistent with that of the Company's separate financial statements. To ensure completeness and comparability, certain sections may include information from before January 1, 2025 or a[er December 31, 2025; such information is identified in the relevant sections. Financial data were audited by Deloitte & Touche in accordance with International Financial Reporting Standards (IFRS) and are presented in thousands of New Taiwan dollars. Environmental, employee, and occupational-safety data were compiled by the responsible departments, confirmed by department heads, and calculated using internationally accepted indicators.

Restatement of Information

Revision of 2024 Greenhouse Gas Emissions To maintain comparability between the greenhouse gas emissions disclosed for 2024 and 2025, the Company retrospectively adjusted its 2024 emissions using the calculation basis adopted for the 2025 inventory, including the organizational boundary, emissions-source classifications, emissions factors, and global warming potential (GWP) values. Scope 1 refrigerant-leakage emissions were recalculated using the same refrigerant classification and regulated greenhouse-gas recognition basis. Scope 2 emissions were recalculated using consistent purchased-electricity activity data and electricity emissions factors. Scope 3 emissions from fuel- and energy-related activities were additionally calculated in accordance with the 2025 inventory boundary.

A[er restatement, combined Scope 1 and Scope 2 emissions for 2024 were adjusted from 208.4001 tCO2e to 161.2110 tCO2e, a reduction of 47.1891 tCO2e, thereby improving comparability with the 2025 greenhouse gas inventory.

External Assurance

Phoenix Tours has established the Sustainability Report Preparation and Verification Procedures. Responsible internal departments first review the accuracy of information disclosed in the ESG report, a[er which the ESG Committee confirms that the Report fully covers all material topics. Current regulations do not require Phoenix Tours to obtain third-party verification or assurance.

Reporting Framework

This Report has been prepared in accordance with the GRI Sustainability Reporting Standards 2021 issued by the Global Reporting Initiative and with reference to the Sustainability Accounting Standards Board (SASB), the Task Force on Climate-related Financial Disclosures (TCFD), and the United Nations Sustainable Development Goals (SDGs).

The Report also follows the Taiwan Stock Exchange's Rules Governing the Preparation and Filing of Sustainability Reports by Listed Companies and the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies. It presents the Company's practices and results across all dimensions of sustainable development and provides disclosure to stakeholders accordingly. Detailed standards-reference tables are provided in the Appendix.

In addition, the Report refers to the AA1000 AccountAbility Principles Standard and is compiled around the four principles of materiality, inclusivity, responsiveness, and impact. It seeks to respond as fully as possible to the material issues of concern to stakeholders and to demonstrate the Company's practical implementation of sustainability throughout its operations.

1. ABOUT PHOENIX TOURS

1.1 Organizational Overview - 02

1.1 Organization Profile

Company Overview Phoenix Tours was founded in 1957. Guided by the spirit of "setting the industry benchmark and earning trust through brand reputation," the Company evolved from an inbound-tourism business in its early years into one of Taiwan's leading travel brands, always seeking to improve travel quality and provide outstanding service. The Company's predecessor was Asia Travel Service, later renamed Shih Yang Travel Service. A[er the government opened overseas travel to Taiwanese citizens in the 1980s, a group of passionate and experienced travel professionals established Phoenix Tours, which became one of Taiwan's longest-established IATA travel agencies.

Over the years, Phoenix Tours has consistently anticipated customer needs, developed in-depth and diversified travel products, and introduced innovations to safeguard travel quality. For example, it pioneered an "all- inclusive tipping" policy in 2003 and implemented it across all product lines in 2006, demonstrating its commitment to customer service. This approach helped earn a strong reputation and a high repeat-participation rate. Phoenix Tours obtained ISO 9001 certification in 1998 and was listed on the Taipei Exchange on November 30, 2001 (stock code 5706), becoming Taiwan's first publicly traded travel agency. On October 21, 2011, it transferred to the Taiwan Stock Exchange and became Taiwan's first TWSE-listed travel agency, reinforcing its market position.

As the Company grew, Phoenix Tours actively developed group operations and expanded its business por olio. Affiliates include Yung Li Enterprise, specializing in global airline ticketing and freight agency services; Yushan Ticketing, which provides extensive international destinations and flight options; Taiwan China Express, which represents airlines, hotels, and international car-rental businesses; and Yung Li Insurance Agency, which focuses on travel insurance. Established in 2009, the insurance agency pioneered cooperation with AIG to provide comprehensive travel-insurance solutions and help travelers enjoy worry-free journeys.

Phoenix Tours offers a comprehensive and diverse range of products, including worldwide group tours, independent travel, corporate incentive travel, themed travel, cruises, family travel, honeymoons, golf tours, and domestic travel in Taiwan. It also develops distinctive products such as aurora charter flights, river cruises, premium rail journeys, outdoor extreme sports, skiing, photography, camping, and hunting trips, allowing customers to select travel experiences suited to their individual preferences. Phoenix Tours will continue to innovate and enhance its services through digital transformation and product diversification. Its goal is to become the most competitive travel brand serving Chinese-speaking markets worldwide and to create outstanding travel experiences and a sustainable future together with customers and partners.

Basic Company Information

Item	Informa(cid:2462)on
Organiza(cid:2462)on name	Phoenix Tours Interna(cid:2462)onal, Inc.
Company type	TWSE-listed company
Stock code	5706
Chairman	Wei-Yao Chang
General Manager	Jie-Min Bian
Year established	1957
Headquarters	4F, No. 25, Sec. 1, Chang'an East Road, Taipei City, Taiwan
Industry	Tourism and hospitality
Principal business	Arranging domes(cid:2462)c and interna(cid:2462)onal tourism, accommoda(cid:2462)ons, meals, and related services on behalf of customers
Paid-in capital (NT)	849,109,200
Number of employees	128
Country of opera(cid:2462)on	Taiwan
Headquarters city	Taipei City

2025 Sustainability Performance and Achievements

E - Environmental Certified by the Ministry of Environment as a Silver-Level Eco-Friendly Travel Agency.

Continued cooperation with the Lu[hansa Group to purchase sustainable aviation fuel (SAF), helping reduce travel-related carbon emissions.

Continued paperless pre-departure briefings by replacing printed manuals with the Phoenix Mobile Cloud App. Each additional traveler who downloads and uses the App helps reduce carbon emissions by 180 grams.

Introduced an automatic shutdown system for office air-conditioning main units to prevent wasted electricity.

Conducted the greenhouse gas inventory in accordance with the GHG Protocol and included Scope 3 emissions for the first time in 2025.

Donated 100 saplings to the Işıklar Memorial Forest in Türkiye to support sustainable afforestation.

No violations of environmental laws or regulations.

No supply-chain disruptions caused by suppliers' major violations of laws related to environmental responsibility, human rights, occupational safety, or other social-responsibility matters.

S - Social Cumulative donations to the badminton team of Rixin Elementary School in Datong District, Taipei City, reached NT$488,864.

Donated NT$50,000 to the Taiwan International Tourism Rescue Service Association.

Donated NT$100,000 to the Chuli Public Welfare and Charity Association in Zhuoxi Township, Hualien County.

Donated NT$14,700 to the 2025 Mother's Day activity of the Cerebral Palsy Association of the Republic of China.

Donated NT$80,000 to the Tai Li-Lin Cultural and Educational Foundation.

Organized a beach cleanup at Laomei Green Reef on Taiwan's northeast coast, removing 110 kg of waste and helping protect the marine environment.

Co-organized the Keelung Islet Beach Cleanup with National Taiwan Ocean University. A total of 150 students, faculty members, and industry participants joined the event, raising awareness of marine sustainability.

Donated NT$80,000 to the Jiali Veterans Home in Tainan.

The Phoenix Tours Foundation sponsored a Veterans Day micro-trip for the Jiali Veterans Home, accompanying approximately 60 elderly residents and staff members to attractions in Yunlin and Chiayi and sharing a meal together, conveying care and companionship through direct action.

Phoenix Tours and the Taipei Blood Center organized a blood drive. The President led by example and donated blood, while the Company sponsored gi[s to encourage public participation. A total of 83 bags of blood were collected that day.

The 2025 employee satisfaction survey showed that 72.3% of employees were proud to be part of Phoenix Tours, demonstrating strong team cohesion and a deep sense of corporate identification.

Encouraged employees to participate in sports and health-promotion activities, supported participation in the EVA Air City Marathon, and subsidized registration and related expenses.

Provided comprehensive employee education and training.

No violations of labor laws or regulations.

No labor-management disputes.

Continued investment in the Employee Stock Ownership Trust Pla orm, benefiting 112 employees during the year.

G - Governance and Economic Performance 2025 revenue reached NT$3,004,816 thousand, reflecting continued strong operating performance.

Directors completed an average of more than 6.8 hours of professional continuing education.

No reports alleging breaches of integrity were received; no corporate-governance violations were recorded; and no material deficiencies were identified in internal controls.

Received eight International Golden Travel Awards and one Quality Travel Selection Award at the 13th Golden Travel Awards organized by the Travel Quality Assurance Association, R.O.C.

Received the 34th TTG Travel Awards Asia as the only winning travel agency from Taiwan.

The Sustainability Development Committee continued implementing the Company's sustainability policies.

No material information-security incident caused operational disruption during the year, and no personal-data incident occurred.

Sustainable Development Goals and SDG Implementation

The United Nations Sustainable Development Goals comprise 17 Goals and 169 Targets and serve as the core global sustainable-development agenda for 2016-2030. Phoenix Tours incorporates the SDGs into its business strategy, extending its focus beyond economic performance to social and governance considerations. These include improving employee compensation to retain outstanding talent, eliminating workplace inequality, safeguarding labor rights, and promoting social inclusion and equal opportunity. Phoenix Tours' sustainability actions primarily correspond to five SDG areas.

SDG target	Objec(cid:2462)ve	Phoenix Tours' 2025 ac(cid:2462)ons
SDG 1.4	Ensure equal rights and access to economic resources for all women and men, especially poor and vulnerable groups.	Provided compensa(cid:2462)on exceeding legal requirements and compe(cid:2462)(cid:2462)ve in the market, together with comprehensive benefits, to improve employees' personal and household economic well-being. Adjusted salaries and bonuses based on opera(cid:2462)ng

		performance and contributed NT$389,000 to the Employee Stock Ownership Trust in 2025, benefi(cid:2462)ng 112 employees.
SDGs 4.5 / 4.7	Eliminate dispari(cid:2462)es in educa(cid:2462)on and ensure that vulnerable groups have access to educa(cid:2462)on and voca(cid:2462)onal training.	Provided six industry-academia internship placements in 2025. Conducted courses on sustainable development, gender equality, and human rights to strengthen professional capabili(cid:2462)es. The Company's human-rights policy expressly prohibits child labor.
SDGs 5.1 / 5.4	End all forms of discrimina(cid:2462)on against women and girls; recognize and value care and domes(cid:2462)c work.	Recorded no labor-law viola(cid:2462)ons in 2025. Women accounted for 50% of senior management, achieving the diversity objec(cid:2462)ve. Both average and median salaries increased compared with the prior year.
SDGs 8.4 / 8.5 / 8.7 / 8.8	Promote decent work and labor rights.	Recruitment and promo(cid:2462)on do not differ on the basis of age, gender, physical or mental condi(cid:2462)on, or background. Employee repor(cid:2462)ng channels and comprehensive whistleblower-protec(cid:2462)on procedures are in place. Number of grievances accepted in 2025: 0.
SDGs 10.2 / 10.3	Promote socioeconomic inclusion and equal opportunity and reduce inequality.	Women represented 69.81% of Company managers in 2025. Conducted sustainability, gender-

		equality, and human-rights educa(cid:2462)on. The human-rights policy expressly prohibits child labor.

Awards and Media Coverage

While pursuing operating growth, Phoenix Tours is also committed to sustainable corporate development. Our efforts in products and services, social participation, and employee care have been recognized by professional institutions and media organizations in Taiwan and overseas. These honors are not only achievements, but also motivation to keep improving and building stakeholder trust.

Key recognition received during the year included:

Service excellence and brand reputation. The Company's commitment to travel-service quality continued to receive strong recognition from the industry in Taiwan and abroad. Domestically, Phoenix Tours received eight International Golden Travel Awards and one Quality Travel Selection Award at the 13th Golden Travel Awards organized by the Travel Quality Assurance Association, R.O.C., demonstrating excellence in itinerary design and service execution. Internationally, the Company received the 34th TTG Travel Awards Asia for 2025. It was the only winning travel agency from Taiwan and, since 2023, has been a member of TTG's prestigious Travel Hall of Fame, underscoring Phoenix Tours' brand reputation and competitiveness in the Asia-Pacific market.

Employee care and shared value. The Company regards employees as its most important asset and is committed to sharing operating results. As reported by the Liberty Times online edition, the Company reinstated its Employee Stock Ownership

Trust Pla orm. This action fulfills a commitment to employees, strengthens corporate governance, and puts employee care into practice. It is intended to enhance team cohesion and achieve shared prosperity between labor and management.

Social participation and health promotion. The Company actively fulfills its corporate social responsibility and has long supported sports development in Taiwan. As reported by the Economic Daily News, the badminton team long sponsored by Phoenix Tours again achieved excellent results in the National Team Championships. Through support for sporting activities, we seek to contribute to Taiwan's sports environment and promote healthy lifestyles among the public.

ESG

永續發展倡議書

鳳凰國際旅行社股份有限公司與玉山金控共同致力於追求永續發展，我們以讓世界看見台灣為目標，持續接軌國際高標準，發揮正向影響力。

鳳凰國際旅行社股份有限公司承諾，響應政府雙軸轉型政策，並積極布建綠領人才與科技應用。

玉山金控承諾，將積極發揮永續金融影響力，持續與政府、學術、產業等各界夥伴合作，匯聚各方力量，加速台灣產業永續轉型。

我們將攜手合作，共同為台灣整體的轉型升級注入強勁動能，讓台灣在全球舞台上綻放更耀眼的光芒。

鳳凰國際旅行社股份有限公司
董事長

玉山金控/銀行
董事長

2025.10

ESG

Sustainable Development Advocacy

Phoenix Tours International, Inc. and E.SUN Financial Holding Co. Ltd. are jointly dedicated to sustainable development. Our goal is to make Taiwan known to the world, continue to align with high international standards, and exert a positive influence.

Phoenix Tours International, Inc. is committed to supporting the government's dual-axis transition policy through the active development of green talent and technological applications.

E.SUN Financial Holding Co. Ltd. is committed to proactively utilizing its influence within sustainable finance. We will maintain and strengthen our collaborative efforts with partners from government, academia, and various other sectors to consolidate resources, expedite the sustainable transformation of Taiwanese enterprises, and collectively pursue a more prosperous and sustainable future.

We are committed to the cultivation of strategic partnerships, which will serve to advance the sustainable development of Taiwanese industries, thus amplifying Taiwan's global visibility.

Chairman,
Phoenix Tours International, Inc.

Chairman,
E.SUN FHC and E.SUN Bank

Joseph Huang

2025.10

Phoenix Tours and E.SUN Financial Holding Join Forces to Advance Sustainable Transformation and Help Taiwan Shine Internationally

Phoenix Tours International, Inc. and E.SUN Financial Holding jointly declared their commitment to advancing sustainable development and injecting new momentum into Taiwan's sustainable transformation. Guided by the shared vision of "Let the World See Taiwan," the two parties will continue aligning with high international standards and seek to expand positive impact through corporate action.

Phoenix Tours stated that it would fully support the government's twin-transition policy and actively strengthen green-talent development and technology applications in order to build a more resilient and competitive model for sustainable services.

E.SUN Financial Holding also committed to continuing to exert the core influence of sustainable finance and to working closely with government, academia, industry, and other partners. By bringing together cross- disciplinary capabilities, it aims to accelerate the sustainable transformation of Taiwan's industries.

Both parties emphasized that they will deepen cooperation on sustainability issues by combining the professional strengths of travel services and the financial industry, thereby providing stronger support for Taiwan's overall transformation and upgrading. Through their joint efforts, they hope Taiwan will shine even more brightly on the global stage.

Phoenix Tours Wins for the 13th Consecutive Year and Again Receives Golden Travel and Quality Travel Selection Awards

Phoenix Tours achieved another outstanding result in the 13th Golden Travel Awards, extending its winning streak to 13 consecutive years and once again receiving the highest total number of awards. The awards are evaluated on the core criteria of reasonable pricing, transparent itineraries, and service satisfaction, while also incorporating the spirit of sustainable tourism. With strong product capabilities and trusted brand reputation, Phoenix Tours stood out among numerous entries, and eight itineraries received International Golden Travel Awards from the Travel Quality Assurance Association, R.O.C.

In addition, the Company's ten-day itinerary, "Iceland Aurora, Blue Ice Cave Hike, Snæfellsnes Peninsula and Snowmobile Adventure," received the third Quality Travel Selection Award, demonstrating Phoenix Tours' depth of expertise in distinctive travel experiences and high-quality service.

From 2012 through 2025, Phoenix Tours received the International Golden Travel Award for 13 consecutive years, accumulating 44 International Golden Travel Awards and 10 Quality Travel Selection Awards. The Company has become a quality travel brand widely recognized by the market and trusted by travelers. Phoenix Tours will continue to uphold professionalism, integrity, and innovation and to launch more travel products that combine quality, distinctive features, and sustainability, accompanying travelers as they explore the world and discover Taiwan.

Supporting Grassroots Sports and Helping Children Pursue Their Dreams

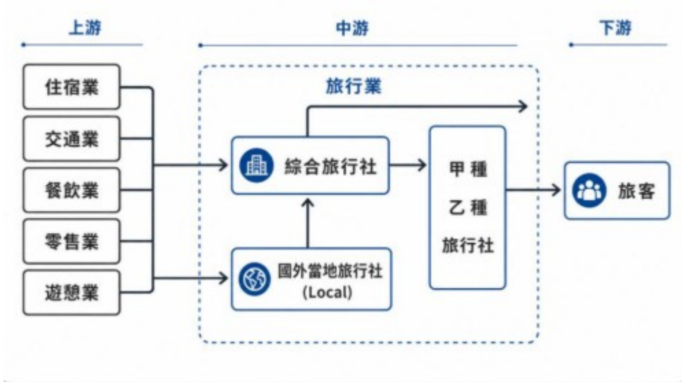
The Phoenix Tours Foundation has long invested in public welfare and educational support and continues to sponsor the badminton team of Rixin Elementary School in Taipei City. The sponsorship helps students build confidence, perseverance, and teamwork through athletic training and competition. In 2025, the team again achieved excellent results at the 16th Moya Cup National Elementary School Age-Group Badminton Championships. Competing against teams from 30 elementary schools nationwide, Rixin won the championship and secured its second consecutive national title, demonstrating the tangible results of grassroots sports development.

The Phoenix Tours Foundation was established in 1995 by Chin-Ming Chang, founder of Phoenix Tours International. Its long-term mission is to sponsor public-welfare activities, promote tourism education, advance the concept of accessible travel, and improve the overall quality of tourism. It continues to support accessible travel, dream-fulfillment programs for students in remote areas, scholarships for tourism-related departments, child welfare, healthcare, and other public-interest initiatives. By combining corporate resources to support children's diverse development, the Foundation fulfills the Company's commitment to giving back to society and continues expanding its positive social impact.

International Professional Recognition Continues to Strengthen Brand Competitiveness

Phoenix Tours again received the 34th TTG Travel Awards Asia in 2025. It was the only winning travel agency from Taiwan and marked the Company's 17th receipt of this international honor. Organized by TTG Asia Media since 1989, the TTG Travel Awards have long been regarded as one of the Asia-Pacific region's most representative and credible professional tourism awards. Winners are nominated and selected by travel-industry peers, giving the award a high degree of professional authority.

Phoenix Tours won the award for ten consecutive years beginning in 2010 and was inducted into the Travel Hall of Fame, the program's highest honor, in 2023. This reflects the Company's long-term achievements in product quality, professional service, and brand management. Continued international recognition strengthens brand trust and market visibility and further demonstrates the service capabilities and competitive advantages of Taiwan's travel industry on the world stage.



Industry Overview

Value Chain Phoenix Tours serves as a resource integrator and travel-product provider within the tourism-industry value chain. Upstream, it integrates a wide range of service resources, including accommodation, transportation, and food and beverage. Midstream, it focuses on travel-product design, itinerary planning, marketing and sales, and the management of recreation and retail services, making it the core provider of the travel experience. Downstream, it delivers products to end travelers through channels such as Class-A and Class-B travel agencies and overseas local travel agencies, thereby safeguarding service quality and customer satisfaction.

The Phoenix Tours value chain includes upstream and downstream suppliers, customers, and business partners, as follows:

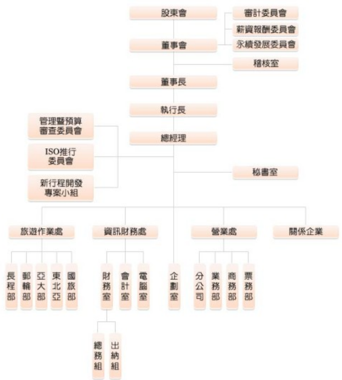
Value-chain category	Type	Number
Suppliers	Contractors	3,890

Distributors	Distributors	1,076
Customers	Corporate accounts	3
Customers	End consumers	52,147
Other business rela(cid:2462)onships	Industry-academia coopera(cid:2462)on	6

Two major changes occurred in the Company's value chain in 2025:

Change	Descrip(cid:2462)on
1. New suppliers	In response to increased market demand, the Company added 110 business partners covering (cid:2462)cke(cid:2462)ng, food and beverage, and local experien(cid:2462)al services to ensure diversity and stability in the travel-product supply chain.
2. Expanded distribu(cid:2462)on channels	Four distributors were added during the year. They are primarily responsible for distribu(cid:2462)ng group-tour products and online and offline travel products, expanding the Company's diversified sales channels.

2. GOVERNANCE WITH INTEGRITY



2.1 Governance Practices

The Board of Directors is the Company's core governance body and is responsible for oversight and decision-making. All directors act with integrity and exercise the due care of good administrators to ensure sound growth and sustainable development. Under the Chairman's direction, the President formulates operating policies and sustainability strategies and reports implementation results to the Board on a regular basis. The Board also reviews financial performance and sustainable-operation plans to ensure that all business activities comply with laws, regulations, and corporate objectives.

To strengthen governance effectiveness and oversight, the Company has established an Audit Committee, a Remuneration Committee, and a Sustainability Development Committee. Together, these committees assist the Board in improving the transparency and fairness of internal controls, remuneration policies, and the sustainability-governance framework. The internal audit function operates independently, conducts audits regularly, and reports to the Audit Committee and the Board to ensure the effective implementation and continuous improvement of internal controls.

Phoenix Tours adheres to the principles of ethical management and prudent governance. It continuously strengthens its corporate-governance structure, promotes transparent disclosure, and maintains rigorous internal controls to protect the rights and interests of shareholders and other stakeholders. Internal-control mechanisms are designed and implemented in accordance with the Regulations Governing Establishment of Internal Control Systems by Public Companies and are reviewed and revised regularly in response to changes in the internal and external environment.

The Company has also established a comprehensive information-disclosure mechanism. A dedicated unit is responsible for the timely and accurate public release of information, and a spokesperson system ensures that material information is disclosed promptly so investors and the market receive transparent and complete financial and operating information.

Looking ahead, Phoenix Tours will continue to improve Board effectiveness, deepen the role of the Sustainability Development Committee, enhance information transparency, and fully incorporate sustainable-management principles into corporate governance. The Company will continue implementing integrity and accountability, promote sound growth, and advance toward its long-term sustainability goals.

Board of Directors

Corporate-Governance Structure and Operation The Board is the Company's highest governance body. The Chairman serves as chair and is responsible for setting business strategy and remaining accountable to shareholders and other stakeholders. The Audit Committee, Remuneration Committee, and Sustainability Development Committee operate under the Board to strengthen oversight and governance. All directors faithfully perform their duties and exercise due care in a prudent manner. Except for matters that laws or the Articles of Incorporation require to be resolved by the shareholders' meeting, Company affairs and governance systems are determined by the Board. The President is the highest-ranking executive and is responsible for business development and policy implementation. The Chairman and President are different individuals, and the President is not a member of the Board.

The Company maintains directors' and officers' liability insurance. This encourages qualified professionals to serve as directors, reduces their concerns when performing their duties, and mitigates the risk that errors or omissions could cause material losses to the Company and its shareholders.

Directors' Principal Education, Experience, and Concurrent Positions

Posi(cid:2462)on	Name	Principal educa(cid:2462)on and experience / concurrent posi(cid:2462)ons
Chairman	Wei-Yao Chang	Educa(cid:2462)on and experience: Master's degree, Graduate Ins(cid:2462)tute of Na(cid:2462)onal Development, Na(cid:2462)onal Taiwan University; Phoenix Tours Interna(cid:2462)onal. Concurrent posi(cid:2462)ons: Chairman of the Company; director of Yung Li Enterprise Co., Ltd.; director of Taiwan

		China Express Co., Ltd.; chairman of Fei-Mei Express Travel Service Co., Ltd.; chairman of Yung Li Insurance Agency Co., Ltd.; chairman of Huaxia Interna(cid:2462)onal Travel Service Co., Ltd.; director of Athle(cid:2462)cs Interna(cid:2462)onal Co., Ltd.; director of VIP Transporta(cid:2462)on Co., Ltd.; chairman of Phoenix Tours Publishing Co., Ltd.; person in charge of Chuan Liu Publishing; director of Yu-Lin Travel Service Co., Ltd.; chairman of Shanghai Longji Freight Forwarding Co., Ltd.; chairman of Boyue Co., Ltd.; chairman of Boyi Co., Ltd.; chairman of Phoenix Fitness Co., Ltd.; director of the Taiwan Visitors Associa(cid:2462)on; Vice Chairman of the Taiwan Interna(cid:2462)onal Cruise Associa(cid:2462)on; director of the Phoenix Tours Founda(cid:2462)on.
Director	Chin- Ming Chang	Educa(cid:2462)on and experience: Ph.D. in Marke(cid:2462)ng, Tourism and Leisure Management, Na(cid:2462)onal Chiayi University; doctorate, School of Management, European University Switzerland; Execu(cid:2462)ve MBA, College of Management, Na(cid:2462)onal Sun Yat- sen University; Department of Tourism, Chinese Culture University;

		Manager of the Travel Department, Kin Lung Transporta(cid:2462)on Co., Ltd.; sales representa(cid:2462)ve, Malaysia Airlines; adjunct professor-level professional technical faculty member, Chinese Culture University; director, Taiwan Visitors Associa(cid:2462)on; Vice Chairman, Taiwan Tourism Exchange Associa(cid:2462)on. Concurrent posi(cid:2462)ons: Director, Taiwan China Express Co., Ltd.; director, Yung Li Insurance Agency Co., Ltd.; chairman, Tien Ho Air Freight Forwarder Co., Ltd.; director, Phoenix Tours Publishing Co., Ltd.; chairman, Phoenix Tours Founda(cid:2462)on.
Director	Tzu- Hsiang Chiu	Educa(cid:2462)on and experience: Department of Chemical Engineering, Tamkang University; sales representa(cid:2462)ve, Northwest Airlines; Taiwan Regional Manager, KLM Royal Dutch Airlines. Concurrent posi(cid:2462)ons: Director, Taiwan China Express Co., Ltd.; director, Fei-Mei Express Travel Service Co., Ltd.

Posi(cid:2462)on	**Name**	**Principal educa(cid:2462)on and experience / concurrent posi(cid:2462)ons**
Director	Yu-Hsu Kai	Educa(cid:2462)on and experience:

		Department of Tourism, Chinese Culture University; Manager of Phoenix Tours' Hsinchu Branch; Associate Vice President of Phoenix Tours' Opera(cid:2462)ons Division. Concurrent posi(cid:2462)on: Full-(cid:2462)me senior tour leader, Phoenix Tours Interna(cid:2462)onal.
Director	Chia-Hung Tseng	Educa(cid:2462)on and experience: Department of Tourism, Chinese Culture University; director, Les Enphants Co., Ltd. Concurrent posi(cid:2462)on: Director, Les Enphants Co., Ltd.
Director	Pei-Wen Wu	Educa(cid:2462)on and experience: Master's degree in Management Science, Na(cid:2462)onal Chiao Tung University; Department of Systems Engineering and Naval Architecture, Na(cid:2462)onal Taiwan Ocean University. Concurrent posi(cid:2462)ons: Senior Associate, Yuanta Securi(cid:2462)es Co., Ltd.; Senior Associate, Yuanta Futures Co., Ltd.
Independent Director	Jung-Tsung Chien	Educa(cid:2462)on and experience: Master's degree, Graduate Ins(cid:2462)tute of Law, Soochow University; LL.B., Na(cid:2462)onal Taipei University; adjunct assistant professor, Department of Law,

		Soochow University; Execu(cid:2462)ve Vice President, SinoPac Financial Holdings. Concurrent posi(cid:2462)ons: Managing Partner, Ying-Jui A(cid:130)orneys-at-Law; Chairman, Ying-Jui Capital Investment Co., Ltd.
Independent Director	Li-Cheng Kuo	Educa(cid:2462)on and experience: Execu(cid:2462)ve MBA, College of Management, Na(cid:2462)onal Sun Yat-sen University; Department of Business Administra(cid:2462)on, Fu Jen Catholic University; Grand Commercial Bank. Concurrent posi(cid:2462)ons: Deputy General Manager, Financial Services Division, Taishin Bank; Deputy General Manager, Overseas Business Division, Taishin Bank; director, Taiwan Financial Asset Service Corpora(cid:2462)on; director, Taishin Securi(cid:2462)es Investment Trust Co., Ltd.
Independent Director	Chen- Sheng Chen	Educa(cid:2462)on and experience: Department of Accoun(cid:2462)ng, Soochow University; CPA, Dong Sheng CPAs. Concurrent posi(cid:2462)ons: CPA, Dong Sheng CPAs; director, Phoenix Tours Founda(cid:2462)on.

Board Selection, Diversity, and Professional Expertise The Articles of Incorporation provide that directors are elected using a candidate-nomination system through regular elections for three-year terms. The Board meets at least once each quarter in accordance with law. Six Board meetings were held during the year, with an average attendance rate of 100%, ensuring operational continuity and effectiveness. Under the Corporate Governance Best Practice Principles, directors who concurrently serve as Company managers may not exceed one-third of all Board seats. The Company also promotes a Board-diversity policy to strengthen governance and support the sound development of Board composition.

The current Board term runs from June 19, 2023 to June 18, 2026. The Board consists of nine directors, including three independent directors (33.33%) and one female director (11.11%). In future nomination and selection processes, the Company will continue treating gender diversity as an important consideration and will actively seek qualified women with professional capabilities and industry experience for the director-candidate roster. The medium- to long-term goal is for either gender to account for at least one-third of Board seats. Board composition also considers age, gender, nationality, industry experience, and professional capabilities in law, accounting, risk management, and other areas. The age distribution is: under age 30, 0; age 31-50, 2; age 51 and above, 7.

To strengthen Board functions and achieve corporate-governance objectives, the Corporate Governance Best Practice Principles specify the core capabilities that the Board as a whole should possess, including business judgment, accounting and financial analysis, business management, crisis management, industry knowledge, international-market perspective, leadership, and decision-making.

A(cid:130)ribute / exper(cid:2462)se	Wei-Yao Chang	Chin-Ming Chang	Chia-Hung Tseng	Pei-Wen Wu	Tzu-Hsiang Chiu	Yu-Hsu Kai	Li-Cheng Kuo	Chen-Sheng Chen	Jung-Tsung Chien
Posi(cid:2462)on	Chairman	Director	Director	Director	Director	Director	Independent Director	Independent Director	Independent Director
Gender	Male	Male	Male	Female	Male	Male	Male	Male	Male
Concurrent	✓	✓				✓			

Company employee									
Under age 30	-	-	-	-	-	-	-	-	-
Age 31-50	-	-	✓	✓	-	-	-	-	-
Age 51 or above	✓	✓	-	-	✓	✓	✓	✓	✓
Business	✓	✓	✓	✓	✓	✓	✓	✓	✓
Technology									
Finance / accoun(cid:2462)ng	✓	✓		✓			✓	✓	
Law									✓
Marke(cid:2462)ng	✓	✓	✓		✓	✓	✓	✓	✓
Informa(cid:2462)on security				✓					
Sustainability	✓	✓	✓	✓	✓	✓	✓	✓	✓
Other	Innova(cid:2462)on/ R&D; educa(cid:2462)on/training	Innova(cid:2462)on/ R&D; educa(cid:2462)on/training	R&D; educa(cid:2462)on/ training	R&D; educa(cid:2462)on/ training	Innova(cid:2462)on/ R&D; educa(cid:2462)on/training	Innova(cid:2462)on/ R&D; educa(cid:2462)on/training	Innova(cid:2462)on/ R&D; educa(cid:2462)on/training	Innova(cid:2462)on/ R&D; educa(cid:2462)on/training	Innova(cid:2462)on/ R&D; educa(cid:2462)on/training

Conflict-of-Interest Management and Recusal To establish sound Board operating procedures, strengthen oversight, and preserve the independence of independent directors, the Board has approved the Rules of Procedure for Board Meetings, which define the responsibilities of directors and independent directors. Board members exercise a high degree of self-discipline in implementing conflict-of-interest recusal. When an agenda item involves a director personally or a legal entity represented by the director, the director must explain the material details of the interest at that meeting. If the matter may harm the Company's interests, the director may not participate in discussion or voting, must recuse himself or herself from the discussion and vote, and may not act as proxy for another director.

For Board proposals in 2025 involving directors' interests, the relevant directors disclosed the material details and recused themselves from discussion and voting as required. The Company's review also found no material conflicts caused by directors or management serving on other boards, no material cross-shareholdings with suppliers or other stakeholders, no material conflicts involving controlling shareholders, and no material transactions or outstanding balances with stakeholder groups.

Board Performance Evaluation The Board has adopted the Board Performance Evaluation Procedures and annually evaluates the Board as a whole, each functional committee, and individual directors.

Evalua(cid:2462)on process	Evalua(cid:2462)on dimensions	Frequency and 2025 results
1. Determine the units and scope to be evaluated for the year, such as the Board as a whole, func(cid:2462)onal commi(cid:130)ees, and individual directors. 2. Determine the evalua(cid:2462)on method, including Board self-evalua(cid:2462)on, director self-evalua(cid:2462)on, or peer evalua(cid:2462)on; external	1. Compliance with laws and requirements: proper submission of proposals, regular mee(cid:2462)ngs, conflict-of-interest recusal, director con(cid:2462)nuing-educa(cid:2462)on hours, a(cid:130)endance, and par(cid:2462)cipa(cid:2462)on in shareholders' mee(cid:2462)ngs. 2. Par(cid:2462)cipa(cid:2462)on in	Internal Board self-evalua(cid:2462)on is conducted annually. The 2025 self-evalua(cid:2462)on produced an average Board score of 4.96, an Audit Commi(cid:130)ee average of 5.00, and a Remunera(cid:2462)on Commi(cid:130)ee average of 4.62. Results may be referenced in future director selec(cid:2462)on and

professional ins(cid:2462)tu(cid:2462)ons or experts may be retained when necessary. 3. Select an appropriate evalua(cid:2462)on unit and periodically review the effec(cid:2462)veness of the process. 4. At year-end, the execu(cid:2462)ng unit collects Board-ac(cid:2462)vity informa(cid:2462)on, distributes self-evalua(cid:2462)on ques(cid:2462)onnaires, calculates weighted-average scores based on the indicators, and submits the results to the Board for review and improvement.	Company opera(cid:2462)ons: review of financial and audit reports, assessment of the auditor's independence and competence, oversight of opera(cid:2462)ng risks, and communica(cid:2462)on with management.	nomina(cid:2462)on, while individual performance may be considered in determining remunera(cid:2462)on.

Based on the evaluation results, the Company planned professional continuing-education courses, stronger communication between independent directors, the head of internal audit, and the external auditors, and increased director participation in Company operations. Through institutionalized evaluation and improvement measures, the Board can effectively oversee operations and guide sound development and sustainable management.

Continuing Education for Directors To ensure that the Board can effectively supervise and guide the Company's sustainability strategy, Phoenix Tours continuously enhances directors' knowledge, skills, and experience in environmental issues and sustainable management. All directors completed a combined 61 hours of continuing education during the year, including 51 hours related to ESG and sustainable management. Average training exceeded 6.8 hours per director.

Posi(cid:2462)on	Name	Date(s)	Organizer	Course	Hours
Chairman	Wei-Yao Chang	2025/11/14	Securi(cid:2462)es & Futures Ins(cid:2462)tute	Issuance, impact, and response to IFRS S1 and S2	3

				sustainability disclosure standards	
Chairman	Wei-Yao Chang	2025/11/14	Securi(cid:2462)es & Futures Ins(cid:2462)tute	Legal du(cid:2462)es and liabili(cid:2462)es of directors and supervisors: financial inclusion, Conven(cid:2462)on on the Rights of Persons with Disabili(cid:2462)es, preven(cid:2462)on of workplace sexual harassment and bullying	3
Director	Chin-Ming Chang	2025/11/13	Securi(cid:2462)es & Futures Ins(cid:2462)tute	Shareholders' mee(cid:2462)ngs, management control, and equity strategy	3
Director	Chin-Ming Chang	2025/11/13	Securi(cid:2462)es & Futures Ins(cid:2462)tute	Latest prac(cid:2462)cal analysis of trade secrets and directors' and supervisors' opera(cid:2462)on	3

				al risks	
Director	Tzu-Hsiang Chiu	2025/11/14	Securi(cid:2462)es & Futures Ins(cid:2462)tute	Issuance, impact, and response to IFRS S1 and S2 sustainability disclosure standards	3
Director	Tzu-Hsiang Chiu	2025/11/14	Securi(cid:2462)es & Futures Ins(cid:2462)tute	Legal du(cid:2462)es and liabili(cid:2462)es of directors and supervisors: financial inclusion, Conven(cid:2462)on on the Rights of Persons with Disabili(cid:2462)es, preven(cid:2462)on of workplace sexual harassment and bullying	3
Director	Yu-Hsu Kai	2025/10/16	Financial Supervisory Commission	15th Taipei Corporate Governance Forum	6
Independent Director	Chen-Sheng Chen	2025/11/14	Securi(cid:2462)es & Futures Ins(cid:2462)tute	Issuance, impact, and response to IFRS S1 and S2 sustainability	3

				disclosure standards	
Independent Director	Chen-Sheng Chen	2025/11/14	Securi(cid:2462)es & Futures Ins(cid:2462)tute	Legal du(cid:2462)es and liabili(cid:2462)es of directors and supervisors: financial inclusion, Conven(cid:2462)on on the Rights of Persons with Disabili(cid:2462)es, preven(cid:2462)on of workplace sexual harassment and bullying	3
Director	Pei-Wen Wu	2025/06/24	Chung-Hua Ins(cid:2462)tu(cid:2462)on for Economic Research	Global and Taiwan economic outlook and the new Trump administra(cid:2462)on	3
Director	Pei-Wen Wu	2025/06/19	Chung-Hua Ins(cid:2462)tu(cid:2462)on for Economic Research	U.S. Libera(cid:2462)on Day? Reciprocal U.S. tariffs and their impact on Taiwan	3
Independent	Jung-Tsung Chien	2025/05/23	Chinese Financial	New trends in the	3

Director			Development Associa(cid:2462)on	circular economy and sustainable management	
Independent Director	Jung-Tsung Chien	2025/09/09	Chinese Financial Development Associa(cid:2462)on	From Bitcoin to stablecoins: reshaping the global financial landscape	1
Independent Director	Jung-Tsung Chien	2025/09/18	Chinese Financial Development Associa(cid:2462)on	New Taiwan dollar stablecoins and regional opportuni(cid:2462)es	1
Independent Director	Jung-Tsung Chien	2025/09/23	Chinese Financial Development Associa(cid:2462)on	Impact of Bitcoin and stablecoins on the financial industry	1
Independent Director	Jung-Tsung Chien	2025/09/25	Chinese Financial Development Associa(cid:2462)on	Cross-border payments and se(cid:130)lement using RWA/stablecoins	1
Director	Chia-Hung Tseng	2025/07/09	Taiwan Stock Exchange	2025 Cathay Sustainable Finance and Climate Change Summit	6
Independent Director	Li-Cheng Kuo	2025/03/24-2025/03/25	Taiwan Academy of Banking and Finance	In-service training for an(cid:2462)-money-laundering and counter-	12

				terrorist-financing personnel	

Functional Committees

To implement corporate governance and strengthen Board functions, three functional committees operate under the Board: the Audit Committee, Remuneration Committee, and Sustainability Development Committee. Except for matters that laws require committees to exercise independently, each committee is accountable to the Board and submits its proposals to the Board for resolution.

Audit Committee The Audit Committee consists of all three independent directors and performs its oversight responsibilities from a professional and objective perspective. The current term runs from June 19, 2023 through June 18, 2026. The Committee assists the Board in overseeing the fair presentation of financial statements, effective implementation of internal controls, the appointment, independence, and performance of the external auditors, and compliance with applicable laws and regulations.

In practice, the Audit Committee maintains close and effective communication with the head of internal audit and the external auditors so it can promptly understand potential operating risks and the Company's financial condition.

Posi(cid:2462)on	Name	Actual a(cid:130)endance	A(cid:130)endance by proxy	A(cid:130)endance rate
Independent Director (Convener)	Li-Cheng Kuo	5	0	100%
Independent Director (Member)	Chen-Sheng Chen	5	0	100%
Independent Director (Member)	Jung-Tsung Chien	5	0	100%

2025 Audit Committee Operations

Date	Key agenda and communica(cid:2462)on ma(cid:130)ers
2025/01/16	1. Ninth treasury-share repurchase and transfer to employees for subscrip(cid:2462)on. 2. Review of the 2024 Board performance evalua(cid:2462)on report. 3. Applica(cid:2462)on for a credit facility from Yuanta Bank. 4. Applica(cid:2462)on for a credit facility from Mega Interna(cid:2462)onal Commercial Bank. 5. Proposal to increase the Company's credit facility with Taipei Fubon Bank by NT$30 million for capital deployment. 6. Applica(cid:2462)ons for bank credit facili(cid:2462)es and extensions, and an addi(cid:2462)onal construc(cid:2462)on-budget proposal for the hotel investment project on Land No. 286, Baisha Sec(cid:2462)on, Liuqiu Township, Pingtung County.
2025/03/07	1. 2024 Business Report and financial statements. 2. 2024 earnings distribu(cid:2462)on. 3. Capitaliza(cid:2462)on of retained earnings and issuance of new shares. 4. 2024 Statement on Internal Control. 5. Amendment to the Ar(cid:2462)cles of Incorpora(cid:2462)on. 6. Applica(cid:2462)on and extension of a credit facility with CTBC Bank.
2025/05/12	1. First-quarter 2025 consolidated financial report. 2. Amendment to the Company's management systems. 3. Applica(cid:2462)on to Mega Bills Finance Co., Ltd. for a NT$600 million credit facility for capital deployment.
2025/08/01	1. First-half 2025 consolidated financial statements. 2. Bank credit-facility applica(cid:2462)ons and renewals.
2025/11/06	1. Consolidated financial report for the first three quarters of 2025. 2. Applica(cid:2462)on for the total 2026 deriva(cid:2462)ves trading limit. 3. Appointment of external

	auditors and assessment of their independence. 4. Amendment to the Internal Control System and Internal Audit Implementa(cid:2462)on Rules. 5. 2026 audit plan.

Communication with the Head of Internal Audit

Date	Key communica(cid:2462)on
2025/03/07	Report on implementa(cid:2462)on of the 2024 internal audit plan; approval of the 2024 Statement on Internal Control.
2025/05/12	Report on implementa(cid:2462)on of the 2025 internal audit plan.
2025/08/01	Report on implementa(cid:2462)on of the 2025 internal audit plan.
2025/11/06	Report on implementa(cid:2462)on of the 2025 internal audit plan.

The Company also arranges at least two meetings each year between independent directors and the external auditors to discuss the financial statements, audit and attestation matters, and related issues.

Date	Nature	Communica(cid:2462)on topics
2025/03/07	Pre-Audit Commi(cid:130)ee mee(cid:2462)ng	Type and explana(cid:2462)on of the audit report; financial-statement analysis; ques(cid:2462)ons, discussion, and communica(cid:2462)on among a(cid:130)endees.
2025/11/06	Pre-Audit Commi(cid:130)ee mee(cid:2462)ng	Audit approach and scope; significant risks iden(cid:2462)fied in audit planning; preliminary communica(cid:2462)on of key audit ma(cid:130)ers; ques(cid:2462)ons, discussion, and

		communica(cid:2462)on among a(cid:130)endees.

Remuneration Committee To improve remuneration systems for directors and executives and assess whether their performance and remuneration are fair and reasonable, the Board approved the Remuneration Committee Charter and established the Committee. More than half of the members must be independent directors, and an independent director is elected by all members as convener and meeting chair. The Committee held two meetings in 2025, with 100% attendance.

Committee members faithfully perform their duties with due care and remain accountable to the Board. Recommendations are submitted to the Board for discussion. The Committee's main responsibilities are:

Establishing and periodically reviewing policies, systems, standards, and structures related to performance evaluation and remuneration for directors, independent directors, and executives.

Periodically reviewing and determining remuneration for directors, independent directors, and executives based on evaluation results.

Recommendations regarding independent-director remuneration are submitted to the Board only when authorized under the Articles of Incorporation or by resolution of the shareholders' meeting, ensuring a transparent and fair system compliant with corporate-governance requirements.

When carrying out its responsibilities, the Committee follows these principles: remuneration should refer to peer-industry levels and be reasonably linked to individual performance, Company performance, and future risks; it must not encourage directors or executives to take risks beyond the Company's risk tolerance in pursuit of compensation; the proportion of short-term performance compensation should reflect industry characteristics and the nature of the Company's business; and compensation amounts and contents should be reasonable and not materially disconnected from financial performance. If profitability declines or the Company records long- term losses, remuneration should generally not exceed the prior year's level. If it does, the annual report must explain the reasonableness and the matter must be reported to the shareholders' meeting.

Remuneration includes cash, stock options, profit-sharing shares, retirement or severance benefits, allowances, and other substantive incentives and is consistent with disclosures required in public-company annual reports. When considering Committee recommendations, the Board evaluates the amount, payment method, and the Company's future risks.

Topic	Policy
Clawback mechanism	The Company has not yet established a formal remunera(cid:2462)on clawback mechanism for directors or senior execu(cid:2462)ves. It has, however, established performance evalua(cid:2462)on, reward, and disciplinary systems. Viola(cid:2462)ons of ethical management or corporate governance are handled under internal employment contracts, work rules, or legal procedures.
Link between remunera(cid:2462)on and sustainability performance	ESG development objec(cid:2462)ves are not yet formally linked directly to individual remunera(cid:2462)on for directors and execu(cid:2462)ves. In response to global sustainability trends, the Company con(cid:2462)nues to evaluate feasible mechanisms and objec(cid:2462)ve ESG assessment standards aligned with long-term strategy. Once internal ESG implementa(cid:2462)on becomes more mature, the Remunera(cid:2462)on Commi(cid:130)ee will study and formulate relevant procedures.
Resigna(cid:2462)on and re(cid:2462)rement policy for directors and senior management	No(cid:2462)ce periods follow local laws. No(cid:2462)ce days and severance calcula(cid:2462)ons are the same as for other employees. Other than severance pay, depar(cid:2462)ng directors and senior management receive no addi(cid:2462)onal payments or in- kind benefits.

2025 Remuneration Committee Attendance

Posi(cid:2462)on	Name	Actual a(cid:130)endance	A(cid:130)endance by proxy	A(cid:130)endance rate

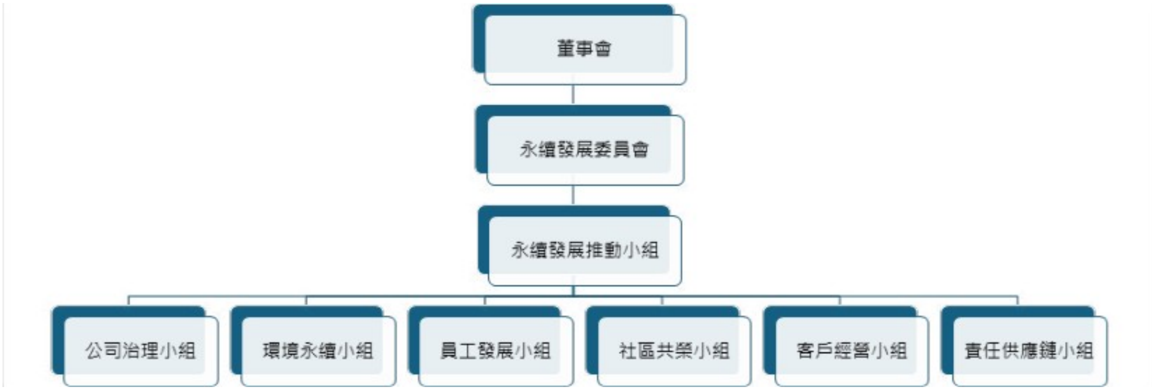
Independent Director (Convener)	Jung-Tsung Chien	2	0	100%
Independent Director (Member)	Li-Cheng Kuo	2	0	100%
Independent Director (Member)	Chen-Sheng Chen	2	0	100%

2025 Remuneration Committee Operations

Date	**Agenda and follow-up**	**Resolu(cid:2462)on**	**Handling of Commi(cid:130)ee opinions**
2025/01/16	1. Review of long-service bonuses for managers for 2024. 2. Transfer of shares from the Company's ninth treasury-share repurchase to employees for subscrip(cid:2462)on.	Chairman Wei-Yao Chang and CFO Yu-Hui Chou recused themselves in accordance with law. With no objec(cid:2462)on from the members, both proposals were approved as presented and submi(cid:130)ed to the Board for resolu(cid:2462)on.	None
2025/03/07	Review of 2024 directors' remunera(cid:2462)on and employee compensa(cid:2462)on.	Approved unanimously by the a(cid:130)ending members and submi(cid:130)ed to the Board for resolu(cid:2462)on.	None

Employee Remuneration System Phoenix Tours' remuneration system is based on fairness. Pay is primarily determined by length of service, education and experience, and professional capability, and compensation decisions do not differ because of an individual's physiological or psychological characteristics. The Company regards the knowledge and experience accumulated through longer service as valuable assets. It therefore shares operating results with employees and seeks to ensure reasonable compensation and stable economic security, strengthening employees' cohesion and sense of belonging.

To put workplace diversity and equality into practice, Phoenix Tours seeks to maintain competitive compensation. Standard salaries for entry-level employees of all genders exceed the local statutory minimum wage. Detailed remuneration information, such as the annual total compensation ratio, is confidential and therefore not disclosed.



Sustainability Development Committee 1. Board Oversight of Sustainability Projects

Phoenix Tours established the Sustainability Development Committee as the Company's highest-level internal body dedicated to sustainable development. It reports directly to the Board and coordinates the Company's sustainability objectives and implementation pathways, ensuring alignment with international standards.

The Board approved the Committee's organizational rules, which govern its responsibilities and operations. Its principal authority is to plan, decide upon, and supervise governance strategies for material ESG topics related to Company operations, the effectiveness of policy implementation, and achievement of objectives. The Committee holds at least two regular meetings annually. Working groups periodically compile impact questionnaires, and ad hoc meetings may be convened when necessary to ensure prompt discussion and decision-making on material issues. Dedicated teams compile progress reports for Committee review, and the results are submitted to the Board and incorporated into overall strategy and annual work objectives.

The President serves as convener. Members include Board members, the President, deputy general managers, department heads, and relevant business representatives, creating a cross-functional and cross-disciplinary decision-making and coordination mechanism. The Committee has a Sustainability Promotion Team and multiple working groups organized around environmental sustainability, customer management, corporate governance, responsible supply chains, employee development, and community prosperity. Each group is led by a manager. Through this structure, Phoenix Tours integrates resources, implements sustainability strategy, responds to stakeholder expectations, and demonstrates its determination and commitment to ESG.

Working-Group Responsibilities

Working group	**Responsibili(cid:2462)es**
Corporate Governance	Ensure legal compliance in opera(cid:2462)ons, protect shareholder rights, implement effec(cid:2462)ve Board governance and ethical-management principles, strengthen opera(cid:2462)onal resilience through sound risk management and internal controls, and ensure informa(cid:2462)on security and (cid:2462)mely disclosure.

Working group	**Responsibili(cid:2462)es**
Environmental Sustainability	Implement environmental-protec(cid:2462)on and green policies, promote energy conserva(cid:2462)on and carbon reduc(cid:2462)on, conduct greenhouse gas inventories, promote ecological sustainability, and ensure opera(cid:2462)ons meet occupa(cid:2462)onal safety and health standards.
Employee Development	Focus on employee care, establish a comprehensive educa(cid:2462)on and training system, enhance competencies, and ensure workplace safety to create a

	healthy, safe, and development-oriented workplace.
Community Prosperity	Promote public-welfare investment and encourage local development and shared community prosperity through resource sharing and collabora(cid:2462)on.
Customer Management	Establish robust complaint-handling procedures and regular customer-sa(cid:2462)sfac(cid:2462)on surveys, con(cid:2462)nuously improve service quality, and rigorously protect customer privacy and data.
Responsible Supply Chain	Establish supplier-management policies, perform rigorous supplier evalua(cid:2462)ons, audits, and periodic assessments, and provide supplier training to jointly maintain product safety and quality and deliver the best service to customers.

2. Operations and Sustainability Reporting Management

The Sustainability Development Committee regularly discusses implementation results under the ESG strategy and continues monitoring sustainability issues. When a material ESG event occurs, such as a major customer complaint or grievance, a labor-management dispute, or an event causing severe reputational harm, the Committee promptly convenes relevant departments to investigate and submits the findings and response measures to the Board for discussion and decision.

The Committee held two meetings in 2025, with average member attendance of 100%. Six material sustainability matters were communicated and reported to the Board during the year, and all proposals were fully discussed and acknowledged.

Mee(cid:2462)ng date	**Communica(cid:2462)on ma(cid:130)ers**	**Resolu(cid:2462)on**
2025/08/01	Confirma(cid:2462)on of the Sustainability Report's visual design and layout; 2025 stakeholder iden(cid:2462)fica(cid:2462)on and determina(cid:2462)on of material topics; 2025 greenhouse gas inventory.	Approved

2025/11/06	2025 stakeholder iden(cid:2462)fica(cid:2462)on - addi(cid:2462)on of "financial ins(cid:2462)tu(cid:2462)ons"; determina(cid:2462)on of 2025 material items; Company's Greenhouse Gas Inventory Management Procedures.	Approved

Information disclosed in the Sustainability Report is reviewed by the Sustainability Development Committee under the Board and then submitted to the Board for final approval. The annual report is issued a[er approval.

Ethical Management and Regulatory Compliance

Implementation of Ethical Management The General Administration Division is responsible for policies and prevention measures related to ethical management, with the Legal Affairs Office supervising implementation. To implement the Company's Ethical Corporate Management Best Practice Principles, the internal audit function includes compliance with these principles in its audit scope and regularly reports the handling of deficiencies and improvements to the Board.

During the year, the Company provided an e-learning course on the Corporate Employee Code of Integrity. The Legal Affairs Office promoted education for all employees by integrating the Ethical Corporate Management Best Practice Principles, important requirements governing the handling of material internal information, and the anti-corruption policy. Case studies reminded employees of matters requiring attention when performing their duties. In-house training recorded 180 participations and 12 total training hours. The Company also regularly communicates its ethical-management and anti-corruption policies to 3,890 principal business partners. Board members received 24 hours of training on relevant subjects during the year.

Periodic Review Ethical management is incorporated into employee performance evaluation and human-resources policies, with clear and effective disciplinary systems. Relevant units conduct semiannual self-inspections and self- assessments of legal compliance, and the internal audit function conducts independent audits to ensure the mechanism operates effectively.

Anti-Competitive Conduct The Company is committed to maintaining a fair and competitive market and strictly complies with applicable competition laws and policies. In 2025, the Company did not participate in any anti-competitive conduct, antitrust violation, or monopolistic practice.

Anti-Corruption Policy All seven operating sites - the Taipei headquarters and the Taoyuan, Hsinchu, Taichung, Chiayi, Tainan, and Kaohsiung branches - completed corruption-risk assessment communications in 2025, achieving 100% site coverage. The Company periodically communicates integrity and misconduct risks based on operating processes and reviews fraud and corruption risks in procurement, supplier cooperation, business contacts, and customer entertainment. No material or unusual high-risk matters were identified during the year. All risks were within a controllable range and continue to be managed through internal controls. No corruption occurred during the year.

To mitigate these risks, the Company communicated its Ethical Corporate Management Best Practice Principles and anti-corruption policies to all governance-body members and to all employees through new-employee training, internal email, annual courses, and e-learning.

Through routine cooperation, meeting reminders, and written documents, the Company also communicates ethical-management and anti-corruption policies to key suppliers, external travel-agency partners, agents, and service providers. It will continue expanding the scope of communication to strengthen external partners' understanding and attention to ethical-management principles.

In 2025, no verified incident of corruption or fraud occurred; no employee was disciplined or dismissed for corruption; no business partner was terminated or not renewed because of corruption; and no corruption-related legal case arose during the reporting period. The Company will continue strengthening its culture of integrity and implementing anti-corruption controls.

Regulatory Compliance No material violation of law occurred during the reporting period, and there was no violation of corporate-governance, environmental, or social laws and regulations.

Definition of material violation: Under Article 4, Subparagraph 26 of the Taiwan Stock Exchange Procedures for Verification and Disclosure of Material Information of Companies with Listed Securities, a single event with cumulative fines of NT$1 million or more is treated as a material violation.

Category	Incidents during the year	Loss during the year (NT$)
Fine or penalty events	0	0
Losses from legal proceedings related to professional integrity	0	0

Reporting and Prevention

Phoenix Tours has established comprehensive grievance channels and a communication framework while protecting complainants' safety. Anyone who identifies a possible human-rights infringement may submit an anonymous report or use other communication mechanisms to provide feedback or report suspected misconduct. The corresponding handling procedure is then initiated. Once an infringement caused or contributed to by Phoenix Tours is confirmed, the Company activates a remediation mechanism appropriate to the event and, when necessary, works with stakeholders to prevent recurrence.

In 2025, the Company received zero communications of opinions and zero grievances or reports. Communication channels remain open to stakeholder views at all times.

Item	Descrip(cid:2462)on
Accep(cid:2462)ng units	Suspected viola(cid:2462)ons of the Company's Code of Ethical Conduct, Ethical Corporate Management Best

	Prac(cid:2462)ce Principles, or any law may be reported to the Board, management, the head of internal audit, relevant units, or through the Company's repor(cid:2462)ng channels.
Repor(cid:2462)ng channels	An independent repor(cid:2462)ng mailbox, telephone number, and contact person are available on the Company's website. Reports may be made in person, by telephone, or by email. Contact: erik.tsai@phoenix.com.tw; Tel: (02) 2537-8146. Corporate- governance and stakeholder informa(cid:2462)on is available at h(cid:130)ps://holder.travel.com.tw/index.aspx.
Handling procedure	Anonymous reports: Generally not processed, except when the allega(cid:2462)ons are specific and inves(cid:2462)ga(cid:2462)on is considered necessary; such cases may be accepted and used as a reference for internal review. Named reports: The accep(cid:2462)ng unit clarifies the allega(cid:2462)on and evidence. If a possible viola(cid:2462)on of law or unethical/dishonest conduct is iden(cid:2462)fied, the evidence is submi(cid:130)ed to the President for handling. Cases are handled confiden(cid:2462)ally and verified through an independent channel. The whistleblower's iden(cid:2462)ty is kept strictly confiden(cid:2462)al.

Participation in Industry Associations

To exchange resource-management experience and knowledge with other enterprises, enhance competitiveness, and stay current with industry trends, the Company participates in the following organizations:

Industry organiza(cid:2462)on	Membership status

Taiwan Visitors Associa(cid:2462)on	Member
Taiwan Interna(cid:2462)onal Cruise Associa(cid:2462)on	Member
Travel Quality Assurance Associa(cid:2462)on, R.O.C.	Member
Taipei Associa(cid:2462)on of Travel Agents	Member
Taoyuan City Travel Agents Associa(cid:2462)on	Member
Hsinchu City Travel Agents Associa(cid:2462)on	Member
Taichung City Associa(cid:2462)on of Travel Agents	Member
Chiayi City Associa(cid:2462)on of Travel Agents	Member
Tainan City Associa(cid:2462)on of Travel Agents	Member
Kaohsiung City Associa(cid:2462)on of Travel Agents	Member
Insurance Agency Associa(cid:2462)on of the R.O.C.	Member
Tour Bus Passenger Transporta(cid:2462)on Quality Assurance Associa(cid:2462)on, R.O.C.	Member
Visit USA Commi(cid:130)ee Taiwan	Member

Collective Agreements

Phoenix Tours provides diverse communication channels and encourages two-way communication so employees can fully express their views and the Company can respond promptly and translate recommendations into policy. Labor-management relations have therefore remained harmonious in recent years, with no labor-management disputes.

The Company is not subject to the requirement to establish a labor union under Article 11 of the Labor Union Act and has not received a request to negotiate a collective agreement. The parties will continue addressing working conditions, benefits, workplace safety, and related matters through consultation in order to protect labor rights, balance operating objectives, maintain workplace stability, and support employee well-being.

2.2 Risk Management

Phoenix Tours Risk-Management Mechanism The Company has adopted the Risk Control and Management Procedures as its highest-level risk-management guideline. It integrates business operations with risk management, centrally manages group risks, and conducts qualitative and quantitative analysis to control risk effectively. The procedures apply to the Company and its subsidiaries.

Organizational Structure The Company has established a top-down risk-management structure with clearly defined authority and responsibility:

Board of Directors: Highest risk-management body and ultimately responsible for risk management. Its objective is to ensure compliance, identify operating risks effectively, and make appropriate response decisions.

Personnel Review Committee: Composed of the Chief Executive Officer, President, and deputy general managers; evaluates risk information submitted by departments and reviews consolidated reports.

Internal Audit Office: Consolidates risk information from departments and ensures the continuous and effective implementation of internal controls.

Company departments: First-line units for risk detection, assessment, and control.

Risk Categories

Risk category	Descrip(cid:2462)on
Market risk	Risk of loss from changes in asset values due to fluctua(cid:2462)ons in interest rates, exchange rates, share prices, and other market factors.
Credit risk	Risk of loss when customers, suppliers, or counterpar(cid:2462)es fail to fulfill commitments or responsibili(cid:2462)es.
Investment risk	Includes vola(cid:2462)lity in short-term investment markets and opera(cid:2462)ng-management risk at long-term investee companies.

Opera(cid:2462)onal risk	Risk of loss caused by human error, informa(cid:2462)on-system failure, or external events.
Legal risk	Risk of financial or reputa(cid:2462)onal loss caused by non-compliance with laws and regula(cid:2462)ons or by contractual omissions that render a contract invalid.

Risk-Management Process and Operations The Company follows a centralized risk-management principle and maintains a top-down, cross-functional, consistent mechanism. Uncertain risks beyond the Company's control must be reported immediately. Depending on actual exposure, risk management may be carried out by a department, task force, or designated individual. The responsible unit prepares a risk-assessment report, obtains sign-off from relevant units through the internal reporting process, and submits the report to the Chairman for approval.

Risk-management meetings may be convened monthly or as needed, and significant matters are reported to the Chairman to ensure effective operation of the mechanism.

2.3 Operating Performance

Operating and Financial Conditions Phoenix Tours continuously improves operating efficiency and market competitiveness through product innovation and digital transformation. In a rapidly changing travel market, the Company flexibly adjusts business strategies, expands domestic and international product lines, and optimizes customer experience to support sound growth. It maintains a healthy capital structure and cash flow and uses rigorous cost control and improved operating efficiency to ensure long-term stability.

The Company pursues international and domestic markets in parallel. It develops diverse product lines for different customer segments and maintains stable relationships with airlines, hotels, and local tourism operators to secure the supply chain and improve product competitiveness. Digital-transformation initiatives include optimization of the online booking system, upgraded membership-management strategies, and itinerary digitalization, all intended to enhance customer satisfaction and loyalty.

Phoenix Tours also promotes low-carbon tourism and cooperation with eco-friendly accommodation providers. By strengthening internal ESG management, the Company balances competitiveness with social responsibility. It will continue expanding its business scope, integrating smart tourism with sustainability strategy, and deepening digital management to achieve long-term growth and value enhancement.

Unit: NT$ million

Item	2023	2024	2025
Direct economic value generated			
Opera(cid:2462)ng revenue (A)	2,133	3,034	3,004
Economic value distributed			
Opera(cid:2462)ng costs (B)	1,806	2,642	2,603
Employee wages and benefits (C)	79	98	116
Payments to providers of capital (D)	159	232	223
Payments to government (E)	37	66	53
Community investment (F)	0.1	4	1
Economic value retained (A-B-C-D-E-F)	52	(8)	8

Revenue of the standalone entity totaled NT$3,004,816 thousand in 2025. Additional analysis of financial performance is available in the Company's financial statements.

2.4 Products and Services

As travel demand becomes increasingly diverse, travel agencies must continuously innovate in itinerary planning, destination selection, and service design while incorporating sustainability principles in response to consumers' environmental and social concerns. This strengthens Phoenix Tours' competitiveness and supports the sustainable development of the travel industry as a whole.

Sustainable Product Innovation and Development Material topic: Sustainable Product Innovation and Development

Item	Descrip(cid:2462)on
Policy / commitment	Phoenix Tours is commi(cid:130)ed to incorpora(cid:2462)ng sustainability into service innova(cid:2462)on and ac(cid:2462)vely developing environmentally friendly i(cid:2462)neraries. Through sustainable innova(cid:2462)on, we support environmental protec(cid:2462)on, community development, and cultural preserva(cid:2462)on and seek to advance sustainability across the travel industry.
Goals	Short term: Six green-tour i(cid:2462)neraries approved by the Ministry of Environment have already been launched. The Company plans to develop more green-tour products aligned with interna(cid:2462)onal sustainability trends. Medium to long term: Develop and promote travel products based on sustainable-development principles and establish the Company's leadership in sustainable tourism.
Responsible department / grievance channel	Sales Division / info@phoenix.com.tw
Resources invested during the year	R&D: Internal planning, communica(cid:2462)on, and research to support green-tour product development and feasibility assessment. Training and educa(cid:2462)on: Learning from local guides and ecological lecturers to strengthen internal exper(cid:2462)se and prac(cid:2462)cal

	capabili(cid:2462)es in sustainable tourism. Marke(cid:2462)ng: NT$30,000 in adver(cid:2462)sing expenditure to promote sustainable products and strengthen consumer awareness.
Evalua(cid:2462)on mechanism / results	Sa(cid:2462)sfac(cid:2462)on and repurchase inten(cid:2462)on for sustainable products are analyzed through traveler ques(cid:2462)onnaires and combined with opera(cid:2462)ng data for con(cid:2462)nuous improvement and strategic adjustment. By year-end 2025, nine approved green-tour departures had been operated, and 12 are planned for the following year.

As a Silver-Level Eco-Friendly Travel Agency certified by the Ministry of Environment, Phoenix Tours treats sustainable innovation as a core competitive capability. We are not merely a travel-service provider; we are designers of sustainable experiences. Green-tour itineraries form the core of our sustainable product offering, providing high-quality experiences while reducing environmental impact and promoting shared prosperity with local communities.

Two strategic pillars guide sustainable product design:

Low-carbon travel and local prosperity. Transportation is the largest source of the tourism carbon footprint. The Company supports sustainable aviation fuel through cooperation with the Lu[hansa Group. Green itineraries prioritize eco-labeled accommodations and low-carbon transportation and incorporate ecological tourism and in-depth cultural experiences. Travelers are encouraged to interact positively with local communities so tourism benefits flow back to the destination.

Digital innovation and source reduction. Digitalization is an important part of sustainability. The Phoenix Mobile Cloud App digitalizes itineraries and replaces printed briefing booklets and pre-departure materials. This substantially reduces paper use and waste while providing travelers with more immediate and convenient interaction.

Phoenix Tours will continue integrating technology, environmental protection, and social responsibility to develop smart, green travel services with social value, fully implement ESG principles, support long-term sound development, and contribute to the sustainable growth of the global travel industry.

Company Service Quality Material topic: Travel Service Quality

Item	Descrip(cid:2462)on
Policy / commitment	The Company is commi(cid:130)ed to delivering outstanding travel experiences by con(cid:2462)nuously op(cid:2462)mizing i(cid:2462)nerary design, improving service standards, and ac(cid:2462)vely listening to customer feedback. Regular service evalua(cid:2462)ons and improvements support safe, comfortable, and reliable service.
Goals	Short term: Con(cid:2462)nue traveler-feedback ques(cid:2462)onnaires for every tour. Travelers score service items from 1 to 6. Any item below 4 triggers follow-up inves(cid:2462)ga(cid:2462)on and improvement review and serves as a basis for service op(cid:2462)miza(cid:2462)on. Medium to long term: Establish standardized service-quality management and tracking of low-scoring items. Gradually consolidate tour-level results to analyze target achievement, comple(cid:2462)on rates for improvements, and quality trends, ensuring service consistency and con(cid:2462)nuous improvement of customer experience.
Responsible department / grievance channel	Sales Division / info@phoenix.com.tw; erik.tsai@phoenix.com.tw
Resources invested during the year	The Phoenix Mobile Cloud App has entered a mature opera(cid:2462)ng and maintenance stage. NT$360,000 was invested in resources and informa(cid:2462)on-system maintenance personnel for performance op(cid:2462)miza(cid:2462)on, func(cid:2462)onal upgrades, and strengthened informa(cid:2462)on security. Con(cid:2462)nued promo(cid:2462)on of the App is also a key paperless measure suppor(cid:2462)ng the Company's

	Silver-Level Eco-Friendly Travel Agency qualifica(cid:2462)on and integra(cid:2462)ng green-tour and environmental considera(cid:2462)ons into products and the office environment.
Evalua(cid:2462)on mechanism / results	Traveler ques(cid:2462)onnaires for each tour form the basis of service-quality management. Poor service or items below 4 are inves(cid:2462)gated and reviewed at internal mee(cid:2462)ngs. With the App, travelers no longer need to search through chat messages for tour-leader informa(cid:2462)on; they can join online briefings and receive real-(cid:2462)me group messages and i(cid:2462)nerary updates directly through the App.

2.5 Customer Relationship Management

Customer Satisfaction and Service Mechanism To deepen customer relationships and improve travel-service quality, the Company maintains traveler-feedback and customer-opinion handling mechanisms. Traveler questionnaires, feedback channels, and grievance channels collect opinions on itinerary arrangements, tour-leader service, transportation, accommodation, and the overall experience and provide a basis for service improvement and itinerary optimization.

Questionnaires use a 1-to-6 scale, with each tour evaluated separately. Travelers complete the questionnaire a[er the tour. Results are used for internal quality review and are displayed on itinerary pages on the Company's official website so consumers can refer to them when selecting travel products, improving transparency. When any item scores below 4, or when a traveler reports poor service, a complaint, or another abnormal situation, the responsible unit initiates an investigation, determines the cause, and develops improvements. Matters may be reviewed at internal meetings to improve future itineraries, procedures, and personnel management.

For applicable itineraries, the Company also implements the 100% Tour-Leader Service - All-Inclusive Tipping Policy. A[er the tour, the Secretariat consolidates and records satisfaction questionnaires. Unsatisfactory or low-scoring questionnaires are forwarded to the Administration Division. Based on traveler scores and actual circumstances, the Administration Division evaluates follow-up handling, and sales staff explain the result or express an apology when necessary, completing the feedback loop.

The Company continuously consolidates questionnaire results, complaints, and tracking of low-scoring items as references for service improvement and internal management. These quality-control, public-scoring, and customer-feedback mechanisms enable timely understanding of customer needs and service issues, strengthen standardized procedures and improvement tracking, and support consistent quality and a better customer experience.

Feedback and grievance contact	Details
Contact person	Yi-Lin Tsai
Customer-service hotline	0800-089-789
Email	info@phoenix.com.tw; erik.tsai@phoenix.com.tw

Information Security and Customer Privacy Information-Security Policy and Management

The Information Technology Department is responsible for information security. One information and security supervisor and several professional IT engineers - five people in total - formulate information-security policies, promote security measures, and carry out security management. The Department regularly reports governance results to the Board to strengthen oversight.

Information-security objectives

Ensure stable and continuous operation of information systems.

Prevent intrusion by hackers and malicious so[ware.

Prevent improper or illegal use by personnel.

Prevent leakage of sensitive information.

Reduce accidents caused by human error.

Maintain the physical security of information equipment and environments.

Facilities and management measures

Area	Measures
Computer-equipment security	Hosts and servers are located in a dedicated server room with access logs. The room has independent air condi(cid:2462)oning and fire-suppression equipment. Uninterrup(cid:2462)ble power supplies and voltage regulators are connected to the building generator to prevent outages. Emergencies are reported immediately and response measures are taken.
Network security	Enterprise-grade firewalls protect important network gateways. Data transmission is encrypted. Employees remotely accessing the ERP system must use VPN accounts and audit logs are retained. Internet-usage management equipment filters inappropriate content and protects bandwidth efficiency.

Area	Measures
Virus and malware protec(cid:2462)on	Endpoint-protec(cid:2462)on so(cid:91)ware is installed on servers and terminals and virus defini(cid:2462)ons update automa(cid:2462)cally. Email servers use an(cid:2462)virus and spam filtering. A web applica(cid:2462)on firewall protects websites from a(cid:130)acks.
System-access control	Employees obtain access rights through an applica(cid:2462)on process. Accounts are established by IT a(cid:91)er supervisor approval. Passwords must meet complexity requirements. All system accounts are deleted immediately upon termina(cid:2462)on of employment.
Business con(cid:2462)nuity	Cloud backup is performed daily. Disaster-recovery drills are conducted annually to test the accuracy and availability of backup data. Dual network lines provide redundancy and help prevent interrup(cid:2462)on.
Awareness and training	Passwords must be changed every 90 days. Informa(cid:2462)on-security training is held annually. Approximately NT$1.6-2.0 million is invested each year in equipment and protec(cid:2462)on. Security personnel a(cid:130)end briefings on informa(cid:2462)on-security control guidelines for TWSE/TPEx-listed companies. Monthly informa(cid:2462)on and security mee(cid:2462)ngs monitor implementa(cid:2462)on.

Personal-Data File Security Measures

In accordance with the Personal Data Protection Act, the Company has established a comprehensive personal-data security-management system and continually improves risk control, equipment maintenance, education, and audits to protect data accuracy, integrity, and confidentiality.

Area	Measures
Management personnel and resources	One informa(cid:2462)on and security supervisor and several professional IT engineers - five people in total - plan, implement, and oversee the system and report regularly to the Company's representa(cid:2462)ve. Collec(cid:2462)on, processing, and use comply with laws and strict file-security controls.
Scope and types of personal data	For travel opera(cid:2462)ons, human-resources management, and customer service, the Company collects iden(cid:2462)fica(cid:2462)on and social-condi(cid:2462)on data of travelers, consumers, and employees, including names, na(cid:2462)onal ID numbers, passport numbers, contact details, and credit-card informa(cid:2462)on.
Risk assessment and management	Main risks include system intrusion, improper access to paper records, internal or external leakage, and transmission between sites. Password and access control, encryp(cid:2462)on, equipment maintenance, and employee management are used to reduce risk.
Incident preven(cid:2462)on and response	Employees use personal accounts and passwords, and data-transmission controls are strengthened. A material personal-data incident is inves(cid:2462)gated immediately and reported to the competent authority within 72 hours; affected individuals are no(cid:2462)fied and improvements reviewed.
Internal procedures	Individuals are informed of their rights and purposes of use when data are collected. Data are deleted when the specific purpose no longer exists or the reten(cid:2462)on period expires. Marke(cid:2462)ng use stops immediately when

	rejected. Complaint and rights contact: Yi-Lin Tsai; Tel: 02-2537-8146.
Equipment, data, and personnel security	Computers and media use password and access control, with regular backup and off-site storage. Paper records are locked and shredded before disposal. Employees change passwords every three months, access rights reflect job du(cid:2462)es, and accounts are disabled immediately upon departure with proper handover.
Educa(cid:2462)on and communica(cid:2462)on	Personal-data protec(cid:2462)on educa(cid:2462)on is emphasized annually to strengthen employee awareness.

Customer-Privacy Complaints and Data Breaches

The Company implements customer-privacy and data protection through the rigorous mechanisms above. During 2025, it received no substantiated complaint regarding infringement of customer privacy and no related complaint from regulators.

Substantiated complaints from external stakeholders: 0

Complaints from competent authorities: 0

Data-breach incidents involving unauthorized access, disclosure, alteration, or loss: 0

Customer confidential business information involved: 0%

Personal data involved: 0%

Customers affected: 0

Other individuals affected, including employees or partners: 0

Material topic: Information Security and Customer Privacy

Item	**Descrip(cid:2462)on**
Policy / commitment	Establish a secure and trustworthy compu(cid:2462)ng environment. If a malicious a(cid:130)ack occurs, restore normal opera(cid:2462)ons effec(cid:2462)vely in the shortest possible (cid:2462)me.

Goals	Short term: Zero material informa(cid:2462)on-security incidents; external website vulnerability scanning; update servers and opera(cid:2462)ng systems; ensure smooth network opera(cid:2462)on. Medium to long term: Zero material informa(cid:2462)on- security incidents and reliable network opera(cid:2462)on.
Responsible department / grievance channel	Informa(cid:2462)on Technology Department / info@phoenix.com.tw; erik.tsai@phoenix.com.tw
Resources invested during the year	Approximately NT$2 million was invested in 2025 in informa(cid:2462)on-security hardware and so(cid:91)ware deployment to con(cid:2462)nuously strengthen overall protec(cid:2462)on.
Evalua(cid:2462)on mechanism / results	Monthly IT mee(cid:2462)ngs review and evaluate implementa(cid:2462)on. Execu(cid:2462)on is reported at the annual year-end mee(cid:2462)ng.

The Company will continue strengthening customer-data protection in accordance with the Personal Data Protection Act and its information-security management system.

3. STAKEHOLDERS

3.1 Stakeholder Identification

Through internal discussions with department heads, input from external experts, and reference to industry peers, the Company analyzes groups that may experience positive or negative impacts from its operations. Using the five principles of the AA1000 Stakeholder Engagement Standard 2015 (AA1000 SES 2015), Phoenix Tours identifies groups or organizations that influence the Company or are influenced by it. Stakeholders directly related to the Company are:

Employees

Customers

Shareholders and investors

Suppliers and contractors

Government agencies

Schools and community organizations

Financial institutions

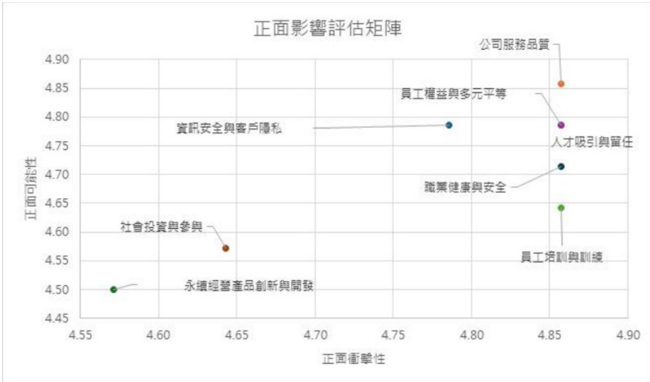
Stakeholder identification and engagement form the foundation of corporate sustainability. Phoenix Tours maintains ongoing interaction through diverse channels, actively listens to opinions and needs, and incorporates them into operating decisions as important references for strategy adjustment and improvement.

Identification Process To ensure that the Sustainability Report responds accurately to stakeholder expectations and aligns with international trends, Phoenix Tours follows the AA1000 AccountAbility Principles of materiality, inclusivity, responsiveness, and impact and GRI 3: Material Topics 2021. Cross-functional representatives, senior executives, and external consultants jointly identify stakeholder concerns and material economic, environmental, and social topics, including human rights, that affect sustainable operations. These topics form the core basis of disclosure.

The Company uses the GRI Standards 2021 material-topic identification process, consisting of four steps:

Step	Method and outcome
1. Understand organiza(cid:2462)onal context and collect sustainability topics	With reference to the GRI topic standards, SASB standards, and the UN SDGs, the Company consolidated 17 sustainability topics across three dimensions: economic, including governance; environmental; and social, including human rights.
2. Iden(cid:2462)fy impacts and assess significance	The Company assessed poten(cid:2462)al posi(cid:2462)ve and nega(cid:2462)ve impacts. Posi(cid:2462)ve impacts may arise when management policies are established, implemented, and perform well, crea(cid:2462)ng economic, environmental, or social benefits. Nega(cid:2462)ve impacts may arise when management is inadequate or ineffec(cid:2462)ve, causing adverse external economic, environmental, or social effects.
3. Priori(cid:2462)ze impacts	Stakeholder ques(cid:2462)onnaires used a 0-5 scale, while senior execu(cid:2462)ves and directors completed impact ques(cid:2462)onnaires assessing the likelihood and degree of posi(cid:2462)ve and nega(cid:2462)ve opera(cid:2462)ng impacts. Average scores and z- scores were calculated from

	stakeholder surveys, and topics with z-scores above zero were screened as material. These topics were then evaluated using the impact ques(cid:2462)onnaires and ranked by significance. Eight material topics were iden(cid:2462)fied.
4. Determine material topics	Eight topics were confirmed: informa(cid:2462)on security and customer privacy; Company service quality; sustainable product innova(cid:2462)on and development; social investment and par(cid:2462)cipa(cid:2462)on; talent a(cid:130)rac(cid:2462)on and reten(cid:2462)on; employee rights, diversity, and equality; employee educa(cid:2462)on and training; and occupa(cid:2462)onal health and safety. Phoenix Tours formulates policies, targets, and ac(cid:2462)on plans for these topics.



Assessment of Positive Material Impacts Fourteen senior internal executives completed the 2025 impact questionnaire, and all 14 questionnaires were valid. The Company analyzed the eight material topics and prepared a positive-impact matrix based on senior- management assessments of impact likelihood and severity. Because responses were tightly clustered, the x-axis range for positive-impact severity was adjusted to 4.55-4.90 and the y-axis range for positive-impact likelihood to 4.50-4.90.

The matrix indicates that senior management assessed sustainable product innovation and development as having the lowest relative likelihood and severity of positive impact among the eight topics, while Company service quality had the highest likelihood and severity of positive impact.

The matrix included the following topics:

Company service quality

Employee rights, diversity, and equality

Talent attraction and retention

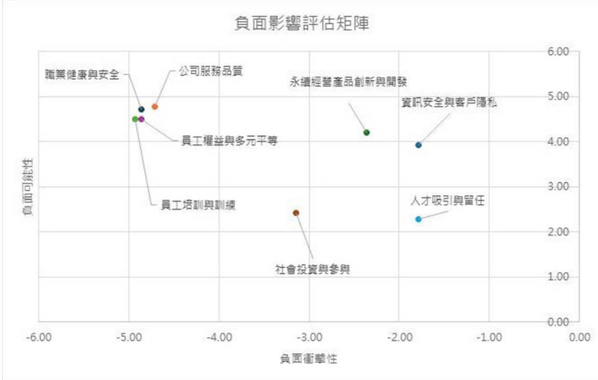
Occupational health and safety

Employee education and training

Information security and customer privacy

Social investment and participation

Sustainable product innovation and development



Assessment of Negative Material Impacts A negative-impact matrix was prepared from the negative-impact results in the same questionnaire. Senior management assessed talent attraction and retention as having a comparatively lower likelihood and severity of negative impact, while occupational health and safety was consistently assessed as having extremely high likelihood and severity of negative impact on the Company.

2025 List of Material Topics

Following materiality analysis and impact assessment, the 2025 Sustainability Report confirmed eight material topics and analyzed their boundaries across the value chain: sustainable product innovation and development; talent attraction and retention; employee rights, diversity, and equality; employee education and training; Company service quality; information security and customer privacy; occupational health and safety; and social investment and participation. The topics demonstrate active management of governance, service quality, environmental, social-participation, and human-capital matters. Sustainable-tourism innovation and development will continue to receive stronger sustainability management and disclosure.

Dimension	Material topic	GRI / standard	Posi(cid:2462)ve and nega(cid:2462)ve impacts	Value-chain boundary	Corresponding sec(cid:2462)on
Environmental	Sustainable	Company-defined	Posi(cid:2462)ve:	Phoenix Tours;	2.4.1 Sustainable

	product innova(cid:2462)on and development	topic	Innova(cid:2462)ve sustainable products can improve brand image and customer sa(cid:2462)sfac(cid:2462)on, create new revenue sources, protect natural and cultural heritage, and support local economic development and infrastructure. Nega(cid:2462)ve: Poor management may cause long-term damage to fragile ecosystems, including coastal and marine environments, reducing the a(cid:130)rac(cid:2462)veness of tourism resources and landscapes.	downstream	Product Innova(cid:2462)on and Development
Social	Talent	GRI 201-3; GRI	Posi(cid:2462)ve:	Phoenix Tours	5.2 Talent

	a(cid:130)rac(cid:2462)on and reten(cid:2462)on	401; GRI 402; GRI 404	Good reten(cid:2462)on reduces recruitment costs, raises morale, a(cid:130)racts suitable talent, and improves loyalty and compe(cid:2462)(cid:2462)ve advantage through strong compensa(cid:2462)on, benefits, and culture. Nega(cid:2462)ve: Turnover increases recruitment and training costs; inadequate pay or working condi(cid:2462)ons may impair opera(cid:2462)ons and morale.		A(cid:130)rac(cid:2462)on and Reten(cid:2462)on
Social	Occupa(cid:2462)onal health and safety	GRI 403	Posi(cid:2462)ve: Sound health and safety measures reduce injury risk,	Phoenix Tours; downstream	5.4 Occupa(cid:2462)onal Health and Safety

			protect employees, improve sa(cid:2462)sfac(cid:2462)on and efficiency, and reduce turnover. Nega(cid:2462)ve: Frequent occupa(cid:2462)onal incidents may cause workforce losses, opera(cid:2462)onal interrup(cid:2462)on, addi(cid:2462)onal costs, and reputa(cid:2462)onal harm.		
Social	Social investment and par(cid:2462)cipa(cid:2462)on	GRI 413	Posi(cid:2462)ve: Public-welfare ac(cid:2462)ons and community investment can strengthen trust, loyalty, image, and sustainability and address social problems.	Phoenix Tours; downstream	6.1 Social Investment and Par(cid:2462)cipa(cid:2462)on

			Nega(cid:2462)ve: Lack of transparency or oversight may result in ineffec(cid:2462)ve implementa(cid:2462)on or failure to achieve social benefits; investment in businesses with nega(cid:2462)ve impacts may conflict with social-responsibility principles.		
Social	Employee rights, diversity, and equality	GRI 2-24; GRI 405; GRI 406	Posi(cid:2462)ve: Diversity and gender equality broaden the talent pool, a(cid:130)ract high-quality talent, support innova(cid:2462)on, and create an inclusive culture that improves belonging,	Phoenix Tours	5.3 Employee Rights, Diversity, and Equality

			sa(cid:2462)sfac(cid:2462)on, and loyalty. Nega(cid:2462)ve: Discrimina(cid:2462)on based on race, culture, gender, or other factors may damage reputa(cid:2462)on, undermine safety and respect, and make reten(cid:2462)on difficult.		
Social	Employee educa(cid:2462)on and training	GRI 404	Posi(cid:2462)ve: Training strengthens capabili(cid:2462)es and knowledge, improves adaptability and sa(cid:2462)sfac(cid:2462)on, supports organiza(cid:2462)onal performance and strategy, develops internal instructors,	Phoenix Tours; downstream	5.2 Talent A(cid:130)rac(cid:2462)on and Reten(cid:2462)on

			preserves knowledge assets, and increases cohesion. Nega(cid:2462)ve: Imprac(cid:2462)cal content, poor alignment with employee needs, or inappropriate scheduling may be viewed as a waste of (cid:2462)me and reduce willingness to learn, was(cid:2462)ng Company resources.		
Governance	Company service quality	Company-defined topic	Posi(cid:2462)ve: Outstanding, comfortable, and reliable travel experiences and con(cid:2462)nuous improvement of i(cid:2462)nerary design and service standards enhance sa(cid:2462)sfac(ci	Upstream; Phoenix Tours; downstream	2.4 Products and Services

			d:2462)on and loyalty. Nega(cid:2462)ve: Service procedures, i(cid:2462)nerary design, or product quality that fail to meet expecta(cid:2462)ons may trigger complaints and damage brand image and trust.		
Governance	Informa(cid:2462)on security and customer privacy	GRI 418	Posi(cid:2462)ve: Sound security management reduces data-leak and cybera(cid:130)ack risk, builds reputa(cid:2462)on, and increases trust among customers and partners. Nega(cid:2462)ve: Weak security and personal-data protec(cid:2462)on may cause	Upstream; Phoenix Tours; downstream	2.5 Customer Rela(cid:2462)onship Management

			confiden(cid:2462)al-informa(cid:2462)on leakage, reputa(cid:2462)onal damage, customer loss, and legal risk. Stronger security measures may also increase opera(cid:2462)ng costs and management burden.		

3.2 Identification of Material Topics

Identification Results The identification process considered broader economic, environmental, and social needs and the expectations of international sustainability initiatives and potential investors. Following scoring and discussion with Company employees, the following eight topics were confirmed as the Company's material sustainability topics for 2025 and as the basis for ongoing management and future disclosure:

Sustainable-tourism innovation and development

Talent attraction and retention

Employee rights, diversity, and equality

Employee education and training

Company service quality

Information security and customer privacy

Occupational health and safety

Social investment and participation

Sustainability topic	Average score	Z-score	Sustainability topic	Average score	Z-score
Corporate governance and risk management	3.67	-1.41	Water-resource management	3.78	-0.96
Opera(cid:2462)ons and financial condi(cid:2462)on	3.83	-0.77	Waste management	3.82	-0.83
Ethical management and regulatory compliance	3.99	-0.15	Air-pollu(cid:2462)on management	3.75	-1.08
Supply-chain management	3.95	-0.32	Talent a(cid:130)rac(cid:2462)on and reten(cid:2462)on	4.19	0.61
Informa(cid:2462)on security and customer privacy	4.54	1.93	Employee rights, diversity, and equality	4.20	0.63
Company service quality	4.41	1.46	Employee educa(cid:2462)on and training	4.20	0.65
Sustainable product innova(cid:2462)on and development	4.14	0.41	Occupa(cid:2462)onal health and safety	4.36	1.25

Climate-change factors	3.91	-0.48	Social investment and par(cid:2462)cipa(cid:2462)on	4.10	0.24
Energy and greenhouse gas management	3.73	-1.18			

3.3 Materiality Analysis

Comparison of Material Topics, 2024-2025 To respond to changes in the external environment, stakeholder expectations, and increasingly rigorous sustainability standards, the Company comprehensively reviewed and adjusted its material topics in 2025.

Dimension	2025 material topic	2024 material topic	Explana(cid:2462)on of change
Environmental	Sustainable-tourism innova(cid:2462)on and development	Sustainable-tourism innova(cid:2462)on and development	Survey results show that sustainable tourism remains a key stakeholder concern. The Company will con(cid:2462)nue low-carbon tourism innova(cid:2462)on and development and implement sustainable-tourism goals.

Social	Talent a(cid:130)rac(cid:2462)on and reten(cid:2462)on	-	Stakeholders expressed concern about recruitment and reten(cid:2462)on. The Company added this topic to strengthen talent strategy.
Social	Occupa(cid:2462)onal health and safety	-	Stakeholders expressed concern about employee health and safety. The topic was added to protect employees' physical and mental well-being.
Social	Social investment and par(cid:2462)cipa(cid:2462)on	-	Stakeholders value social par(cid:2462)cipa(cid:2462)on and local connec(cid:2462)ons. The topic was added to promote community coopera(cid:2462)on and public-welfare ac(cid:2462)vi(cid:2462)es.
Social	Employee rights, diversity, and equality	Employee rights, diversity, and equality	The topic remains a high stakeholder priority and was therefore retained.
Social	Employee educa(cid:2462)on and training	Employee educa(cid:2462)on and training	Employee training and professional capability remain important to stakeholders, so the topic was retained.
Governance	Company service quality	Travel service quality	Stakeholders expect a broader service scope. The name was changed to

			"Company service quality" to cover more aspects of customer experience and service.
Governance	Informa(cid:2462)on security and customer privacy	Informa(cid:2462)on security and customer privacy	Informa(cid:2462)on security and personal-data protec(cid:2462)on remain high stakeholder priori(cid:2462)es and were retained.
Governance	-	Supply-chain management	Stakeholder concern declined, so supply-chain management was reclassified as a general management topic rather than a material topic in 2025.

Based on its core operations, Phoenix Tours actively explores achievable sustainability challenges and opportunities. To ensure that sustainability strategy reflects stakeholder expectations, the Company continues evaluating stakeholder needs and used the results to establish its 2025 direction.

The Sustainability Development Committee conducted the 2025 material-topic survey to understand the concerns and expectations of internal and external stakeholders. Participants included senior management and key external stakeholders: employees, customers, shareholders and investors, suppliers and contractors, government agencies, schools and community organizations, and financial institutions. This broad scope ensured diverse and representative views. The results inform strategy and support integrated economic, environmental, and social development and shared sustainable growth with stakeholders.

Phoenix Tours maintains transparent and open communication, shares progress on sustainability strategy, and works to ensure that objectives and actions support its future sustainability vision and create value for both the Company and society.

Performance Indicators and Results for Material Topics The Company establishes indicators for each material topic and reviews implementation through annual internal controls, audits, and management meetings to ensure continuous improvement.

Dimension	Material topic	Principal management measures	Representa(cid:2462)ve KPI	Results and tracking
Governance	Company service quality	Strengthen customer feedback; op(cid:2462)mize the Phoenix Mobile Cloud App.	Traveler scores are disclosed on the website for consumer reference.	Poor-service items are reviewed at mee(cid:2462)ngs and improvements tracked.
Governance	Informa(cid:2462)on security and customer privacy	Strengthen informa(cid:2462)on-security protec(cid:2462)on.	Material informa(cid:2462)on-security incidents: target 0.	Monthly IT mee(cid:2462)ngs conduct review and evalua(cid:2462)on; implementa(cid:2462)on is reported at the year-end mee(cid:2462)ng.
Environmental	Sustainable-tourism innova(cid:2462)on and development	Develop green-tour i(cid:2462)neraries.	Six green i(cid:2462)neraries launched and more added annually. Nine departures in 2025 with 315 par(cid:2462)cipants; target is annual growth.	Traveler ques(cid:2462)onnaires assess sa(cid:2462)sfac(cid:2462)on and repurchase inten(cid:2462)on; results are combined with opera(cid:2462)ng data for ongoing improvement and

				strategic adjustment.
Social	Talent a(cid:130)rac(cid:2462)on and reten(cid:2462)on	Strengthen recruitment, improve compensa(cid:2462)on and benefits, and establish transparent promo(cid:2462)on systems.	Recruitment and turnover rates remain reasonably stable: 2025 hiring rate 14.84%; employee turnover rate 19.53%.	Monthly HR mee(cid:2462)ngs review recruitment and turnover; compensa(cid:2462)on and benefits are reviewed annually.
Social	Occupa(cid:2462)onal health and safety	Regular health examina(cid:2462)ons and occupa(cid:2462)onal safety and health training.	Occupa(cid:2462)onal-safety incidents: 0.	Incidents and correc(cid:2462)ve measures are reviewed regularly.
Social	Employee rights, diversity, and equality	Implement diversity and inclusion and treat people fairly regardless of gender, na(cid:2462)onality, age, ethnicity, or disability.	Women in senior management: target 20% by 2030. Women in STEM posi(cid:2462)ons: target 0.5% by 2030.	Diversity sta(cid:2462)s(cid:2462)cs disclosed annually.
Social	Employee educa(cid:2462)on and training	Provide professional training, internal and external courses, and talent-development mechanisms.	Total employee training: 2,390 hours.	Sa(cid:2462)sfac(cid:2462)on surveys a(cid:91)er training; courses are evaluated and improved.
Social	Social investment and par(cid:2462)cipa(cid:2462)on	Conduct public-welfare ac(cid:2462)vi(cid:2462)es and support local communi(cid:2462)es and culture.	Public-welfare and community par(cid:2462)cipa(cid:2462)on, including the Veterans Day micro-	Results are consolidated annually.

			trip and employee blood drive; total investment NT$883 thousand.	

3.4 Stakeholder Communication and Response

The Company values stakeholder rights and provides diverse channels for ongoing exchange and dialogue so views can be collected and addressed promptly. A systematic communication pla orm includes the Chairman's mailbox and the Investor Contact section of the Company website. These channels help identify sustainability issues of concern and support appropriate responses.

2025 Communication Mechanisms and Topics of Concern

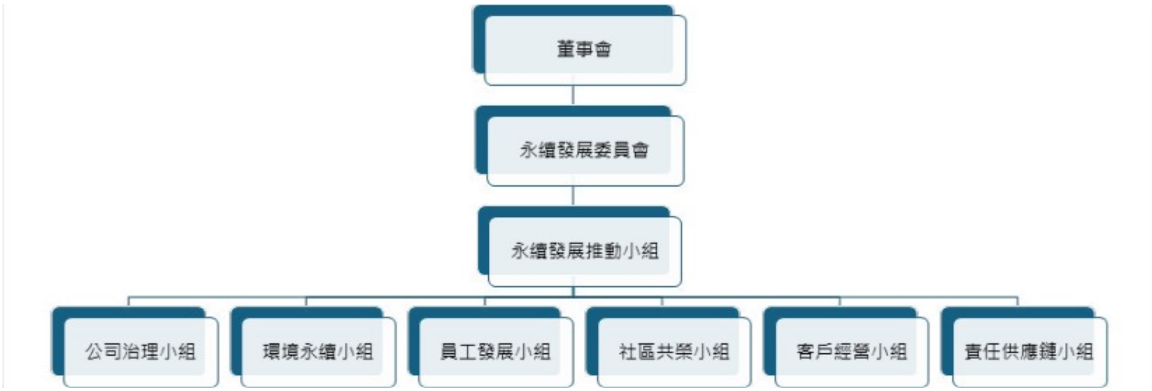
Stakeholder	Significance to the Company	Topics of concern	Communica(cid:2462)on channels and frequency	Responsible unit / contact	2025 communica(cid:2462)on results
Employees	Employees are Phoenix Tours' most important core resource and the driving force behind con(cid:2462)nued growth.	Informa(cid:2462)on security and customer privacy; Company service quality; occupa(cid:2462)onal health and safety.	Weekly mee(cid:2462)ngs - regular; Employee Welfare Commi(cid:130)ee mee(cid:2462)ngs - as needed; labor-management mee(cid:2462)ngs - regular; face-to-face coordina(cid:2462)on - as needed.	Human Resources, Mr. Ho: max.ho@phoenix.com.tw. Stakeholder contact, Mr. Tsai: erik.tsai@phoenix.com.tw. Confiden(cid:2462)al anonymous repor(cid:2462)ng and grievance	Four labor-management communica(cid:2462)on mee(cid:2462)ngs and four Employee Welfare Commi(cid:130)ee mee(cid:2462)ngs. Channels for sexual-harassment complaints and

				mailbox: info@phoenix.com.tw.	repor(cid:2462)ng fraud or professional misconduct remained available.
Government agencies	Government agencies assist with recruitment, while Company opera(cid:2462)ons must comply with laws, regula(cid:2462)ons, and policies.	Air-pollu(cid:2462)on management; occupa(cid:2462)onal health and safety; energy and greenhouse gas management.	Fire-safety inspec(cid:2462)ons - irregular; dealings with competent authori(cid:2462)es - irregular; government training - irregular.	Human Resources, Mr. Ho: max.ho@phoenix.com.tw. Stakeholder contact, Mr. Tsai: erik.tsai@phoenix.com.tw.	Completed registra(cid:2462)on changes a(cid:91)er the elec(cid:2462)on of directors and supervisors; five Tourism Administra(cid:2462)on emergency-incident no(cid:2462)fica(cid:2462)ons; one public-safety inspec(cid:2462)on; one labor inspec(cid:2462)on.
Shareholders and investors	The Company values shareholder and investor rights and seeks to improve opera(cid:2462)ng performance,	Informa(cid:2462)on security and customer privacy; Company service quality; ethical management and regulatory	Annual shareholders' mee(cid:2462)ng; Company website and public disclosures; monthly revenue	Investor sec(cid:2462)on of Company website; President Benjamin Pien: benjamin.pien@phoenix.com.tw.	One shareholders' mee(cid:2462)ng; two investor conferences; 24 material-informa(cid:2462)on announcements

	governance, and sustainability.	compliance.	and quarterly/annual financial reports.		on the Market Observa(cid:2462)on Post System.
Customers	Customers are the core founda(cid:2462)on of opera(cid:2462)ons and profitability. The Company is commi(cid:130)ed to excellent products and long-term trust.	Informa(cid:2462)on security and customer privacy; Company service quality; occupa(cid:2462)onal health and safety.	Internal demand mee(cid:2462)ngs - regular; customer-service telephone - as needed; sa(cid:2462)sfac(cid:2462)on ques(cid:2462)onnaire - every tour.	Human Resources, Mr. Ho: max.ho@phoenix.com.tw. Stakeholder contact, Mr. Tsai: erik.tsai@phoenix.com.tw.	16,898 customer-sa(cid:2462)sfac(cid:2462)on surveys conducted in 2025, with follow-up care for dissa(cid:2462)sfied customers.
Suppliers and contractors	Suppliers are important partners. Mutual trust and supplier-management systems support sustainable value crea(cid:2462)on.	Company service quality; informa(cid:2462)on security and customer privacy; supply-chain management.	Supplier mee(cid:2462)ngs - as needed; supplier assessment - annually; supplier visits - as needed.	Human Resources, Mr. Ho: max.ho@phoenix.com.tw. Stakeholder contact, Mr. Tsai: erik.tsai@phoenix.com.tw.	Assessed 3,890 suppliers; all results met Company requirements.
Schools and community organiza(cid:2462)ons	These organiza(cid:2462)ons help the Company recruit suitable talent aligned with business needs.	Energy and greenhouse gas management; water-resource management; employee educa(cid:2462)on and training.	Industry-academia matching - several (cid:2462)mes annually; internships, dona(cid:2462)ons, and charitable ac(cid:2462)vi(cid:	Human Resources, Mr. Ho: max.ho@phoenix.com.tw. Stakeholder contact, Mr. Tsai: erik.tsai@phoenix.	Successfully recruited six par(cid:2462)cipants for industry-academia coopera(cid:2462)on; sponsored one community public-

			2462)es - as needed.	com.tw.	welfare travel ac(cid:2462)vity.
Financial ins(cid:2462)tu(cid:2462)ons	Financing and investment influence financial stability. Transparent financial and sustainability informa(cid:2462)on builds mutual trust, supports shared risk management, and contributes to long-term sustainability.	Opera(cid:2462)ons and financial condi(cid:2462)on; informa(cid:2462)on security and customer privacy; ethical management and regulatory compliance.	Financial reports - quarterly; in-person mee(cid:2462)ngs - as needed; telephone contact - as needed.	Stakeholder contact, Mr. Tsai: erik.tsai@phoenix.com.tw.	Regular financial-statement disclosure and maintenance of good credit standing.

4. GREEN SUSTAINABILITY



4.1 Sustainable Development

Sustainability Governance Structure Phoenix Tours regards sustainable development as a core element of corporate governance. The Board of Directors is the highest supervisory body for sustainability matters. A Sustainability Development Committee, convened by the President, operates under the Board and is supported by cross-functional working groups, including the Environmental Sustainability Working Group. The working group is responsible for climate-risk identification, greenhouse gas inventories, energy conservation, and carbon-reduction initiatives.

The Sustainability Development Committee meets at least twice a year. It reviews sustainability strategies, annual implementation results, major risks and opportunities, and improvement plans, and reports its conclusions to the Board of Directors.

Governance level	Principal responsibili(cid:2462)es
Board of Directors	Supervises sustainability strategy, material risks, targets, capital alloca(cid:2462)on, and execu(cid:2462)on results.
Sustainability Development Commi(cid:130)ee	Coordinates sustainability policies and annual plans; reviews major ESG topics and reports to the Board.
Environmental Sustainability Working Group	Conducts climate-risk iden(cid:2462)fica(cid:2462)on, greenhouse gas inventories, energy and carbon-reduc(cid:2462)on programs, environmental-data collec(cid:2462)on, and progress tracking.
Opera(cid:2462)ng departments	Implement policies and ac(cid:2462)on plans within their respec(cid:2462)ve func(cid:2462)ons and report performance data.

Sustainability Policy and Management Approach The Company's sustainability policy integrates environmental, social, and governance considerations and is aligned with the United Nations Sustainable Development Goals, the recommendations of the Task Force on Climate-related Financial Disclosures, and applicable domestic requirements.

Management focus	Approach
Governance and strategic coordina(cid:2462)on	Incorporate sustainability into corporate strategy, major decisions, and management processes.
Climate-risk management	Iden(cid:2462)fy, assess, priori(cid:2462)ze, monitor, and respond to climate-related risks and opportuni(cid:2462)es.
Management of core dimensions	Establish environmental, social, and governance programs with clear responsible units.
Annual performance and con(cid:2462)nuous improvement	Review performance every year and adjust targets and ac(cid:2462)on plans on a rolling basis.

Environmental Sustainability Focus Phoenix Tours focuses on responding to climate change, reducing emissions from operations, and promoting sustainable tourism. The Company seeks to integrate environmental considerations into product design, office operations, supplier cooperation, and customer communications.

Sustainability Vision and Commitments Phoenix Tours supports Taiwan's 2050 net-zero transition and has established four principal commitments:

Environmental friendliness: Reduce operational impacts, improve resource efficiency, and promote low-carbon tourism.

Social inclusion: Respect human rights, support employees and communities, and expand access to responsible travel.

Stable operations: Strengthen governance, risk management, and organizational resilience.

Digital innovation: Use digital services to reduce resource use and improve customer experience and operational efficiency.

4.2 Climate Change

Phoenix Tours follows the four pillars of the TCFD recommendations and IFRS S2-governance, strategy, risk management, and metrics and targets-to manage and disclose climate-related matters.

Climate Governance The Board oversees climate-related risks, carbon-reduction targets, and the allocation of relevant resources. The Sustainability Development Committee and the Environmental Sustainability Working Group are responsible for execution, coordination, and reporting. Directors receive continuing education to strengthen the Board's climate and sustainability competencies. The nine-member Board includes directors with experience relevant to sustainability, management, law, accounting, finance, risk management, and the tourism industry.

When climate-related policy trade-offs arise, the Sustainability Development Committee evaluates the nature of the matter, its probability, and the potential level of impact. Two Sustainability Development Committee meetings were held in 2025.

Climate Strategy and Identification Process The Company identifies and evaluates climate risks and opportunities through the following process:

Step	Descrip(cid:2462)on
1. Iden(cid:2462)fy	Establish possible climate scenarios and prepare a comprehensive list of climate-related risks and opportuni(cid:2462)es. Sixteen risk factors were iden(cid:2462)fied in 2025.
2. Assess	Senior execu(cid:2462)ves and directors assess likelihood and corporate impact on a scale of 1 to 5.
3. Priori(cid:2462)ze	Standardize the ques(cid:2462)onnaire results. Items for which both the likelihood z-score and corporate-impact z-score exceed zero are classified as material climate-related risks.
4. Respond and monitor	Develop response and adapta(cid:2462)on measures, incorporate them into management processes,

	con(cid:2462)nuously monitor effec(cid:2462)veness, and improve governance and response strategies.

Climate-related Time Horizons

Time horizon	Period	Management interpreta(cid:2462)on
Short term	1-3 years	Corresponds to near-term opera(cid:2462)ng plans and the Company's approximately biennial strategic review cycle.
Medium term	4-5 years	Ma(cid:130)ers expected to influence opera(cid:2462)ons and resource alloca(cid:2462)on within five years.
Long term	More than 5 years	Long-term structural impacts and the Company's pathway toward the 2050 net-zero objec(cid:2462)ve.

Climate Risks, Opportunities, and Value-chain Exposure

Category	Type	Climate-related factor	Upstream	Phoenix Tours	Downstream
Physical risk	Acute	Extreme changes in climate pa(cid:130)erns, including typhoons, heavy rain, and heat waves	✓	✓	✓
Physical risk	Chronic	Rising average temperatures	✓	✓	✓

Physical risk	Chronic	Sea-level rise	✓	✓	✓
Transi(cid:2462)on risk	Policy and legal	Higher pricing of greenhouse gas emissions	✓	✓	✓
Transi(cid:2462)on risk	Policy and legal	Enhanced emissions-repor(cid:2462)ng obliga(cid:2462)ons, including Scope 3	✓	✓	✓
Transi(cid:2462)on risk	Policy and legal	Product and service requirements and regula(cid:2462)on	✓	✓	✓
Transi(cid:2462)on risk	Policy and legal	Li(cid:2462)ga(cid:2462)on risk	✓	✓	
Transi(cid:2462)on risk	Technology	Subs(cid:2462)tu(cid:2462)on of exis(cid:2462)ng products and services with low-carbon alterna(cid:2462)ves		✓	✓
Transi(cid:2462)on risk	Technology	Failed investment in new technology		✓	
Transi(cid:2462)on risk	Technology	Costs of transi(cid:2462)oning to low-carbon technology, including	✓	✓	✓

		digitaliza(cid:2462)on			
Transi(cid:2462)on risk	Market	Changes in customer behavior		✓	
Transi(cid:2462)on risk	Market	Uncertainty in market informa(cid:2462)on	✓	✓	✓

Category	**Type**	**Climate-related factor**	**Upstream**	**Phoenix Tours**	**Downstream**
Transi(cid:2462)on risk	Market	Rising raw-material and input prices	✓	✓	✓
Transi(cid:2462)on risk	Reputa(cid:2462)on	Changes in consumer preferences		✓	✓
Transi(cid:2462)on risk	Reputa(cid:2462)on	S(cid:2462)gma(cid:2462)za(cid:2462)on of the industry	✓	✓	✓
Transi(cid:2462)on risk	Reputa(cid:2462)on	Increased stakeholder concern and nega(cid:2462)ve feedback		✓	✓
Opportunity	Products and services	Provision of low-carbon services and products	✓	✓	
Opportunity	Products and	Diversifica(cid:246	✓	✓	✓

	services	2)on of business ac(cid:2462)vi(cid:2462)es			
Opportunity	Products and services	Enhancement of sustainable brand value		✓	✓

Phoenix Tours has established two long-term directions: net-zero emissions by 2050 and a low-carbon business transition. The Company will respond systematically by adjusting its business model, resource allocation, product por olio, operating processes, and supplier relationships.

Current and Expected Impacts on the Business Model and Value Chain

Risk / opportunity	Current impact on business model	Expected impact on business model	Current impact on value chain	Expected impact on value chain
Extreme weather	Seasonal and loca(cid:2462)on-specific uncertainty is incorporated into i(cid:2462)nerary planning.	Develop more flexible products and diversify des(cid:2462)na(cid:2462)ons.	Suppliers may cancel or alter services.	Select climate-adap(cid:2462)ve partners and strengthen emergency and backup mechanisms.
Higher carbon pricing	SAF coopera(cid:2462)on and the purchase of interna(cid:2462)onal carbon credits have begun; present impact remains limited.	Review product pricing and strengthen carbon-cost management.	Upstream suppliers have not yet fully passed through carbon costs.	Increase coopera(cid:2462)on with low-carbon partners and suppliers with stronger carbon management.
Product and service regula(cid:2462)on	Exis(cid:2462)ng tourism, transporta(cid:2462)on	Proac(cid:2462)vely develop environmentally	Suppliers generally comply with current	Give greater weight to green standards and cer(cid:2462)fica(cid:2

	, accommoda(cid:2462) on-safety, and privacy requirements are followed; current impact is manageable.	responsible products and services.	requirements.	462)on.
Low-carbon subs(cid:2462)tu(cid:2462)on	Market demand is s(cid:2462)ll at an early stage.	Establish a low-carbon product line and explore carbon-neutral i(cid:2462)neraries.	The number of low-carbon supplier op(cid:2462)ons is currently limited.	Build a sustainable core supply chain and increase cer(cid:2462)fied partners.
Rising input prices	Airfare and hotel-price vola(cid:2462)lity has had a limited impact.	Adjust fees and product mix where necessary.	Supplier-price fluctua(cid:2462)ons are managed through contracts and flexible i(cid:2462)nerary design.	Strengthen nego(cid:2462)a(cid:2462)ons and coopera(cid:2462)on with partners capable of cost control.
Changes in consumer preferences	Interest in sustainable tourism is increasing; the Company holds the Silver-Level Eco-Friendly Travel Agency label.	Expand ESG-related services and reinforce the sustainable brand.	Suppliers are increasingly expected to provide sustainable services.	Suppliers will shi(cid:91) further toward green lodging and low- carbon transporta(cid:2462)on.
Increased stakeholder concern	Higher disclosure expecta(cid:2462)ons increase management costs but have not caused a material impact.	Establish a more systema(cid:2462)c supplier- sustainability evalua(cid:2462)on framework.	Greater supply-chain informa(cid:2462)on transparency is required.	Implement systema(cid:2462)c supplier sustainability evalua(cid:2462)on and follow-up.
Low-carbon services and products	Coopera(cid:2462)on with green lodging,	Expand the low-carbon product	Supplier op(cid:2462)ons	Increase green op(cid:2462)ons and

	low-carbon avia(cid:2462)on, and local sustainable partners has begun; current scale is limited.	por(cid:127)olio.	remain limited.	build a stable sustainable supply chain.
Business diversifica(cid:2462)on	Ecotourism, community tourism, environmental educa(cid:2462)on, and digital services are being developed.	Broaden products and markets and create new revenue sources.	New ini(cid:2462)a(cid:2462)ves require coopera(cid:2462)on from partners.	Improve partner capabili(cid:2462)es and overall value-chain resilience.
Sustainable brand value	Cer(cid:2462)fica(cid:2462)on and transparent disclosure enhance the Company's image.	Strengthen compe(cid:2462)(cid:2462)veness and customer loyalty.	Suppliers need to meet standards and obtain appropriate cer(cid:2462)fica(cid:2462)on.	Supplier capability improvements will enhance the image of the en(cid:2462)re value chain.

Business-model and Resource-allocation Adjustments in Response to Climate Risk Based on the climate-risk and opportunity assessment, the 2050 net-zero objective, and regulatory trends, Phoenix Tours has developed climate action strategies suited to its operating model. The Company will disclose short-, medium-, and long-term operational adjustments and resource-allocation plans and will review them on a rolling basis as markets, technology, and public policy evolve.

Category	Risk / opportunity	Current business-model and resource alloca(cid:2462)on	Expected adjustment
Physical risk-acute	Extreme changes in climate pa(cid:130)erns	Seasonal and regional risks are incorporated into product planning; i(cid:2462)neraries	Further diversify the opera(cid:2462)ng footprint, develop alterna(cid:2462)ve

		and recommended des(cid:2462)na(cid:2462)on s are adjusted, with addi(cid:2462)onal customer-service and marke(cid:2462)ng resources where required.	markets and a(cid:130)rac(cid:2462)ons, and invest in climate-resilient facili(cid:2462)es, disaster-warning systems, and cross-func(cid:2462)onal response resources.
Transi(cid:2462)on risk-policy and legal	Higher pricing of greenhouse gas emissions	Cooperate with the Lu(cid:91)hansa Group on SAF and purchase interna(cid:2462)onal carbon credits to explore future cost structures and poten(cid:2462)al pricing effects.	Strengthen carbon management and cost control, allocate more resources to green-tourism products, and assess an internal carbon-pricing mechanism.
Transi(cid:2462)on risk-policy and legal	Product and service requirements and regula(cid:2462)on	Adjust low-carbon products and sustainable services and begin using environmental cer(cid:2462)fica(cid:2462)on and green procurement.	Increase the propor(cid:2462)on of sustainable products and invest more in R&D and marke(cid:2462)ng to transform the product por(cid:127)olio.
Transi(cid:2462)on risk-technology	Subs(cid:2462)tu(cid:2462)o n with low-carbon products and services	Begin offering green-travel services, selected low-carbon i(cid:2462)neraries, and sustainable-tourism programs.	Increase low-carbon offerings and concentrate resources on green lodging, carbon-neutral transporta(cid:2462)on, and environmentally responsible i(cid:2462)nerary design.
Transi(cid:2462)on risk-market	Rising raw-material and input prices	Op(cid:2462)mize product design and supplier-	Cooperate more closely with suppliers that demonstrate

		selec(cid:2462)on criteria in response to higher fuel, accommoda(cid:2462)on, and meal costs.	cost control and sustainability commitments and reduce dependence on high-risk resources.
Transi(cid:2462)on risk-reputa(cid:2462)on	Changes in consumer preferences	Maintain the Silver-Level Eco-Friendly Travel Agency label and allocate resources to sustainability marke(cid:2462)ng.	Expand investment in green-tourism products and strengthen ESG brand communica(cid:2462)ons.
Transi(cid:2462)on risk-reputa(cid:2462)on	Increased stakeholder concern and nega(cid:2462)ve feedback	Assign personnel and resources to respond to growing investor and customer expecta(cid:2462)ons.	Con(cid:2462)nue inves(cid:2462)ng in disclosure quality and stakeholder dialogue to improve external trust.
Opportunity-products and services	Provision of low-carbon services and products	Cooperate with selected green accommoda(cid:2462)ons, low-carbon avia(cid:2462)on services, and local sustainable partners; current impact is limited.	Gradually expand the low-carbon product line and invest addi(cid:2462)onal i(cid:2462)nerary-design and marke(cid:2462)ng resources.
Opportunity-products and services	Diversifica(cid:2462)on of business ac(cid:2462)vi(cid:2462)es	Begin diversified opera(cid:2462)ons and explore emerging market opportuni(cid:2462)es.	Launch more diverse products, enter new markets, create addi(cid:2462)onal revenue sources, and allocate more R&D, marke(cid:2462)ng, and partnership resources.
Opportunity-products and services	Enhancement of sustainable brand value	Use cer(cid:2462)fica(cid:2462)on and carbon disclosure to	Build a stronger sustainable brand, enhance market compe(cid:2462)

		improve brand image; invest in ESG communica(cid:2462)ons.	(cid:2462)veness and loyalty, and increase ESG promo(cid:2462)on and communica(cid:2462)on resources.

Financial Effects During the Reporting Period

Risk / opportunity	Descrip(cid:2462)on	Short term	Medium term	Long term	2025 financial effect
Physical risk-acute	Extreme changes in climate pa(cid:130)erns	●	●	●	Fire-insurance expense of approximately NT$44,000.
Transi(cid:2462)on risk-policy and legal	Higher pricing of GHG emissions		●	●	No relevant financial effect in the current period.
Transi(cid:2462)on risk-policy and legal	Product and service requirements and regula(cid:2462)on		●		No relevant financial effect in the current period.
Transi(cid:2462)on risk-technology	Subs(cid:2462)tu(cid:2462)on with low-carbon products and services		●	●	No relevant financial effect in the current period.
Transi(cid:2462)on risk-market	Rising raw-material and input prices		●	●	No relevant financial effect in the current period.
Transi(cid:2462)on	Changes in		●	●	No relevant

risk-reputa(cid:2462)on	consumer preferences				financial effect in the current period.
Transi(cid:2462)on risk-reputa(cid:2462)on	Increased stakeholder concern and nega(cid:2462)ve feedback		●		No relevant financial effect in the current period.
Opportunity-products and services	Provision of low-carbon services and products	●	●	●	Green-tourism promo(cid:2462)onal and adver(cid:2462)sing expense of NT$30,000.
Opportunity-products and services	Diversifica(cid:2462)on of business ac(cid:2462)vi(cid:2462)es		●	●	No relevant financial effect in the current period.
Opportunity-products and services	Enhancement of sustainable brand value		●	●	No relevant financial effect in the current period.

Climate Scenario Analysis and Resilience Assessment To assess the resilience of strategy and the operating model under different climate futures, Phoenix Tours conducted scenario analysis in accordance with the TCFD framework. The Company used the Shared Socioeconomic Pathways in the IPCC Sixth Assessment Report:

SSP2-4.5-moderate-emissions scenario: a future in which the world undertakes a meaningful but incomplete level of emissions reduction.

SSP5-8.5-high-emissions scenario: a future characterized by continued high fossil-fuel use and unsuccessful emissions-reduction action.

Public data from the Taiwan Climate Change Projection Information and Adaptation Knowledge Pla orm were used to assess potential impacts in Taiwan. The IEA Net Zero Emissions by 2050 Scenario was also used as a reference for long-term transition planning.

Scenario-analysis (cid:2462)me horizon	**Period**
Short term	2025-2027
Medium term	2028-2031
Long term	2032-2050

The assessment covers the Company's principal operating location, Taiwan. It assumes that Taiwan will continue to follow its 2050 net-zero pathway and that winters will gradually shorten, total annual rainfall will increase, and heavy-rainfall intensity will rise.

Risk type	**Principal assessment conclusion**	**Resilience ac(cid:2462)ons**
Acute physical risk- extreme weather	Under SSP5-8.5, medium- to long-term physical risk from typhoons, heat waves, and other extreme events is medium to high. Even under SSP2-4.5, long-term risks of i(cid:2462)nerary interrup(cid:2462)on, damage to a(cid:130)rac(cid:2462)ons, and threats to traveler safety increase materially.	Diversify des(cid:2462)na(cid:2462)ons, strengthen i(cid:2462)nerary backups and emergency response, and work with resilient suppliers.
Transi(cid:2462)on risks under NZE 2050	In the medium and long term, the Company may face carbon fees and stronger product, service, and disclosure requirements.	Cooperate on SAF, purchase interna(cid:2462)onal carbon credits, promote digital processes through the Phoenix Mobile Cloud App, and develop green-tourism products.

Physical-risk Scenario Results

Climate-related physical risk	SSP2-4.5 short	SSP2-4.5 medium	SSP2-4.5 long	SSP5-8.5 short	SSP5-8.5 medium	SSP5-8.5 long
Extreme changes in climate pa(cid:130)erns	Low	Moderate	High	Low	High	High

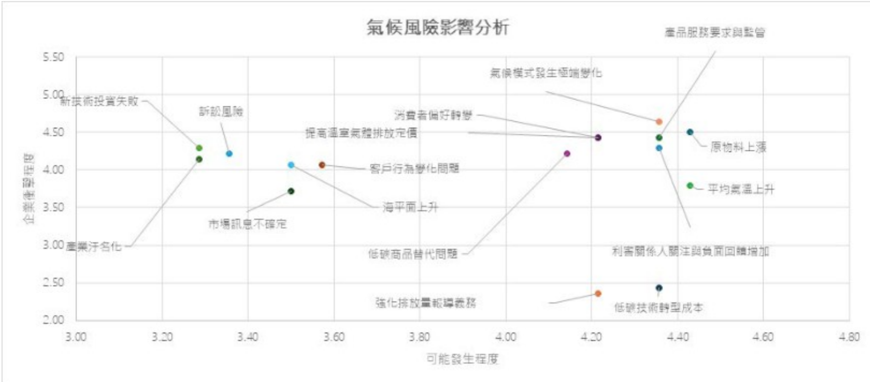
Transition-risk Scenario Results-2050 Net-zero Scenario

Climate-related transi(cid:2462)on risk	Short term	Medium term	Long term
Higher pricing of GHG emissions	Low	Moderate	High
Product and service requirements and regula(cid:2462)on	High	High	High
Subs(cid:2462)tu(cid:2462)on with low-carbon products and services	Low	Moderate	Low
Rising raw-material and input prices	Low	Moderate	High
Changes in consumer preferences	High	High	High
Increased stakeholder concern and nega(cid:2462)ve feedback	Moderate	Moderate	Moderate

Estimated Financial Implications of the Scenarios

Scenario	Assump(cid:2462)on	Es(cid:2462)mated poten(cid:2462)al financial impact
SSP2-4.5- transi(cid:2462)on risk	Climate policy advances moderately; economic growth and a low-carbon transi(cid:2462)on proceed in parallel; warming is approximately 2.7°C.	Carbon fees and compliance costs borne by airlines and accommoda(cid:2462)on providers may be passed through to travel-product prices and pressure gross margin. ESG requirements will require addi(cid:2462)onal expenditure on inventories, sustainable-product development, and disclosure. Using a possible 2030 carbon fee of NT$1,200-1,800 per tonne and the Company's current Scope 1 and Scope 2 emissions of 160.441 tCO2e, the es(cid:2462)mated fee would be NT$192,529-288,794, which would not materially affect overall revenue or costs.
SSP5-8.5- transi(cid:2462)on risk	Interna(cid:2462)onal coopera(cid:2462)on weakens, fossil-fuel use con(cid:2462)nues to increase, mi(cid:2462)ga(cid:2462)on ac(cid:2462)on is limited, and warming is approximately 3.6°C.	Mandatory carbon-pricing pressure may be greater. Failure to strengthen sustainability measures such as SAF coopera(cid:2462)on and digital transforma(cid:2462)on could damage brand value, cause customer loss, reduce ESG ra(cid:2462)ngs, and affect market valua(cid:2462)on and future financing condi(cid:2462)ons.
SSP2-4.5- physical risk	Climate policy advances moderately and warming is approximately 2.7°C.	Some des(cid:2462)na(cid:2462)ons may become less a(cid:130)rac(cid:2462)ve, including

		shorter ski seasons and heat-wave impacts on outdoor i(cid:2462)neraries. More frequent typhoon-related flight delays or cancella(cid:2462)ons may affect customer experience, revenue stability, and crisis-management costs. Addi(cid:2462)onal resources will be needed for alterna(cid:2462)ve des(cid:2462)na(cid:2462)ons, customer service, and i(cid:2462)nerary backup design.
SSP5-8.5- physical risk	Interna(cid:2462)onal coopera(cid:2462)on weakens, fossil-fuel use con(cid:2462)nues to increase, mi(cid:2462)ga(cid:2462)on ac(cid:2462)on is limited, and warming is approximately 3.6°C.	Frequent severe typhoons, blizzards, transport interrup(cid:2462)on, and a(cid:130)rac(cid:2462)on closures may cause large-scale cancella(cid:2462)ons and reduce demand for high-risk products such as island holidays and coral-reef diving. Substan(cid:2462)al resources may be needed for crisis management, i(cid:2462)nerary restructuring, traveler communica(cid:2462)on, compensa(cid:2462)on, and stronger supply-chain resilience.



Climate-risk Management Climate-related matters have been incorporated into the Company's enterprise risk-management framework. The Environmental Sustainability Working Group conducts bottom-up identification and regular review of climate risks and opportunities. Results and management measures are submitted annually to the Sustainability Development Committee and then to the Board. Material climate events or regulatory changes are reported promptly under internal procedures.

The Company follows IFRS S2 and the TCFD framework, combines internal operating experience with external climate-trend information, and uses both qualitative and quantitative analysis to classify risks by likelihood and potential impact. Results are used for resource allocation, strategy formulation, and financial disclosure. Climate-risk assessments will be reviewed continuously as data and analytical capability improve.

2025 Climate-risk Assessment Results Fourteen valid questionnaires were received from senior executives and directors. Each of the 16 climate risks was rated for likelihood and corporate impact on a scale of 1 to 5. Because the statistical results were concentrated, the chart axes in the original report were narrowed for presentation purposes; this did not affect original scores, z-score calculations, or materiality judgments.

No.	Climate-risk item	Likelihood z-score	Corporate-impact z-score	Level of concern

1	Higher pricing of greenhouse gas emissions	0.53	0.64	High
2	Enhanced emissions-repor(cid:2462)ng obliga(cid:2462)ons	0.53	-2.44	Medium
3	Product and service requirements and regula(cid:2462)on	0.84	0.64	High
4	Li(cid:2462)ga(cid:2462)on risk	-1.35	0.32	Medium
5	Low-carbon product subs(cid:2462)tu(cid:2462)on	0.37	0.32	High
6	Failed investment in new technology	-1.50	0.42	Medium
7	Cost of low-carbon technology transi(cid:2462)on	0.84	-2.33	Medium
8	Changes in customer behavior	-0.88	0.11	Medium
9	Uncertainty in market informa(cid:2462)on	-1.03	-0.42	Medium
10	Rising raw-material and input prices	1.00	0.74	High
11	Changes in consumer preferences	0.53	0.64	High
12	S(cid:2462)gma(cid:2462)za(cid:2462)on of the industry	-1.50	0.21	Medium
13	Increased stakeholder	0.84	0.42	High

	concern and nega(cid:2462)ve feedback			
14	Extreme changes in climate pa(cid:130)erns	0.84	0.96	High
15	Rising average temperatures	1.00	-0.32	Medium
16	Sea-level rise	-1.03	0.11	Medium

Identification and Assessment of Climate-related Opportunities The Company uses the IEA Net Zero Emissions by 2050 Scenario and Taiwan's 2050 Net-zero Emissions Pathway and Strategy as reference frameworks. It combines these with tourism-industry trends, low-carbon technologies such as SAF, policy incentives such as environmental labels, and changes in market demand.

Opportunity	Climate-scenario assump(cid:2462)on	Effect on opportunity iden(cid:2462)fica(cid:2462)on and use
Provision of low-carbon services and products	As environmental awareness increases, sustainability becomes a more important factor in travel purchasing decisions.	The Company holds the Silver-Level Eco-Friendly Travel Agency label and has begun carbon-neutral transporta(cid:2462)on coopera(cid:2462)on through SAF and carbon credits. It will expand low-carbon products and use cer(cid:2462)fica(cid:2462)on and carbon-footprint disclosure to increase value and compe(cid:2462)(cid:2462)veness.

Diversifica(cid:2462)on of business ac(cid:2462)vi(cid:2462)es	Even under ac(cid:2462)ve mi(cid:2462)ga(cid:2462)on such as SSP2-4.5, climate risks cannot be fully avoided; adapta(cid:2462)on capabili(cid:2462)es are needed to reduce interrup(cid:2462)on and financial impact.	Develop ecotourism, community tourism, and environmental-educa(cid:2462)on i(cid:2462)neraries and promote digital tourism services and tools to improve resilience and customer experience.
Enhancement of sustainable brand value	Transparent ac(cid:2462)on and recognized standards increase trust.	Obtain green cer(cid:2462)fica(cid:2462)on and disclose carbon informa(cid:2462)on transparently to improve image, customer loyalty, and market confidence.

Internal Carbon Pricing Policy To demonstrate its climate-management commitment and maintain sound financial performance, the Company has introduced internal carbon pricing as a management tool for evaluating capital expenditure and carbon- reduction initiatives. In determining the price, Phoenix Tours considered international carbon-price trends and authoritative reports, including the IEA World Energy Outlook and the World Bank State and Trends of Carbon Pricing. With reference to Taiwan's Ministry of Environment carbon-fee rules, the Company set an internal carbon price of NT$1,500 per metric tonne of CO2e and introduced an internal carbon-fee mechanism.

Capital Allocation The Company has not yet established a separate capital-allocation tracking mechanism for all climate actions. Climate-related risks and opportunities are nevertheless considered during annual operating planning and budgeting. Current resources cover greenhouse gas inventories and sustainability disclosure, low-carbon and sustainable-tourism product planning, digital services, maintenance and replacement of energy-saving equipment, sustainable supplier management, travel safety, and itinerary contingency management under extreme weather.

As a service business, many climate-related expenditures take the form of operating expenses, system optimization, personnel input, and project spending rather than significant capital expenditure. The Company will gradually improve classification and tracking to support evaluation of climate-strategy performance and resource-allocation decisions.

Link to Remuneration Phoenix Tours treats ESG matters as important management indicators. Executive remuneration currently remains primarily linked to overall operating performance, and climate-related indicators are not yet directly connected to incentive compensation. Sustainability considerations are, however, being incorporated gradually into performance management and strategic objectives. The Company will continue to assess the feasibility of linking climate performance to remuneration as international standards and internal governance evolve.

Climate-risk Metrics and Targets In line with Taiwan's 2050 net-zero pathway, Phoenix Tours aims to reduce combined Scope 1 and Scope 2 greenhouse gas emissions by 5% from the 2025 base year by 2030, equivalent to an average reduction of approximately 1% per year. The Company will continue the energy-management measures described in Section 4.4.

2025 Absolute Greenhouse Gas Emissions

Scope	Emission source	Subtotal (tCO2e)	Total by scope (tCO2e)
Scope 1	Mobile combus(cid:2462)on	1.1721	2.0512
Scope 1	Fugi(cid:2462)ve emissions	0.8791	2.0512
Scope 2	Purchased electricity	158.3895	158.3895
Scope 3	Fuel- and energy-related ac(cid:2462)vi(cid:2462)es	37.8225	37.8225
Total			198.2632

Greenhouse Gas Strategic Targets

Strategic objec(cid:2462)ve	Indicator	Unit	Current amount / 2025 base year	Scope	Target type	Target period	Milestone / interim target
Net-zero emissions by 2050	Scope 1 total emissions	tCO2e	2.0512	Stand-alone en(cid:2462)ty	Absolute	To 2050	Reduce Scope 1 and Scope 2 by 5% by 2030.
Net-zero emissions by 2050	Scope 2 total emissions	tCO2e	158.3895	Stand-alone en(cid:2462)ty	Absolute	To 2050	Reduce Scope 1 and Scope 2 by 25% by 2050.
Net-zero emissions by 2050	Scope 3 total emissions	tCO2e	37.8225	Stand-alone en(cid:2462)ty	Absolute	To 2050	Con(cid:2462)nue improving

							Scope 3 inventory and management.
Net-zero emissions by 2050	Total Scope 1, Scope 2, and Scope 3 emissions	tCO2e	198.263	Stand-alone en(cid:2462)ty	Absolute	To 2050	Progress toward long-term emissions reduc(cid:2462)on and net zero.

Other medium- and long-term indicators for transition risk, physical risk, and climate-related opportunities will be reviewed and adjusted as future trends become clearer. Employee awareness will also be strengthened through education and training.

4.3 Greenhouse Gas Management

Phoenix Tours follows the GHG Protocol and applies the operational-control approach to define its organizational boundary. The Company designated 2025 as its greenhouse gas inventory base year. In response to the sustainability roadmap for TWSE- and TPEx-listed companies, Phoenix Tours is accelerating inventory work to strengthen carbon-management capabilities ahead of regulatory deadlines.

In 2025, the Company completed inventories for Scope 1, Scope 2, and Scope 3, with emissions of 2.0512 tCO2e, 158.3895 tCO2e, and 37.8225 tCO2e, respectively. Third-party assurance will be introduced in accordance with the timetable of the competent authorities.

Management Policy and Actions The Company's greenhouse gas strategy is to improve operating energy efficiency, implement energy-conservation measures at all Taiwan locations, reduce Scope 2 emissions, expand digital services such as apps and electronic contracts, support low-carbon transportation through SAF cooperation, and explore carbon-neutral solutions through carbon credits.

Energy-conservation and Carbon-reduction Plan Using 2025 as the base year, Phoenix Tours has initially set a target to reduce emissions by 1% each year and will review progress annually.

Greenhouse Gas Emissions and Intensity The inventory boundary covers all Taiwan operating locations: the Taipei headquarters and the Taoyuan, Hsinchu, Taichung, Chiayi, Tainan, and Kaohsiung branches. It includes Scope 1 direct emissions, Scope 2 energy- indirect emissions, and Scope 3 other indirect emissions. Covered gases are CO2, CH4, N2O, HFCs, PFCs, SF6, and NF3. Emission factors were taken from the latest Ministry of Environment greenhouse gas emission-factor table, and GWP values were based on IPCC AR6.

Year	Scope 1	Scope 2	Scope 3	Scope 1 + Scope 2	Emissions intensity (tCO2e per NT$ million revenue)
2025	2.0512	158.3895	37.8225	160.4410	0.0534
2024-restated	1.6087	159.6024	37.5098	161.2110	0.0531
2024-original	41.7267	166.6734	-	208.4001	0.0687

Restatement note: To improve comparability between 2024 and 2025, the Company recalculated 2024 emissions using the 2025 inventory basis, including consistent refrigerant classification, emission factors, and global warming potential values. The 2024 inventory was originally prepared under ISO 14064-1; the Company adopted the GHG Protocol in 2025 to align with regulatory expectations and future IFRS S1/S2 requirements.

Scope 3 Inventory

GHG Protocol category	Emission ac(cid:2462)vity	Emissions (tCO2e)
Category 3-Fuel- and energy-related ac(cid:2462)vi(cid:2462)es	Fuel- and energy-related ac(cid:2462)vi(cid:2462)es	37.8225

4.4 Energy Management

Energy-management Strategy As expectations for environmental protection and carbon reduction increase, energy conservation has become an important element of sustainable development in the tourism sector. Phoenix Tours promotes green tourism, environmental action, and clear environmental policies to reduce energy use and environmental impact.

Commitments Comply with environmental laws and implement green operations throughout the business.

Promote sustainable tourism and reduce carbon emissions.

Communicate environmental performance transparently.

Pursue continuous improvement and fulfill corporate social responsibility.

Encourage employee participation and cultivate an environmental culture.

Make environmental policies and information publicly accessible.

Management Practices Set indoor air-conditioning temperatures at an optimal 26°C, with curtains and insulation film installed where sunlight and heat load require them.

Clean and maintain air-conditioning equipment regularly to sustain efficient operation.

Implement waste sorting, reduction, and recycling.

Strengthen employee education, training, and emergency-response capabilities.

Conduct legally required workplace-environment testing and provide a safe and comfortable workplace.

Encourage employees to bring reusable bottles or mugs to internal meetings.

Turn off computers and monitors at the end of the workday.

Select appliances with energy-saving labels and use environmentally preferable toner and low-temperature fixing functions in multifunction printers.

2025 Actions Added one water dispenser with an automatic holiday sleep function.

Installed an automatic shutdown function on the chiller to prevent electricity waste.

Replaced server-room air-conditioning equipment with an energy-efficient model.

Installed three sensor-operated faucets and water-saving toilets.

Energy Use

Energy item	2025 use-original unit	2025 energy consump(cid:2462)on (GJ)	Percentage
Gasoline	519.97 liters	16.5038	1.35%
Electricity-renewable	0.00 kWh	0.0000	0.00%
Electricity-non-renewable	334,154.70 kWh	1,202.9569	98.65%
Total energy consumed	-	1,219.4607	100.00%
Energy intensity	-	0.4058 GJ per NT$ million revenue	-

Energy use = fuel consumption × fuel heating value. Heating-value coefficients are based on the Bureau of Energy table of unit heating values for energy products.

4.5 Water-resource Management

Water-saving Management Measures Phoenix Tours values the efficient use and protection of water resources and seeks to reduce impacts from operations and tourism activities. The Company improves internal management, introduces water-saving technology, encourages suppliers to adopt water-saving equipment and environmental measures, and promotes responsible water-use habits among travelers.

Low-flow faucets and water-saving systems are installed at offices and service locations. Phoenix Tours works with hotels and partners to promote rainwater collection and wastewater reuse where appropriate. It also incorporates water-resource protection into itinerary design, encourages ecotourism and lower-water-use activities, and reminds travelers to reuse towels, shorten showers, avoid unnecessary bottled water, use refill stations, and carry reusable bottles.

The Company will continue to improve monitoring and periodic evaluation and explore participation in community water-cleaning and wetland-protection projects with government, environmental organizations, and industry partners.

2025 Water Use Total water withdrawal in 2025 was 3.2135 thousand cubic meters. The Company has not yet established a quantitative water target.

Total Water Withdrawal

Withdrawal source	**2025 (thousand m³)**
Surface water	0
Groundwater	0
Seawater	0
Produced water	0
Third-party water	3.2135
Total water withdrawal	3.2135

All withdrawal was freshwater supplied by third parties.

Total Water Discharge

Discharge category	**2025 (thousand m³)**
Surface water	0
Groundwater	0
Seawater	0
Third-party water / sewer system	3.2135
Total water discharge	3.2135

Total Water Consumption

Water category	2025 (thousand m³)
Surface water	0
Groundwater	0
Seawater	0
Produced water	0
Third-party water	0
Total water consump(cid:2462)on	0

Phoenix Tours is an office-based service business with no production process or other high-water-use activities. Water is used mainly for employees' daily needs and office cleaning. Because there is no material recycling, product water content, or large-scale evaporation, most withdrawal is discharged through the sewer system; therefore, consumption is considered zero or extremely low under the Company's current methodology.

Water-stressed Areas

Item	2025 (thousand m³)
Surface-water withdrawal	0
Groundwater withdrawal	0
Seawater withdrawal	0
Third-party-water withdrawal	0
Total withdrawal	0
Total discharge	0
Total consump(cid:2462)on	0

According to the World Resources Institute Aqueduct Water Risk Atlas, the Company's operating locations are classified as Low-Medium water stress and are not considered water-stressed areas.

4.6 Waste Management

Phoenix Tours applies the principles of reduction, reuse, and recycling-the 3Rs-to reduce environmental impact from daily operations and travel services. Paperless office processes, appropriate waste sorting, environmental materials, reduced use of single-use items, and cooperation with public-welfare and recycling organizations are central to this approach.

The Company works with the Tzu Chi Foundation, whose teams periodically collect paper, plastic, metal, and electronic waste from Company premises and direct it into recycling systems. Travelers are encouraged to bring reusable cups, tableware, and shopping bags. Recycling stations are also available at selected offices and service locations.

Reduction and Recycling Measures Phoenix Tours continues to digitalize administrative processes. The Phoenix Mobile Cloud App provides digital travel information and online pre-departure briefings, replacing printed handbooks and materials and supporting the Company's Silver-Level Eco-Friendly Travel Agency certification.

Recycling equipment is provided at operating locations for paper, plastics, and electronic waste. Building-management companies arrange collection and disposal; Phoenix Tours does not directly operate waste-transport services.

Because actual waste quantities are not directly available from building management, the Company estimates non-hazardous waste using the annual contracted maximum collection quantity of 3 metric tonnes. General waste is incinerated, while recyclables such as paper and PET bottles are recycled.

2025 Waste Generated

Waste type	Direct treatment method	2025 quan(cid:2462)ty
Hazardous industrial waste	Incinera(cid:2462)on with energy recovery	0.00 t
Hazardous industrial waste	Incinera(cid:2462)on without energy recovery	0.00 t
Hazardous industrial waste	Landfill	0.00 t
Hazardous industrial waste	Other direct treatment	0.00 t
Hazardous industrial waste-total		0.000 t
Non-hazardous industrial waste	Incinera(cid:2462)on with energy recovery	3.00 t

Non-hazardous industrial waste	Incinera(cid:2462)on without energy recovery	0.00 t
Non-hazardous industrial waste	Landfill	0.00 t
Non-hazardous industrial waste	Other direct treatment	0.00 t
Non-hazardous industrial waste-total		3.00 t

Waste-management Targets

Target horizon	Target
Short term	Con(cid:2462)nue paperless and digital opera(cid:2462)ons and reduce copier-paper purchases by 1% in 2027 compared with 2025.
Long term	Expand paperless and digital opera(cid:2462)ons and reduce copier-paper purchases by 3% in 2030 compared with 2025.

4.7 Supply-chain Management

Supply-chain Management Policy A travel agency's supply chain includes airlines, accommodations, ground operators, restaurants, attractions, and other multi-tier service providers. Phoenix Tours works closely with partners to integrate environmental and social responsibility into service delivery. The Company has signed the Global Code of Ethics for Tourism and seeks to reduce adverse impacts on local culture and cultural assets, promote sustainable tourism, alleviate poverty, and improve international understanding.

When selecting partners, Phoenix Tours gives preference to energy-efficient transportation providers, hotels with green certification, and community-based itinerary partners. Key 2025 actions included incorporating ESG- aligned products and suppliers, clearly disclosing environmental measures on domestic-tour product pages, and using certified sustainable destinations, attractions, venues, and accommodations.

1. ESG Travel Products and Supplier Cooperation

The Company continued to offer green-tourism products certified by the Ministry of Environment and activity programs for corporate customers covering ESG, environmental protection, and social participation. It also maintained its Silver-Level Eco-Friendly Travel Agency certification.

2. Clear Environmental Disclosures for Domestic Products

Domestic-tour product pages disclose plastic-reduction, waste-reduction, energy-saving, and low-carbon measures. Travelers are encouraged to bring toiletries, reusable cups, and non-disposable tableware; packaged drinking water is not provided proactively; guests staying multiple nights are encouraged not to replace sheets and towels unnecessarily; public transportation to meeting points is encouraged; and travelers are encouraged to purchase local agricultural products and handicra[s.

3. Certified Sustainable Destinations and Resources

Itineraries increasingly incorporate destinations, attractions, venues, and accommodations with sustainability certification. Examples include destinations with GSTC-recognized status, attractions and hotels with green- tourism labels, and national attractions certified under the ISO 20121 Sustainable Event Management System.

Supplier-selection Principles Suppliers are selected primarily for their ability to cooperate closely and provide the products and services required for Company-operated and package tours. Basic criteria include:

Sound industry reputation

Strong willingness to cooperate and efficient operations

Reasonable pricing

Stable quality and good service attitude

Effective communication and coordination

Procurement decisions are evaluated across six dimensions: Quality (Q), Cost (C), Delivery (D), Service (S), Management (M), and Environment (E).

Supplier Qualification, Tracking, and Assessment Annual qualification review: Each December or during a department's low season, assessors re-evaluate suppliers using a qualification-assessment form.

Quality and document management: Responsible employees periodically review product quality and retain relevant documentation.

Responsibility and corrective action: When a complaint is attributable to a supplier, the supplier must submit corrective and preventive actions using a supplier-improvement request form. Results are recorded in the supplier master-data file.

2025 Supplier Assessment

Assessment item	Result
Suppliers subject to annual sustainability assessment	3,890, represen(cid:2462)ng 100% of all suppliers
Assessment dimensions	Sustainability indicators, an(cid:2462)-corrup(cid:2462)on, human rights, personal-data protec(cid:2462)on, professional competence, payment terms, service efficiency, financial soundness, reasonable pricing, service quality, and complaint handling
Suppliers mee(cid:2462)ng the standard	100%

Short-, Medium-, and Long-term Targets

Target type	Target	2025 achievement
Short term	Conduct sustainability reviews of new suppliers, include sustainability management in supplier evalua(cid:2462)on, and perform periodic performance reviews.	Sustainability reviews were completed for 110 new suppliers, represen(cid:2462)ng 100% of new suppliers. All passed the environmental, social, and governance sec(cid:2462)ons of the sustainability assessment. Periodic performance reviews were also completed for 3,780 exis(cid:2462)ng suppliers,

		represen(cid:2462)ng 100% of the applicable supplier popula(cid:2462)on. Improvement tracking mechanisms were maintained.
Medium and long term	Incorporate sustainability standards into all supplier evalua(cid:2462)ons, improve supplier compliance with sustainable-development standards, reduce supply-chain emissions, and increase awareness of supply-chain responsibility.	In progress.

5. EMPLOYEE RELATIONS

5.1 Employee Profile

Phoenix Tours is committed to a safe, harmonious, and fulfilling workplace centered on employees. The Company provides fair and friendly employment opportunities, implements gender equality, and builds a culture of respect and trust. Competitive compensation and benefits are used to strengthen belonging, reduce turnover, and support stable growth.

A comprehensive education and training system supports professional development and employability. Transparent promotion and career-planning mechanisms provide fair development opportunities, while regular labor- management communication enables the Company to listen and respond to employee needs. Occupational health and safety are managed in accordance with Taiwan's Occupational Safety and Health Act.

The Management Division is responsible for employee-related matters and may be contacted at info@phoenix.com.tw.

Human-rights Protection Phoenix Tours formulated its Human Rights Policy with reference to the Universal Declaration of Human Rights, the United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and applicable Taiwan labor laws. The policy was signed and announced by the Chairman.

Human-rights commitment	Descrip(cid:2462)on
Eliminate discrimina(cid:2462)on	Compensa(cid:2462)on, employment, and promo(cid:2462)on decisions are not differen(cid:2462)ated on the basis of gender, age, religion, race, marital status, disability, or poli(cid:2462)cal posi(cid:2462)on.
Prohibit forced labor and child labor	All forms of forced labor are prohibited, and recruitment is conducted in accordance with applicable laws.
Respect freedom of associa(cid:2462)on and employee expression	Labor-management mee(cid:2462)ngs are held regularly, and formal channels are provided for sugges(cid:2462)ons and grievances.
Maintain workplace dignity and safety	A wri(cid:130)en statement prohibi(cid:2462)ng workplace sexual harassment was established under the Act of Gender

	Equality in Employment.
Care for disadvantaged groups and ensure fair treatment	The Company supports employment opportuni(cid:2462)es for disadvantaged groups and provides equal opportunity.

The human-rights and anti-sexual-harassment policies apply to managers, employees, job applicants, dispatched workers, customers, and third parties involved in business dealings. They also extend to affiliates, suppliers, contractors, and business partners. The Management Division is the responsible unit, with department heads assisting implementation.

New employees and existing staff are informed about:

the Human Rights Policy;

labor rights and applicable laws;

grievance and reporting channels;

measures for preventing workplace sexual harassment; and

the prohibition of retaliation.

The Company continued internal bulletin-board communication and used weekly meetings to promote these topics in 2025.

Grievance and Reporting Channels

Channel	Details
Sexual-harassment grievance mailboxes	info@phoenix.com.tw; erik.tsai@phoenix.com.tw
Direct supervisor	Employees may present concerns directly to their supervisor.
Dedicated Human Resources contact	02-2537-8146; 02-2537-8243

Phoenix Tours protects whistleblower identity and prohibits retaliation. Substantiated cases may lead to disciplinary action, demerits, or dismissal depending on severity. No human-rights violations or discrimination incidents were recorded during 2025.

Human-rights Due Diligence The Company's due-diligence process is based primarily on the EU Corporate Sustainability Due Diligence Directive and the OECD Due Diligence Guidance for Responsible Business Conduct. It covers all employees and first-tier suppliers.

Step	Descrip(cid:2462)on
1. Iden(cid:2462)fy and assess	Iden(cid:2462)fy adverse human-rights impacts in opera(cid:2462)ons and the supply chain.
2. Cease, prevent, and mi(cid:2462)gate	Implement mi(cid:2462)ga(cid:2462)on and remedial measures for adverse impacts.
3. Track	Track implementa(cid:2462)on and effec(cid:2462)veness.
4. Communicate	Disclose relevant informa(cid:2462)on.

Human-rights topics identified in 2025 were:

Group assessed	Topics iden(cid:2462)fied	High-risk ranking
Employees	Reasonable working hours; health and safety; privacy	1. Health and safety; 2. reasonable working hours; 3. privacy
First-(cid:2462)er suppliers	Reasonable working hours; privacy	1. Reasonable working hours; 2. privacy

Questionnaires were distributed to employees and first-tier suppliers. A risk matrix was produced using likelihood and impact, and high-likelihood, high-impact topics were prioritized.

Group	High-risk topic	Remedial measure	Risk mi(cid:2462)ga(cid:2462)on
Employees	Health and safety	Increase inspec(cid:2462)ons and training in areas where injury may occur, with a goal of zero occupa(cid:2462)onal injuries.	Strengthen office-safety inspec(cid:2462)ons and provide employee health examina(cid:2462)ons.

Employees	Reasonable working hours	Monitor over(cid:2462)me and employee feedback.	Review over(cid:2462)me regularly to assess workload alloca(cid:2462)on and collect employee opinions through mul(cid:2462)ple communica(cid:2462)on channels.
Employees	Privacy	Ac(cid:2462)vate incident repor(cid:2462)ng and response procedures immediately in the event of a data leak and take correc(cid:2462)ve or compensatory ac(cid:2462)on as required by law.	Con(cid:2462)nue periodic security training and simula(cid:2462)ons; use access controls and approval processes for data access, internal sharing, and external transmission.
Suppliers	Reasonable working hours	Require suppliers without effec(cid:2462)ve working-hour management to improve scheduling under the supplier code of conduct.	Review supplier scheduling, over(cid:2462)me, and leave prac(cid:2462)ces on an irregular basis for legal compliance.
Suppliers	Privacy	If personal data are leaked or traveler data are misused, immediately ini(cid:2462)ate repor(cid:2462)ng, classify the event, determine the scope, and conduct follow-up handling.	Strengthen review of data security and privacy policies in supplier assessments.

The effectiveness of mitigation and remedial measures is reviewed annually and reported to the Sustainability Development Committee. Employees, suppliers, and other stakeholders may report unlawful conduct or human-rights violations through the grievance hotline: 02-2537-8146 / 02-2537-8243.

Employee Statistics As of December 31, 2025, Phoenix Tours employed 128 people, compared with 119 in 2024. Men represented 26.56% and women 73.44% of employees. Women represented approximately 70% of management positions. Employment remained predominantly long-term and stable, with 126 indefinite-term employees and two fixed-term industry-academia participants. The Company also had one non-employee worker, a cleaner engaged through a staffing company or contractor.

All senior executives at Taiwan operating locations were local hires. Senior executives are defined as vice-president level and above.

Employees by Contract Type, Gender, and Location

Category	2024 indefinite-term	2024 fixed-term	2025 indefinite-term	2025 fixed-term
Men	32	1	34	0
Women	85	1	92	2
Total	117	2	126	2
Taipei	84	2	84	1
Taoyuan	8	0	8	0
Hsinchu	7	0	5	1
Taichung	9	0	10	0
Chiayi	5	0	5	0
Tainan	1	0	6	0
Kaohsiung	3	0	8	0
Overseas	0	0	0	0

Employees by Employment Type, Gender, and Location

Category	2024 full-(cid:2462)me	2024 part-(cid:2462)me	2025 full-(cid:2462)me	2025 part-(cid:2462)me
Men	34	0	34	0
Women	82	3	92	2
Total	116	3	126	2
Taipei	83	3	84	1
Taoyuan	8	0	8	0
Hsinchu	7	0	5	1
Taichung	9	0	10	0
Chiayi	5	0	5	0
Tainan	1	0	6	0
Kaohsiung	3	0	8	0
Overseas	0	0	0	0

Employee counts are based on the total workforce as of December 31. Indefinite-term employees are regular employees. Fixed-term employees include temporary, seasonal, project-based, and replacement employees. Full- time employees work the statutory full-time schedule; part-time employees work less than the statutory full-time schedule.

5.2 Talent Attraction and Retention

Phoenix Tours believes that talent from diverse backgrounds stimulates innovation and supports competitiveness. The Company's recruitment and appointment policies emphasize equal treatment, transparent evaluation and reward systems, competitive compensation and benefits, open promotion information, education and training, and multiple channels for employee communication.

Employee Turnover The workforce continued to grow in 2025. The new-hire rate was 14.84%, the turnover rate was 19.53%, and the involuntary-turnover rate was 0%. Turnover increased from 15.97% in 2024, mainly because of personal career planning and changes in labor-market opportunities. The Company continues to provide training and career-development opportunities and will monitor turnover trends and optimize retention measures.

New Hires-Regular Employees in Taiwan

Year	Women	Men	Total	Under 30	Age 31-50	Age 51+	Total
2024-number	14	4	18	11	6	1	18
2024-rate	11.76%	3.36%	15.13%	9.24%	5.04%	0.84%	15.13%
2025-number	14	5	19	10	6	3	19
2025-rate	10.94%	3.91%	14.84%	7.81%	4.69%	2.34%	14.84%

Internal transfers among group affiliates are treated as group workforce deployment and are excluded from new-hire and termination statistics.

Departures-Regular Employees in Taiwan

Year	Women	Men	Total	Under 30	Age 31-50	Age 51+	Total
2024-number	14	5	19	8	5	6	19
2024-rate	11.76%	4.20%	15.97%	6.72%	4.20%	5.04%	15.97%
2025-number	16	9	25	12	10	3	25
2025-rate	12.50%	7.03%	19.53%	9.38%	7.81%	2.34%	19.53%

Departures include voluntary resignation, dismissal, and retirement.

Employee Benefits and Retention Measures Compensation is based on annual operating targets, Company profitability, length of service, education, experience, and professional capabilities. Compensation and employment decisions are not differentiated on the basis of physical or psychological characteristics. Average and median annual compensation for non-managerial employees continued to rise, providing greater economic security and supporting retention.

Full-time Non-managerial Employee Compensation

Unit: NT$ thousand

Year	Number of employees	Average compensa(cid:2462)on	Median compensa(cid:2462)on
2024	89	604	583
2025	107	628	605
Difference	20.2%	4.00%	3.80%

Employee Welfare Committee and Benefits The Company has established an Employee Welfare Committee in accordance with law. Welfare funds contributed by the Company and employees support festival bonuses or gi[s, employee travel, the annual spring banquet and prize drawings, wedding and funeral benefits, illness and emergency assistance, pre-employment and on-the-job training, and TOEIC support.

Except for performance bonuses, which apply only to regular employees, dispatched personnel receive the same benefits as regular employees.

Benefit category	Benefit	Major Taiwan opera(cid:2462)ng loca(cid:2462)ons
Medical insurance	Labor insurance and Na(cid:2462)onal Health Insurance	✓
Bonuses	Fes(cid:2462)val bonuses, performance bonuses, and long-service bonuses	✓

Recrea(cid:2462)on	Employee travel and discounts for employees and family members joining tours	✓
Subsidies	Wedding and funeral subsidies	✓
Health promo(cid:2462)on	Periodic health examina(cid:2462)ons	✓
Other	Annual spring banquet and Employee Stock Ownership Trust	✓

The Company does not currently provide life-insurance benefits. Participation in the Employee Stock Ownership Trust is voluntary, with employee contributions deducted from monthly salary according to job grade.

Parental-leave Return and Retention Employees of all genders may apply for unpaid parental leave. The Company protects employee rights during leave and supports return to the original position.

Item	2025 women	2025 men	2024 women	2024 men	2023 women	2023 men
Employees eligible to apply	0	0	0	0	1	0
Employees who applied	0	0	0	0	1	0
Employees expected to return (A)	0	0	0	0	1	0
Employees who returned as scheduled (B)	0	0	0	0	1	0
Employees returning in the prior year (C)	0	0	0	0	1	0
Returnees retained for at	0	0	0	0	1	0

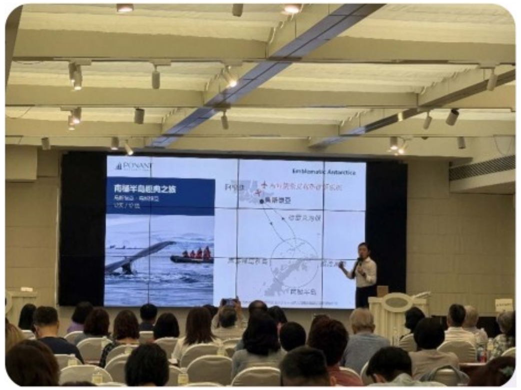
least one year (D)						
Return-to-work rate (B/A)	0%	0%	0%	0%	100%	0%
Reten(cid:2462)on rate (D/C)	0%	0%	0%	0%	100%	0%

Friendly Workplace Environment In addition to statutory marriage, maternity, paternity and prenatal-care, parental, and family-care leave, Phoenix Tours organizes activities that encourage interaction outside the workplace. In 2025, one beach-cleanup event was held for 30 employees, with approximately NT$30,000 in Company funding. Employee meals and other cross-departmental activities also supported interpersonal connection and organizational identification.

Talent Attraction and Retention-Management Summary

Item	Talent a(cid:130)rac(cid:2462)on and reten(cid:2462)on
Policy / commitment	Provide compe(cid:2462)(cid:2462)ve compensa(cid:2462)on and benefits, transparent and fair appointment systems, and a diverse and inclusive workplace to a(cid:130)ract and retain capable employees.
Short-term target	Improve compensa(cid:2462)on and benefits compe(cid:2462)(cid:2462)veness and maintain new-hire and turnover rates within a reasonable range.
Medium- and long-term target	Con(cid:2462)nue improving reten(cid:2462)on systems and benefits so that turnover remains below the industry average.
Responsible unit / grievance mechanism	Sales Division / info@phoenix.com.tw
2025 resources	Employee sa(cid:2462)sfac(cid:2462)on survey; NT$389,000 contributed by the Company to the Employee Stock Ownership Trust, benefi(cid:2462)ng 112 employees.

Evalua(cid:2462)on / results	Average and median compensa(cid:2462)on for full-(cid:2462)me non-managerial employees increased; comprehensive benefits con(cid:2462)nued, including bonuses, travel subsidies, health examina(cid:2462)ons, and wedding and funeral assistance.



Employee Education and Training Talent development is the foundation of high-quality service. The Company's learning strategy centers on on-the-job training and combines orientation, professional training, and management training. Annual plans are developed according to business needs and long-term career-development objectives.

New-employee orientation introduces departmental responsibilities, operating models, and service standards. A mentoring system assigns experienced employees to provide immediate guidance and support.

Training-management Summary

Item	Employee educa(cid:2462)on and training
Policy / commitment	Provide con(cid:2462)nuous training to improve skills and knowledge, support poten(cid:2462)al in a rapidly changing market, and improve customer service.
Short-term target	Improve the professional skills of all employees; employees in opera(cid:2462)ng units par(cid:2462)cipate weekly in

	skills or knowledge training.
Medium- and long-term target	Establish complete development paths; ensure all employees complete annual advanced professional training; establish an internal knowledge-sharing pla(cid:127)orm for cross-departmental learning.
Responsible unit / grievance mechanism	Sales Division / info@phoenix.com.tw
2025 resources	Six external training and professional-development courses.
Evalua(cid:2462)on / results	Conduct post-training sa(cid:2462)sfac(cid:2462)on surveys and review courses for improvement.

Digital Learning and e-Learning Pla orm

Employees can use the Company's e-Learning pla orm flexibly according to personal needs and schedules. Courses cover professional skills, service techniques, management knowledge, and foreign-language learning.

Internal Training for Tour Leaders

Latest tourism-information courses to strengthen destination and market knowledge.

Crisis-management training to improve emergency response and traveler protection.

Basic first-aid training to address potential health and safety events.

2025 Training Hours

Gender	Managers-employees	Non-managers-employees	Total employees	Managers-training hours	Non-managers-training hours	Total training hours
Women	37	57	94	498	1,181	1,679
Men	16	18	34	213	498	711
Total	53	75	128	711	1,679	2,390

Gender	Average hours-managers	Average hours-non-	Overall average

		managers	
Women	13.46	20.72	17.86
Men	13.31	27.67	20.91
Overall average	13.42	22.39	18.67

Managers are employees at deputy-manager level or above. Average hours equal total training hours for the category divided by the number of employees in the category.

Performance Appraisal Performance appraisal supports compensation decisions, employee growth, and career development. Under the Employee Appraisal Rules, evaluations are conducted every six months. In 2025, all employees completed the annual performance appraisal, for a coverage rate of 100%.

Employee category	Men	Share of men	Women	Share of women	Total	Share of workforce
Managers	16	47%	37	39%	53	41%
Non-managers	18	53%	57	61%	75	59%
Total	34	100%	94	100%	128	100%

Employee Satisfaction Survey

Item	2025 result
Popula(cid:2462)on	All 128 employees; 92 responses
Coverage rate	71.9%
Survey topics	Compensa(cid:2462)on and benefits, workplace environment, career development, iden(cid:2462)fica(cid:2462)on with corporate culture, and sustainable opera(cid:2462)ons
Responsible unit	Human Resources
Frequency	Annually

Survey period	January 1-December 31, 2025
Overall sa(cid:2462)sfac(cid:2462)on	4.05 out of 5

Overall results were favorable, with most items above 4.0. Organizational structure and division of responsibility, communication of important policies, and support for sustainability actions received higher ratings. Compensation, Company benefits, physical and mental health, and work-life balance were identified as priorities for improvement.

Planned improvements include explaining salary structure, adjustment principles, bonuses, and performance links more regularly; consolidating and communicating available benefits and eligibility; continuing normal- working-hour communication and health and care activities; and improving awareness of suggestion and grievance channels.

Employee Engagement Indicators

72.3% agreed that they were proud to be part of Phoenix Tours.

68.7% agreed with the Company's core values and management philosophy.

74.8% were willing to support and participate in sustainability actions at work.

Working-hours Management

Indicator	**2025 result**
Total working hours	247,848 hours
Average monthly working hours	161.4 hours per employee
Average monthly over(cid:2462)me	0.26 hours per employee
Percentage of billable hours	Not applicable; customers are not charged on an hourly basis

All employee working hours complied with applicable requirements, and no abnormal excessive-hour records were identified. Workforce deployment, process optimization, and digital operations are used to reduce overtime and promote work-life balance.

Employee Communication Channels Phoenix Tours holds labor-management meetings at least once every three months. Employer representatives include the President, the corporate-governance officer, and the head of Human Resources. Employees may also use the Employee Welfare Committee, direct supervisors, internal announcements, email, interviews with managers, and dedicated complaint channels.

No labor disputes occurred in recent years. The Company has no labor union and received no collective-bargaining requests in 2025. For operational changes that may materially affect employee rights, the Company follows statutory notice periods and communicates the nature, scope, and protections through formal announcements, email, and interviews.

A spokesperson system and Legal unit receive employee complaints. Service hotlines: 02-2537-8146 / 02-2537-8243.

Post-employment Benefit Plans Employee Pension System

Taiwan employees are covered by the defined-contribution system under the Labor Pension Act. No employees remained under the former pension system in 2025. Since July 1, 2005, the Company has contributed 6% of each employee's monthly salary to the employee's individual account at the Bureau of Labor Insurance.

Defined-contribution expenses recognized in the consolidated statement of comprehensive income were:

Year	Pension expense
2025	NT$3,578,200
2024	NT$3,131,058

Employee Stock Ownership Trust

Phoenix Tours contributed NT$389,000 to the Employee Stock Ownership Trust in 2025, benefiting 112 employees. The mechanism supports retention, cohesion, alignment with long-term development, and sharing of operating results.

5.3 Employee Rights, Diversity, and Equality

Phoenix Tours seeks an inclusive, fair, and respec ul environment in which every employee receives equal development opportunities and reasonable compensation regardless of background, gender, age, or group identity.

Employee Rights and Non-discrimination The Company prohibits discrimination, harassment, and unequal treatment based on race, gender, sexual orientation, religion, age, political inclination, or any other status protected by applicable law. No discrimination incidents or violations of employee human or labor rights occurred in 2025.

Diversity and Equality Measures The Company employed two people with disabilities in accordance with law.

Employee Nationality and Ethnicity Indicators

Category	**Percentage of all employees**	**Percentage of management posi(cid:2462)ons**
Republic of China na(cid:2462)onality	100%	100%
Foreign na(cid:2462)onality	0%	0%
Indigenous peoples	0%	0%

Women's Diversity Indicators

Indicator	**2024**	**2025**	**2030 target**
Women as percentage of total employees	63.86%	73.44%	-
Women as percentage of all managers	35.64%	69.81%	-
Women as percentage of first-line managers	14.36%	74.41%	-
Women as percentage of senior management-within two levels of CEO	13.37%	50.00%	20%
Women in revenue-genera(cid:2462)ng units	47.03%	81.39%	-
Women in STEM-related	0.00%	0.00%	0.5%

posi(cid:2462)ons			

Other Diversity Indicator

Category	Percentage of all employees in 2025
Persons with disabili(cid:2462)es	1.56%

Diversity of Governance Bodies and Employees

Group	Dimension	Category	2024 number	2024 percentage	2025 number	2025 percentage
Directors	Gender	Men	8	88.89%	8	88.89%
Directors	Gender	Women	1	11.11%	1	11.11%
Directors	Age	Under 30	0	0%	0	0%
Directors	Age	30-50	3	33.33%	2	22.22%
Directors	Age	Over 50	6	66.67%	7	77.78%
Directors	Educa(cid:2462)on	Graduate degree	5	55.56%	5	55.56%
Directors	Educa(cid:2462)on	College or university	4	44.44%	4	44.44%
Directors	Educa(cid:2462)on	Other	0	0.00%	0	0%
Employees	Gender	Men	33	27.73%	34	26.56%
Employees	Gender	Women	86	72.27%	94	73.44%
Employees	Age	Under 30	8	6.72%	9	7.03%
Employees	Age	30-50	56	47.06%	48	37.50%
Employees	Age	Over 50	55	46.22%	71	55.47%
Employees	Educa(cid:2462)on	Graduate degree	10	8.40%	10	7.81%
Employees	Educa(cid:2462)on	College or university	76	63.87%	91	71.10%

Employees	Educa(cid:2462)on	Other	33	27.73%	27	21.09%

Diversity and Equality-Management Summary

Item	Employee rights, diversity, and equality
Policy / commitment	Create a respec(cid:127)ul, inclusive, and equal workplace without differen(cid:2462)al treatment based on gender, age, ethnicity, na(cid:2462)onality, sexual orienta(cid:2462)on, disability, or other iden(cid:2462)ty.
Short-term target	Maintain diversity in na(cid:2462)onality, ethnicity, gender, age, and employment of people with disabili(cid:2462)es.
Medium- and long-term targets	By 2030, women to represent 20% of senior management and 0.5% of STEM-related posi(cid:2462)ons.
Responsible unit / grievance mechanism	Sales Division / info@phoenix.com.tw
2025 resources	Weekly communica(cid:2462)on and internal/external training on diversity, equality, human rights, and an(cid:2462)-discrimina(cid:2462)on; NT$50,020 invested in fair recruitment processes, improved job-descrip(cid:2462)on disclosure, and diversified recruitment channels.
Evalua(cid:2462)on / results	Annual disclosure and tracking of gender, na(cid:2462)onality, Indigenous status, disability, and age indicators.

5.4 Occupational Health and Safety

Phoenix Tours seeks to provide a healthy and safe workplace. Health examinations, education, environmental improvement, and preventive measures are used to reduce occupational injuries and disease.

Workplace Health and Safety Policy Under Taiwan's Regulations for Occupational Safety and Health Management, an organization with fewer than 300 employees is not required to establish an Occupational Safety and Health Committee. Because Phoenix Tours has more than 100 employees, it has appointed one Class A Occupational Safety and Health Affairs Manager to plan and execute health and safety work.

Area	Approach
Worker par(cid:2462)cipa(cid:2462)on, consulta(cid:2462)on, and communica(cid:2462)on	Employees may raise ques(cid:2462)ons or sugges(cid:2462)ons with direct supervisors through open communica(cid:2462)on channels.
Emergency drills	The Company par(cid:2462)cipates annually in building fire-defense drills. Training includes ex(cid:2462)nguisher use, sprinkler equipment, and emergency evacua(cid:2462)on. Employees a(cid:130)end on a rota(cid:2462)ng basis.
Healthy workplace	Workplace-health policies and ac(cid:2462)on plans follow domes(cid:2462)c law and relevant ILO and WHO principles and seek physical, mental, and organiza(cid:2462)onal well-being.

Healthy-workplace Programs Health Services

Conduct periodic health-risk assessments and workplace-hazard identification and provide improvement and follow-up recommendations.

Replace office water-dispenser filters every six months.

Increase travel-industry liability-insurance coverage for tour leaders on assignment.

Health Education

Hold occupational health and safety lectures and health-promotion activities.

Support healthy habits and reduce the effect of health problems on work performance.

Healthy Work Environment

Engage professional companies quarterly for disinfection, pest and rodent control, and air-conditioner filter cleaning.

Maintain an office security system to protect property and employees working at night or on holidays.

Promote exercise through the Phoenix employee sports club and road-race subsidies.

2025 Healthy-workplace Results The Company organized the "Adding Years to Life, Taking Pounds off People" weight-loss competition. The President participated as a role model. A total of 67 employees joined, losing a combined 198.7 kilograms, and NT$100,000 in prizes was distributed.

Phoenix Tours received the Ministry of Education's Sports Enterprise Certification Award in 2022. The Company will continue working toward its vision of "Healthy Employees, Sustainable Enterprise."

Occupational Injuries Total working hours in 2025 were 247,848 hours. No fatalities, serious occupational injuries, or other recordable occupational injuries occurred.

Year	Total working hours	Fatali(cid:2462)es	Serious occupa(cid:2462)onal injuries excluding fatali(cid:2462)es	Recordable occupa(cid:2462)onal injuries	Fatality rate	Serious injury rate	Recordable injury rate

2025	247,848	0	0	0	0%	0%	0%

Recordable and serious-injury rates are calculated per 1,000,000 working hours. Working hours for non-employee workers were not recorded; no occupational injuries involving non-employee workers occurred in 2025. A serious occupational injury is one from which a worker cannot recover, such as amputation, or cannot or is unlikely to recover to the pre-injury health condition within six months, such as a complicated fracture.

Occupational Health and Safety Training Employees participated in occupational safety, emergency response, and health-promotion training totaling five hours in 2025.

Course	Sessions	Par(cid:2462)cipants	Training hours
Fire evacua(cid:2462)on and emergency response	1	Selected employees	1
CPR and AED	1	Selected employees	4

Occupational Health and Safety-Management Summary

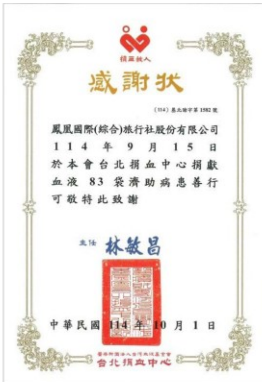
Item	Occupa(cid:2462)onal health and safety
Policy / commitment	Maintain a safe, healthy, and secure workplace through health promo(cid:2462)on, risk management, and safety educa(cid:2462)on.
Short-term target	Maintain zero occupa(cid:2462)onal accidents and con(cid:2462)nue health-promo(cid:2462)on programs.
Medium- and long-term target	Establish a comprehensive occupa(cid:2462)onal health and safety management system and increase employee par(cid:2462)cipa(cid:2462)on in health-promo(cid:2462)on programs.
Responsible unit / grievance mechanism	Sales Division / info@phoenix.com.tw
2025 resources	Health-examina(cid:2462)on subsidies; five hours of training; quarterly disinfec(cid:2462)on, environmental

	cleaning, air-condi(cid:2462)oner filter cleaning, water-filter replacement, and security-system maintenance.
Evalua(cid:2462)on / results	Annual health and safety performance tracking, health-ac(cid:2462)vity sta(cid:2462)s(cid:2462)cs, and annual emergency-response drills.

6. SOCIAL INVESTMENT AND PARTICIPATION

6.1 Social Investment and Participation - 91

6.2 Social Connections - 93


感謝狀

鳳凰國際(綜合)旅行社股份有限公司
114 年 9 月 15 日
於本會台北捐血中心捐獻
血液 83 袋濟助病患善行
可敬特此致謝

主任 林敏昌

中華民國 114 年 10 月 1 日

台北捐血中心

Phoenix Tours recognizes that business is an important social resource and follows the principle of "giving back to the society from which we benefit." The Company regards corporate social responsibility as central to sustainable operations and works with local organizations around its operating locations to direct resources to people who genuinely need support.

Phoenix Tours is a travel-service business whose main offices are located in urban commercial buildings. It does not conduct manufacturing, construction, or development activities and has no community facilities with potential environmental impacts. None of the Company's seven Taiwan operating locations was required to conduct an environmental or social impact assessment during the reporting period, and no community grievances or disputes were recorded.

6.1 Social Investment and Participation

The Phoenix Tours Foundation was established by Phoenix Tours International, Inc. with total donated capital of NT$5 million from the Company and founder Mr. Chin-Ming Chang. Since its establishment in 1995, the Foundation has organized public-welfare travel programs to promote accessible tourism and improve the overall quality of tourism.

Caring for Veterans and Senior Residents-Travel Equality To celebrate Veterans Day in 2025, the Phoenix Tours Foundation sponsored a one-day micro-trip for the Tainan Jiali Veterans Home on October 27. Approximately 60 senior residents and staff visited the Huwei Sugar Factory, Jianguo Military Dependents' Village, and Jophielle Castle in Chiayi. By drawing on its core travel expertise, the Company helped senior residents enjoy nature, relaxation, and companionship.

Supporting Grassroots Sports and Future Talent The Foundation has long sponsored the badminton team of Rixin Elementary School in Taipei. In 2025, the team won the 16th Moya Cup National Elementary School Age-group Badminton Championship for the second consecutive year.

Employee Participation in Blood Donation On September 15, 2025, Phoenix Tours organized a blood drive for employees and members of the public. A total of 83 bags of blood were collected, and the Taipei Blood Center presented the Company with a special certificate of appreciation.

Laomei Green Reef Beach Cleanup In December 2025, 30 employees participated in a beach-cleanup activity at Laomei Green Reef on Taiwan's northeast coast. Participants removed 110 kilograms of waste, combining environmental education, teamwork, and practical action.

Protecting Keelung Islet with National Taiwan Ocean University Phoenix Tours partnered with National Taiwan Ocean University in a cleanup of Keelung Islet. A total of 150 students, faculty members, and industry participants joined the activity. The event combined industry, government, and academic resources, reduced the impact of marine debris, and supported local sustainable tourism. National Taiwan Ocean University also connects local fisheries, fishing villages, and fishers through its university social responsibility programs.

Encouraging Exercise and Employee Well-being The Employee Welfare Committee subsidized employee participation in the EVA Air City Marathon in 2025. Registration and related subsidies totaled NT$17,780.

Future Outlook and Management Summary Phoenix Tours and the Phoenix Tours Foundation will continue to fulfill social responsibility through public-welfare and sustainability initiatives, making travel not only a way to explore the world, but also a force for creating a better society.

Item	Social investment and par(cid:2462)cipa(cid:2462)on

Policy / commitment	Follow the principle of giving back to society and invest in public welfare, local care, and the promo(cid:2462)on of sustainable tourism.
Short-term target	Con(cid:2462)nue public-welfare events, blood drives, accessible-tourism promo(cid:2462)on, and support for grassroots educa(cid:2462)on.
Medium- and long-term target	Deepen community engagement and expand the impact of accessible tourism, support for disadvantaged groups, grassroots sports, and educa(cid:2462)on; strengthen the Founda(cid:2462)on's role in sustainable tourism and social welfare.
Responsible unit / grievance mechanism	Sales Division / info@phoenix.com.tw
2025 resources	Founda(cid:2462)on projects for accessible tourism, community care, and talent development; community and public-welfare ac(cid:2462)vi(cid:2462)es, including the Veterans Day micro-trip and blood drive. Total investment: NT$883 thousand.
Evalua(cid:2462)on / results	Annual sta(cid:2462)s(cid:2462)cs on social-welfare results.

6.2 Social Connections

Community Risk and Opportunity Assessment The Company defines its communities as the municipalities and surrounding areas of its headquarters and branch locations: Taipei, Taoyuan, Hsinchu, Taichung, Chiayi, Tainan, and Kaohsiung. It considers the effects of operations on local employment, talent development, and industry connections.

Tourism depends heavily on professional service talent. Insufficient links with schools and local communities could create talent gaps and weaken industry development and community identification. Conversely, industry- academia cooperation, internships, and campus exchanges improve youth employability, develop local talent, and strengthen positive interaction between the Company and its communities.

2025 Industry-academia Cooperation

Category	School	Par(cid:2462)cipants	Period
Industry-academia coopera(cid:2462)on	Shih Hsin University	2	2025-02-17 to 2025-06-08
Industry-academia coopera(cid:2462)on	Jinwen University of Science and Technology	2	2024-09-02 to 2025-02-10; 2025-01-01 to 2025-06-30
Industry-academia coopera(cid:2462)on	Yu Da University of Science and Technology	1	2025-12-01 to 2026-05-31
Industry-academia coopera(cid:2462)on	China University of Technology	1	2025-02-01 to 2025-06-30
Total		6	

Through these measures, Phoenix Tours strengthens links with academic institutions and young people, expands the foundation for developing tourism and service professionals, and supports community development and industry sustainability.

7. APPENDICES

GRI Standards Content Index

Item	Statement
Statement of use	Phoenix Tours reported in accordance with the GRI Standards for the period January 1-December 31, 2025.
GRI 1 used	GRI 1: Founda(cid:2462)on 2021
Applicable GRI Sector Standard	None

GRI 2: General Disclosures 2021

Topic	Disclosure	Disclosure (cid:2462)tle	Corresponding sec(cid:2462)on	Original page
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Organiza(cid:2462)on and repor(cid:2462)ng prac(cid:2462)ces	2-3	Repor(cid:2462)ng period, frequency, and contact point	About This Report	III
Organiza(cid:2462)on and repor(cid:2462)ng prac(cid:2462)ces	2-4	Restatements of informa(cid:2462)on	About This Report	III
Organiza(cid:2462)on and repor(cid:2462)ng prac(cid:2462)ces	2-5	External assurance	About This Report	III
Ac(cid:2462)vi(cid:246	2-6	Ac(cid:2462)vi(cid:246	1.1.5 Industry	11

2)es and workers		2)es, value chain, and other business rela(cid:2462)onships	Overview	
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Governance	2-9	Governance structure and composi(cid:2462)on	2.1.1 Board of Directors	14
Governance	2-10	Nomina(cid:2462)on and selec(cid:2462)on of the highest governance body	2.1.1 Board of Directors	14
Governance	2-11	Chair of the highest governance body	2.1.1 Board of Directors	14
Governance	2-12	Role of the highest governance body in overseeing the management of impacts	2.1.2 Func(cid:2462)onal Commi(cid:130)ees	19
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Governance	2-16	Communica(cid:2462)on of cri(cid:2462)cal concerns	2.1.2 Func(cid:2462)onal Commi(cid:130)ees	19
Governance	2-17	Collec(cid:2462)ve knowledge of the highest governance body	2.1.1 Board of Directors	14
Governance	2-18	Evalua(cid:2462)on of the performance of the highest governance body	2.1.1 Board of Directors	14
Governance	2-19	Remunera(cid:2462)on policies	2.1.2 Func(cid:2462)onal Commi(cid:130)ees	19
Governance	2-20	Process to determine remunera(cid:2462)on	2.1.2 Func(cid:2462)onal Commi(cid:130)ees	19
Governance	2-21	Annual total compensa(cid:2462)on ra(cid:2462)o	Confiden(cid:2462)al; compensa(cid:2462)on is within the Company's confiden(cid:2462)al informa(cid:2462)on and is not disclosed	22
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Strategy, policies, and prac(cid:2462)ces	2-26	Mechanisms for seeking advice and raising concerns	2.1.4 Repor(cid:2462)ng and Preven(cid:2462)on	26
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303-4	Water discharge	4.5.1 Water-saving Management Measures	66
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403-5	Worker training on occupa(cid:2462)onal health and safety	5.4.2 Occupa(cid:2462)onal Health and Safety Training	89
403-6	Promo(cid:2462)on of worker health	5.4.1 Workplace Health and Safety Policy	86
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413-1	Opera(cid:2462)ons with local community engagement, impact assessments, and development programs	6.1.1 Local Communi(cid:2462)es	91
418-1	Substan(cid:2462)ated complaints concerning breaches of customer privacy and losses of customer data	2.5.2 Informa(cid:2462)on Security and Customer Privacy	33

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Topic	Metric	Type	Unit	Code	Correspondin g sec(cid:2462)o n	Original page
Data security	Descrip(cid:2462)on of approach to iden(cid:2462)fying and addressing data-security risks	Discussion and analysis	Not applicable	SV-PS-230a.1	2.5.2 Informa(cid:2462)on Security and Customer Privacy	33
Data security	Descrip(cid:2462)on of policies and prac(cid:2462)ces rela(cid:2462)ng to collec(cid:2462)on, use, and reten(cid:2462)on of customer informa(cid:2462)on	Discussion and analysis	Not applicable	SV-PS-230a.2	2.5.2 Informa(cid:2462)on Security and Customer Privacy	34
Data security	(1) Number of data breaches; (2) percentage involving (a) confiden(cid:2462)al business	Quan(cid:2462)ta(cid:2462)ve	Number; percentage	SV-PS-230a.3	2.5.2 Informa(cid:2462)on Security and Customer Privacy	35

	informa(cid:2462)on and (b) personally iden(cid:2462)fiable informa(cid:2462)on; (3) number of (a) clients and (b) individuals affected					
Workforce diversity and engagement	Percentage representa(cid:2462)on of gender and diverse groups for (a) execu(cid:2462)ve management, (b) non-execu(cid:2462)ve management, and (c) all other employees	Quan(cid:2462)ta(cid:2462)ve	Number; percentage	SV-PS-330a.1	5.1.2 Employee Sta(cid:2462)s(cid:2462)cs	75
Workforce diversity and engagement	Employee (1) voluntary and (2) involuntary turnover rate	Quan(cid:2462)ta(cid:2462)ve	Number; percentage	SV-PS-330a.2	5.1.2 Employee Sta(cid:2462)s(cid:2462)cs	77
Workforce	Employee	Quan(cid:2462)	Number;	SV-PS-330a.3	5.1.2 Employee	82

diversity and engagement	engagement percentage	ta(cid:2462)ve	percentage		Sta(cid:2462)s(cid:2462)cs	
Professional integrity	Descrip(cid:246 2)on of approach to ensuring professional integrity	Discussion and analysis	Not applicable	SV-PS-510a.1	2.1.3 Ethical Management and Regulatory Compliance	24
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Ac(cid:2462)vity metric	**Code**	**Type**	**Unit**	**Corresponding sec(cid:2462)on**	**Original page**
Number of employees by (1) full-(cid:2462)me and part-(cid:2462)me, (2) temporary, and (3) contract	SV-PS-000.A	Quan(cid:2462)ta(cid:2462)ve	Number	5.1.2 Employee Sta(cid:2462)s(cid: 2462)cs	75
Employee hours worked and percentage of	SV-PS-000.B	Quan(cid:2462)ta(cid:2462)ve	Hours; percentage	5.2 Talent A(cid:130)rac(cid:2 462)on and	82

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Cross-industry metric	Climate-related opportuni(cid:2462)es	4.2.2 Climate Strategy	50

Cross-industry metric	Capital deployment	4.2.3 Climate-risk Management	58
Cross-industry metric	Internal carbon price	4.2.3 Climate-risk Management	58
Cross-industry metric	Remunera(cid:2462)on	4.2.3 Climate-risk Management	58

Climate-related Guidance for Listed and OTC Companies

Item	Implementa(cid:2462)on / corresponding sec(cid:2462)on	Original page
1. Describe Board and management oversight and governance of climate-related risks and opportuni(cid:2462)es.	4.2 Climate Change	49
2. Describe how iden(cid:2462)fied climate risks and opportuni(cid:2462)es affect the business, strategy, and financial posi(cid:2462)on over the short, medium, and long term.	4.2 Climate Change	49
3. Describe the financial effects of extreme climate events and transi(cid:2462)on ac(cid:2462)ons.	4.2 Climate Change	49
4. Describe how climate-risk iden(cid:2462)fica(cid:2462)on, assessment, and management are integrated into overall risk management.	4.2 Climate Change	49
5. When scenario analysis is used, describe scenarios, parameters,	4.2 Climate Change	49

assump(cid:2462)ons, factors, and principal financial effects.		
6. When a transi(cid:2462)on plan is used, describe the plan and the metrics and targets for physical and transi(cid:2462)on risks.	4.2 Climate Change	49
7. When internal carbon pricing is used, describe the basis for se(cid:2478)ng the price.	4.2 Climate Change	49
8. When climate-related targets are set, describe covered ac(cid:2462)vi(cid:2462)es and emission scopes, schedules, annual progress, and the use of carbon offsets or renewable energy cer(cid:2462)ficates.	4.3 Greenhouse Gas Management	63
9. Describe greenhouse gas inventory and assurance status and reduc(cid:2462)on targets, strategy, and ac(cid:2462)on plans.	4.3 Greenhouse Gas Management	63

Greenhouse Gas Inventory Information for the Most Recent Two Years The Company's greenhouse gas inventory was prepared under ISO 14064-1 in 2024 and changed to the GHG Protocol in 2025 to respond to regulatory requirements and prepare for alignment with IFRS S1 and IFRS S2. The boundary covers all Taiwan operating locations and includes Scope 1, Scope 2, and Scope 3. Emission factors are based on the latest Ministry of Environment table, and GWP values are based on IPCC AR6.

Year	Scope 1	Scope 2	Scope 3	Scope 1 + Scope	Emissions

				2	intensity
2024-original	41.7267	166.6734	-	208.4001	0.0687
2024-restated	1.6087	159.6024	37.5098	161.2110	0.0531
2025	2.0512	158.3895	37.8225	160.4410	0.0534

Scope 1 comprises direct emissions from sources owned or controlled by the Company. Scope 2 comprises indirect emissions from purchased electricity, heat, or steam. Scope 3 comprises other indirect emissions caused by Company activities from sources owned or controlled by other organizations. Emissions intensity is calculated using revenue in NT$ million.

The 2024 figures were restated using the 2025 calculation basis, including consistent refrigerant classification, emission factors, and GWP values.

Greenhouse Gas Reduction Targets, Strategy, and Action Plan The Company designated 2025 as its base year. Base-year Scope 1 emissions were 2.0512 tCO2e, and Scope 2 emissions were 158.3895 tCO2e, covering all Taiwan operating locations under the operational-control approach.

The Company plans to reduce Scope 1 and Scope 2 emissions by 5% by 2030 compared with the base year and by 25% by 2050. Because Phoenix Tours is a service business with relatively low direct emissions, targets will be reviewed on a rolling basis in light of Scope 3 inventory results and international trends.

Reduction measures include replacing high-energy-use equipment such as air-conditioning and lighting, strengthening office energy-efficiency management, gradually introducing smart energy monitoring, and evaluating green-electricity procurement and renewable energy where operating conditions and market supply permit. Annual progress will be tracked and reported to the Sustainability Development Committee.

Greenhouse Gas Assurance The Company's greenhouse gas inventory has not yet received third-party assurance. Assurance will be conducted in accordance with the applicable statutory timetable. The parent-company inventory and assurance information is expected to be disclosed in the 2027 annual report for 2026 data, and consolidated-company inventory and assurance information in the 2029 annual report for 2028 data, in accordance with the applicable roadmap and regulations.

PHOENIX TOURS INTERNATIONAL, INC.

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