

汎德永業汽車股份有限公司
Pan German Universal Motors Ltd.

2023 永續報告書 Sustainability Report



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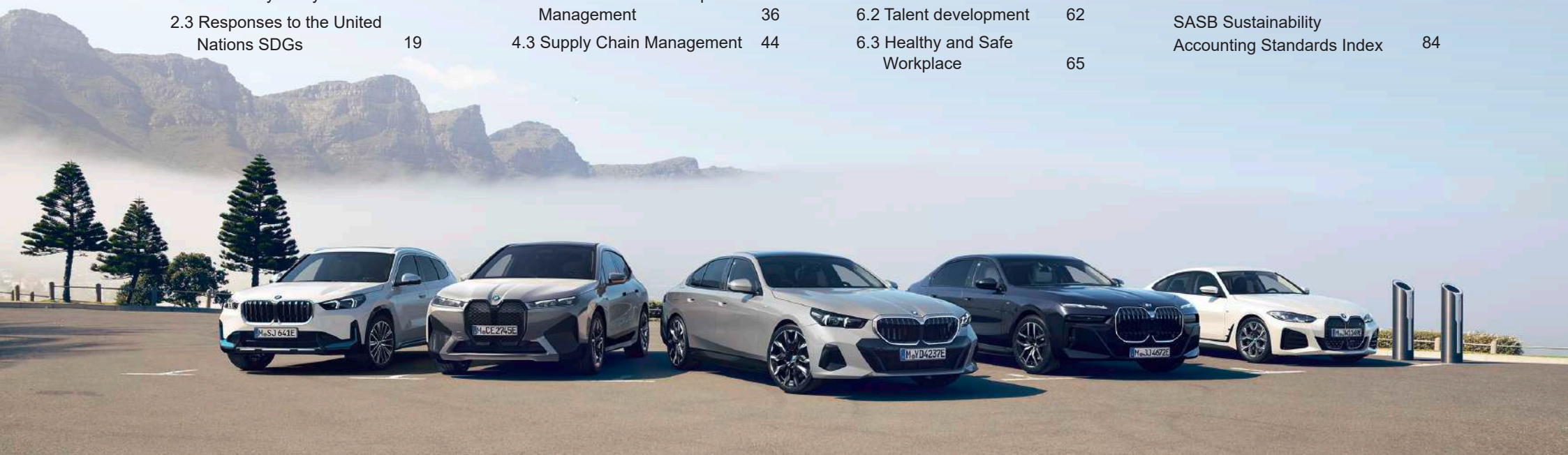
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Letter from the CEO

Demonstrating Our Commitment and Determination to Sustainable Practices



In 2024, Fonder Forever issued its first Sustainability Report (ESG) to fulfill its corporate social responsibility and achieve sustainable development. This report holds profound and significant meaning, internally and externally. Internally, it serves as a comprehensive assessment, examining our gaps and deficiencies on the path toward sustainable development, and laying the foundation for future improvements and enhancements. Externally, it marks our first disclosure to external stakeholders about our sustainability efforts, demonstrating our commitment and determination to sustainable practices.

Pan German Universal always adheres to the business philosophy of "Service leads, sales follow" which is not only our core principle but also our promise to every customer. For over forty years, we have earned the trust of countless customers by providing excellent after-sales service. We not only sell luxury imported cars from BMW, MINI, and Porsche but also focus on cultivating excellent talent, valuing employee welfare and operational safety, so as to enhance customer satisfaction and brand loyalty. Our goal is to become the market leader in the luxury car dealership industry. To achieve this, we continuously improve the quality of our services and products, constantly innovating to meet market challenges. At every step, we strive to bring the best cars and the highest quality service to our customers. We deeply understand that only by constantly pursuing excellence can we stand out in a competitive market.

Innovation is the key to achieving our business goals. In 2023, we launched several new energy vehicle models, including the third generation Porsche Cayenne E-Hybrid, the luxury sports sedan Panamera Turbo E-Hybrid, the first fully electric MINI Countryman integrating MINI's unique features with contemporary minimalist aesthetics along with safety equipment and digital experience, and the BMW all-electric SUV iX1, executive all-electric sedan i5 and luxury all-electric sedan i7. These innovative products not only meet market demands but also align with current environmental trends, leading market trends and boosting our sales performance, showcasing our leading position in the electric vehicle field.

In response to the global goal of net-zero carbon emissions by 2050, we are actively embracing the era of electric vehicles. The electric vehicle market in Taiwan has also reached a new milestone, with the number of registered vehicles significantly increasing. In 2023, nearly twenty-five thousand electric vehicles were sold in Taiwan's automotive market throughout the year. In such a market environment, our electric vehicle sales performance is excellent, with electric vehicle sales accounting for more than 15% of our total vehicle series. We will continue to introduce more energy-efficient and environmentally friendly car models while establishing DC fast charging stations and charging parking spaces throughout Taiwan, providing exclusive charging services and high-quality user experiences for electric vehicle owners to promote the steady growth in electric vehicle market share.

In 2023, Pan German Universal has shown significant achievements in the three aspects of Environmental, Social, and Governance (ESG). On the environmental front, we continued to reduce our energy intensity, and our newly constructed Porsche Center Taichung has received the Green Building Gold Certification, ensuring our responsibility for environmental sustainability during operations. On the social front, we invested substantially in employee training but also actively participated in social welfare activities, demonstrating our commitment and influence on social responsibility. In terms of corporate governance, through the efforts of the management team and all colleagues, we achieved significant growth in financial performance metrics such as revenue and cash dividends compared to the previous year, setting new records in recent years. This not only demonstrates our excellent operational capabilities but also implements our profit-sharing policy with shareholders, creating stable investment value for shareholders.

We will continue our efforts to pursue revenue and profit growth while maximizing shareholder value. We actively embrace our social responsibility, responding to environmental protection and social responsibility requirements to achieve mutual benefits for our company, society, and the environment. We aim to become the market leader in the luxury car industry. We will face future challenges proactively and work hand in hand with our customer, employee, and partner to create a better tomorrow.

2023 ESG Key Performance

Economy

100%

The proportion of local purchases in 2023

2023 Signing rate of new employees on the Statement of Compliance with Integrity Management Policies
100%

Overall revenue growth in 2023 compared to 2022
15.4%

The energy intensity in 2023 was **4.53%** lower than that in 2022

In November 2023, the Taichung Porsche Center obtained the LEED Gold certification from the U.S. Green Building Council
LEED Gold for Green Building



Environment

Installed solar panels on the rooftops of four sales locations across Taiwan, generating a total of **1,049,588.4** kWh of electricity in 2023

Total training hours in 2023
21,854 hours

The amount invested in social engagement activities reached NTD **17,881,592** in 2023

The parental leave retention rate reached **75%** in 2023

Society





1

About Pan German Universal

- 1.1 Company Profile
- 1.2 Products and Services
- 1.3 Operational Performance
- 1.4 External Association Participation

*Continuously introducing transportation methods that change global trends.
Brand experiences that exceed customer expectations.*

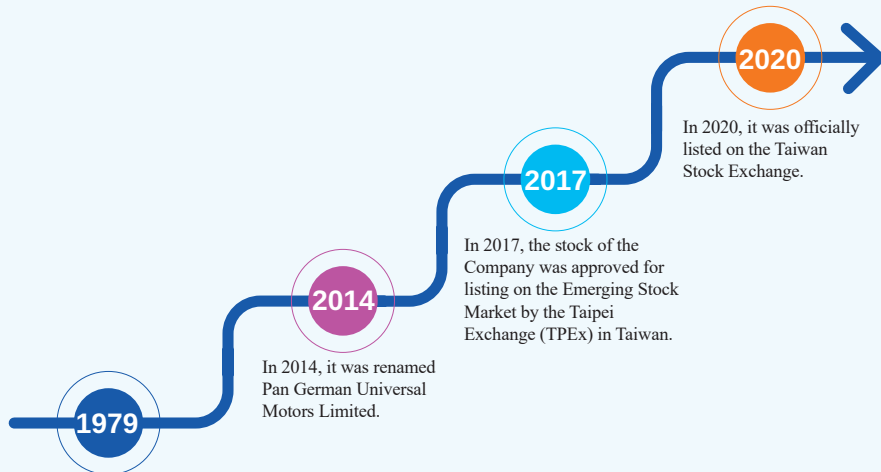
1.1 Company Profile

Established in 1979, Pan German Pan German Universal Ltd. (hereinafter referred to as “Pan German Universal”) is engaged in the distribution and trading of imported luxury cars such as BMW, MINI, and Porsche and the spare parts thereof, as well as after-sales repair and maintenance. Since October 12, 2020, Pan German Universal has been listed on the Taiwan Stock Exchange under the stock code 2247.

There are a total of 7 branches under the Pan German Universal and 1 subsidiary, Jet-Li Motors, each responsible for sales and maintenance services in Taipei, Taoyuan, Taichung, Tainan, and Kaohsiung, respectively. We have established state-of-the-art full-service showrooms and service centers in line with the latest hardware standards from the German headquarters across Taiwan's six major cities, providing comprehensive retail and maintenance services for Taiwan's high-end consumer groups.

Basic Company Information

Founded	1979
Paid-in Capital	NT\$ 807,087,350
Company Ownership and Legal Form	Listed on Taiwan Stock Exchange in 2020. The Company is a limited company and is owned by its shareholders.
Headquarters Address	6F., No. 100, Xing'ai Rd., Neihu Dist., Taipei City 114509
Number of Employees	1,629 Persons
Company Website	https://www.pgum.com.tw/
Number of Distribution and Service Locations	16 BMW & MINI and 6 Porsche, a total of 22
Area of Distribution and Service Locations	A total of 100,811.47 (Unit: Square Meters)



The Company was established using its original name "Rapid Transit Enterprise Co., Ltd." on November 7, 1979.

Pan German Taipei Branch



Universal Taipei Branch



Jet Li Motors Taoyuan Branch



Pan German Taichung Branch



Universal Taichung Branch



Pan German Tainan Branch



Pan German Kaohsiung Branch



Universal Kaohsiung Branch



1.2 Products and Services

The automobile industry is a technology and capital-intensive industry with a vast industry chain. It encompasses upstream component manufacturers, midstream vehicle assembly plants, repair and technical service providers, and downstream brand manufacturers and sales service points, requiring a wide range of specialized professionals.

Pan German Universal's primary business activities include the distribution and sale of various automobiles and components, as well as the maintenance and repair of various vehicles, positioning it in the downstream section of the automotive industry chain. In 2023, automobile sales accounted for 90.53% of the total revenue, while maintenance and repair services made up 9.47%. Our sales and after-sales service revenues are mainly derived from high-end consumers in northern, central, and southern Taiwan. Having cultivated the Taiwanese market for over 40 years, our core values are Professionalism (top-notch service exceeding expectations), Sustainability (practicing sustainable corporate development), and Quality (German automotive craftsmanship). Adhering to the business philosophy of "Service leads, sales follow", we strive to be the market leader in the luxury automobile industry.

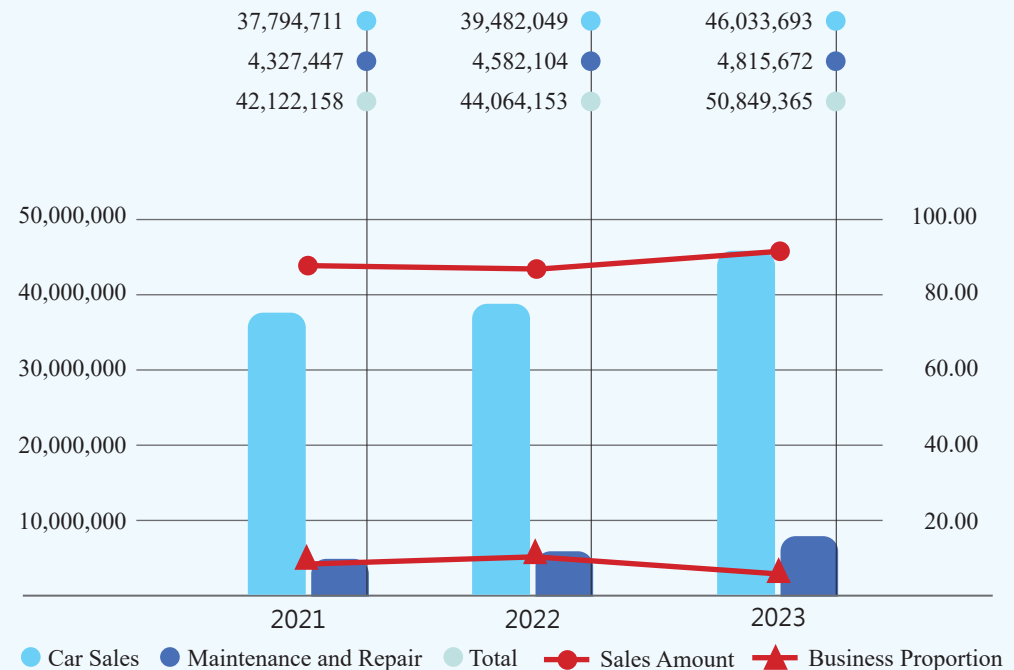
The brands operated by our company are BMW, MINI, and Porsche, and our operation is in full compliance with the regulations stipulated by both the foreign original manufacturers and general agents. We simultaneously provide the latest products and services to consumers in Taiwan. Designed in accordance with the latest brand identity standards set by the German manufacturer, our dealership locations span the northern, central, and southern metropolitan areas. We offer diverse sales services, premium showroom environments, and high-quality after-sales maintenance and repair services.



Main Product Business Proportion

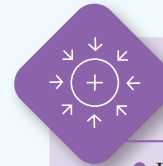
Unit: In thousands of NTD;%

Year	2021		2022		2023	
	Main Products	Sales Amount	Business Proportion	Sales Amount	Business Proportion	Sales Amount
Car Sales	37,794,711	89.73%	39,482,049	89.60%	46,033,693	90.53%
Maintenance and Repair	4,327,447	10.27%	4,582,104	10.40%	4,815,672	9.47%
Total	42,122,158	100.00%	44,064,153	100.00%	50,849,365	100.00%



Brand Development Overview

For more than four decades, Pan German Universal has been dedicated to the luxury imported car business. Under the BMW and Porsche brands, we operate eight dealerships: Pan German Taipei, Pan German Taichung, Pan German Tainan, Pan German Kaohsiung, Universal Taipei, Universal Taichung, Universal Kaohsiung, and Jieli (Taoyuan).



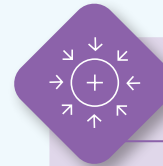
Short-term strategy

- Leverage BMW's diverse product range as a competitive advantage, while expanding and adding new sales locations. Implement e-commerce transactions to increase sales volume and market share.
- Align with BMW's factory strategy by continuously introducing new models, creating new demand, and increasing repurchase and additional purchase rates among loyal customers.
- Strengthen sales channel capabilities and optimize the dealer network. Continue to introduce the latest standard sales and after-sales service hardware, while expanding electric vehicle charging infrastructure to enhance customer convenience and satisfaction.



2023 Development Situation

- Support BMW's general agent Pan German in launching the BMW Online Shop, we offer customers more purchasing channels unrestricted by time and space. This allows customers to reserve their dream car online, from browsing models to selection and down payment, followed by personalized contact, consultation, and at-home test drives.
- In response to current and future market trends, BMW is committed to electric vehicles and digital transformation. As of 2023, BMW Taiwan has introduced five new-generation electric models: iX, i4, iX1, i5, and i7, securing the top position in Taiwan's luxury electric vehicle market for two consecutive years. Multiple new BMW electric models are expected to be launched in 2024, creating the most comprehensive and diverse product lineup.
- As electric vehicle adoption increases, Pan German Universal is collaborating with BMW Taiwan to map out a national electric lifestyle blueprint. This includes actively expanding EV charging infrastructure, installing DC charging stations, and setting up destination charging points at luxury resorts and major shopping areas to provide more charging options and improve customer convenience and satisfaction.



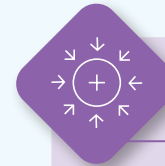
Short-term strategy

- Facing strong competition, MINI will continue to communicate its unique brand characteristics, emphasizing its "irreplaceable" qualities. The focus is not just on selling vehicles but on promoting a unique lifestyle and quality
- Differentiate the brand. In addition to strengthening brand image, efforts are directed towards frontline staff training, showroom software and hardware optimization, owner relationship maintenance, and cultivating local customer groups through social media.



2023 Development Situation

- Organize periodic exclusive events for owners to deepen their understanding and appreciation of MINI's brand culture and product information.



Short-term strategy

- Emphasize Porsche's product competitive advantage that fuses innovation with classic values, coupled with localized marketing strategies to increase market share.
- Enhance various touchpoints in the brand's sales and service processes to create unique purchase and service experiences, improving customer satisfaction in both sales and after-sales service.
- Continue to optimize the dealer network and strengthen channel capabilities by introducing equipment that meets Porsche standards, offering comprehensive new car sales and after-sales maintenance services to provide customers with high-quality professional service.



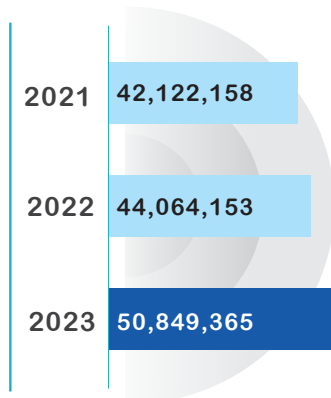
2023 Development Situation

- Porsche Centers, designed according to the latest CI standards of AG, feature a "Fitting Lounge" for personalized customization services. This allows customers to tailor their vehicles based on individual preferences, from exterior designs and color options to lights, wheels, engines, and drive systems. The interior can also be customized with high-quality materials such as leather, carbon fiber, aluminum alloy, and elegant wood, creating a truly unique Porsche from the inside out.
- The Porsche Center Taipei is Taiwan's only AG-certified "Porsche Exclusive Manufaktur Partner," featuring a flagship customization showroom with direct communication to the Germany factory, allowing real-time customization of unique vehicles for owners.
- The brand new Porsche Center Taichung will start operations in the second quarter. The Taipei Diamond Towers Porsche pop-up store will open in the fourth quarter, expected to further expand the customer base.

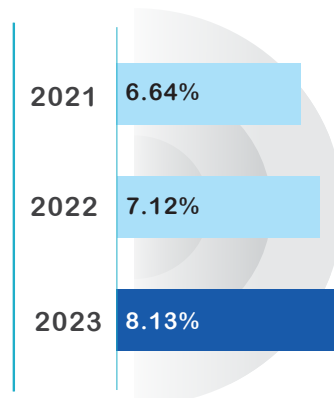
1.3 Operational Performance

Benefiting from the easing of the pandemic and the gradual return to normal production capacity of the chip and automotive supply chain, new car sales and maintenance maintained steady growth. The overall revenue of Pan German Universal in 2023 is approximately NTD 50.849 billion, an increase of about 15.4% compared to 2022, with operational performance continuing to outperform the overall domestic new car market.

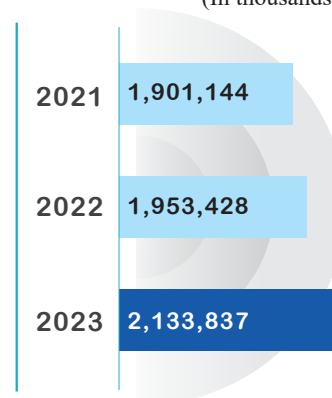
Revenue (In thousands of NTD)



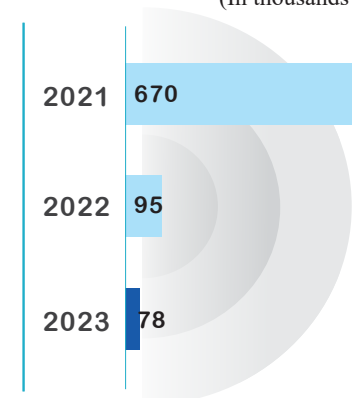
Return on assets (%)



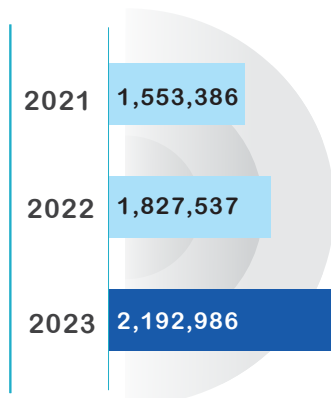
Employee Welfare Expenses
(In thousands of NTD)



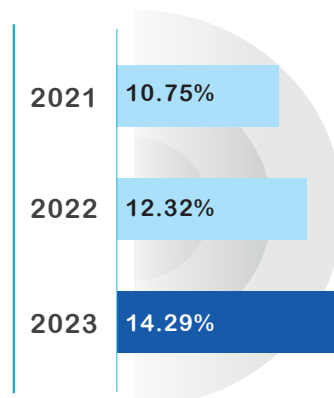
Government's financial assistance
(In thousands of NTD)



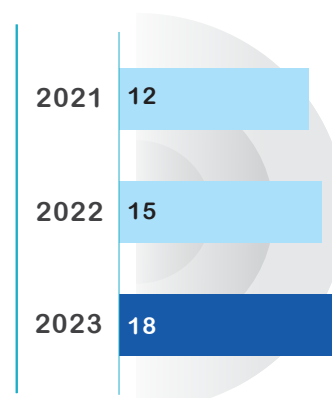
Net Income (In thousands of NTD)



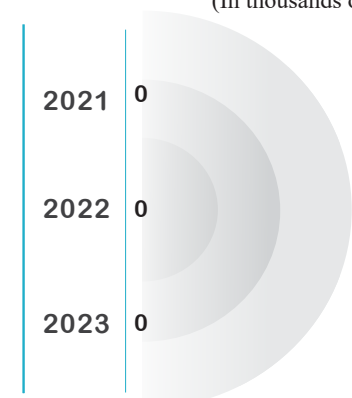
Return on equity (%)



Cash dividends (NTD)

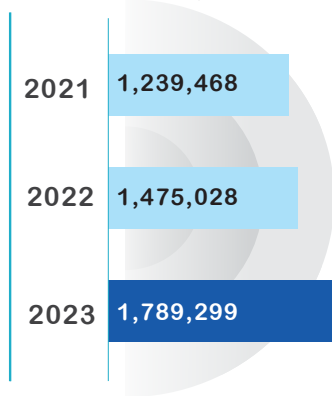


Political Donations
(In thousands of NTD)

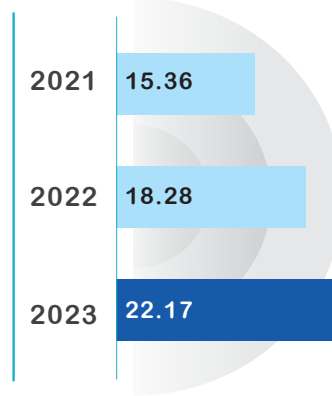


Net Income after tax

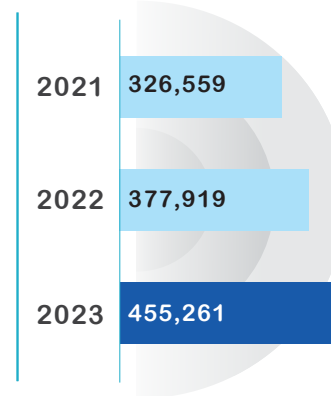
(In thousands of NTD)



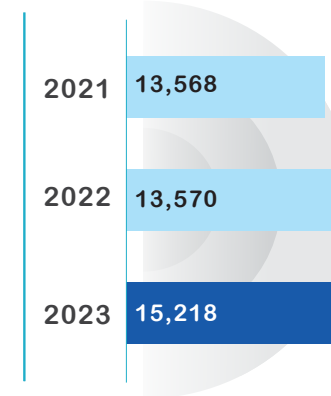
Earnings Per Share (NTD)



Taxes (In thousands of NTD)



Sales Volume (Quantity)



1.4 External Association Participation

The Company has established the "Ethical Corporate Management Best Practice Principles" and the "Procedures for Ethical Management and Guidelines for Conduct" as our guidelines for political and charitable donations and sponsorships. It is clearly stated in these documents that our company does not provide any political donations. However, we still encourage our employees to exercise their civic rights.

To better understand market demands and industry trends, thereby adjusting our strategies and products to better meet customer needs, we actively participate in external public associations. Through sharing technological advancements and best practices within the industry, we aim to provide timely advice on industry policies, promote industry development, enhance competitiveness, and achieve common interests. In 2023, our company participated in six external public associations:

Participation in the external public association	Participating Identity
Taipei Automobile Distributors Association	Member
Taipei City Automobile Maintenance Trade Association	Member
Taiwan Automobile Repair Industry Association	Member
Taichung City Automobile Commercial Association	Member
Tainan City Automobile Commercial Association	Member
Kaohsiung City Automobile Business Association	Member



2 Sustainable Management

- 2.1 Sustainable Governance
- 2.2 Materiality Analysis
- 2.3 Responses to the United Nations SDGs

2.1 Sustainable Governance

The sustainable governance framework of Pan German Universal aims to ensure continuous value creation in economic, environmental, and social aspects. The Board of Directors is responsible for setting and supervising the company's sustainability direction, ensuring that all business decisions consider long-term environmental and social impacts. We have established a comprehensive risk management system to identify and address various sustainability-related risks, conducting regular risk assessments and reporting. Moving forward, we will regularly publish sustainability reports to disclose our environmental, social, and governance (ESG) performance, ensuring transparency through continuous communication and feedback with stakeholders. Pan German Universal is committed to achieving economic goals while making positive contributions to society and the environment through robust sustainability governance.

2.2 Materiality Analysis




Pan German Universal conducts materiality analysis in accordance with the GRI Standards 2021, AA 1000 Stakeholder Engagement Standard (SES), and AA 1000 Accountability Principles (AP) to identify significant sustainability issues and develop management policies. By formulating medium- and long-term goals, we lay the foundation for driving sustainability. Through this process, we aim to build internal consensus and strive to become the "market leader for luxury import cars."

Stakeholders' Engagement

We identify five major categories of stakeholders based on the five principles of AA1000 Stakeholder Engagement Standards (dependency, responsibility, influence, diverse perspectives, tension). We consider the issues, engagement, and needs of various stakeholders through diverse channels of effective communication.

Topics of Concern and Communication Channels for Stakeholders of Pan German Universal

Stakeholder	Importance of Stakeholder	Key Concerns	Communication channels/frequency* (Unless noted, communication is ongoing)	2023 Engagement Outcomes
 Employee	Employees are our important partners. We offer competitive salaries and comprehensive benefits, ensure a safe working environment, and provide thorough career development opportunities for mutual growth.	<ul style="list-style-type: none"> Talent Attraction and Development Occupational Safety and Health 	<ul style="list-style-type: none"> Labor-Management Meeting/Quarterly Occupational Safety Committee/Quarterly Employee feedback email box/ Ongoing Grievance Hotline 	4 labor-management meetings held 4 occupational safety committee meetings conducted 3 cases addressed
 Shareholders/ Investors	We aim for mutual prosperity with our shareholders and investors, collaborating to establish the premier luxury imported car brand in Taiwan.	<ul style="list-style-type: none"> Corporate Governance and Professional Ethics Brand Management 	<ul style="list-style-type: none"> Shareholders' meeting/at least annually Annual Report and Agenda Handbook/annually Earnings Call / At least bi-annually Public Relations Mailbox/ Ongoing Official website and Market Observation Post System/ As needed 	1 shareholders' meeting held 2 investor conferences conducted

Stakeholder	Importance of Stakeholder	Key Concerns	Communication channels/frequency* (Unless noted, communication is ongoing)	2023 Engagement Outcomes
Customer 	We create flagship showrooms and service centers that mirror the latest German headquarters' architectural design and equipment, offering exceptional car viewing and service experience.	<ul style="list-style-type: none"> ● Products and Services ● Brand Management ● Information Security ● Customer Health and Safety ● Corporate Governance and Professional Ethics 	<ul style="list-style-type: none"> ● Public Relations Mailbox/Ongoing ● Customer Satisfaction Survey/Random Sampling ● TV, print ads, press releases for new products and services / As needed ● Strengthen services and promote information security through talent development and workplace improvements / As needed 	100% customer complaint resolution rate 22 service locations
Supplier/ Subcontractor/ Outsourcer 	We collaborate closely with our general agent and manufacturer, providing feedback on Taiwan market needs, obtaining the support of original manufacturer's suppliers, and sharing mutual benefits.	<ul style="list-style-type: none"> ● Corporate Governance and Professional Ethics ● Products and Services ● Brand Management ● Sustainable Supply Chain Management 	<ul style="list-style-type: none"> ● Annual Report/Upon entry of contract ● Contract Terms/Upon entry of contract 	1,169 suppliers' annual evaluation
Media 	We maintain friendly media relations, aiming for fair coverage of our operations and development. We ensure timely and accurate information dissemination to enhance our brand image.	<ul style="list-style-type: none"> ● Brand Management ● Products and Services 	<ul style="list-style-type: none"> ● Press Release/Monthly Revenue Announcement ● Annual General Meeting/Annually ● Product launch events / As needed 	40 new car models launched (BMW: 23 models; MINI: 4 models; Porsche: 13 models) Over 300 media news reports

*Frequency is whenever necessary unless otherwise specified.

Process for Determining Major Issues

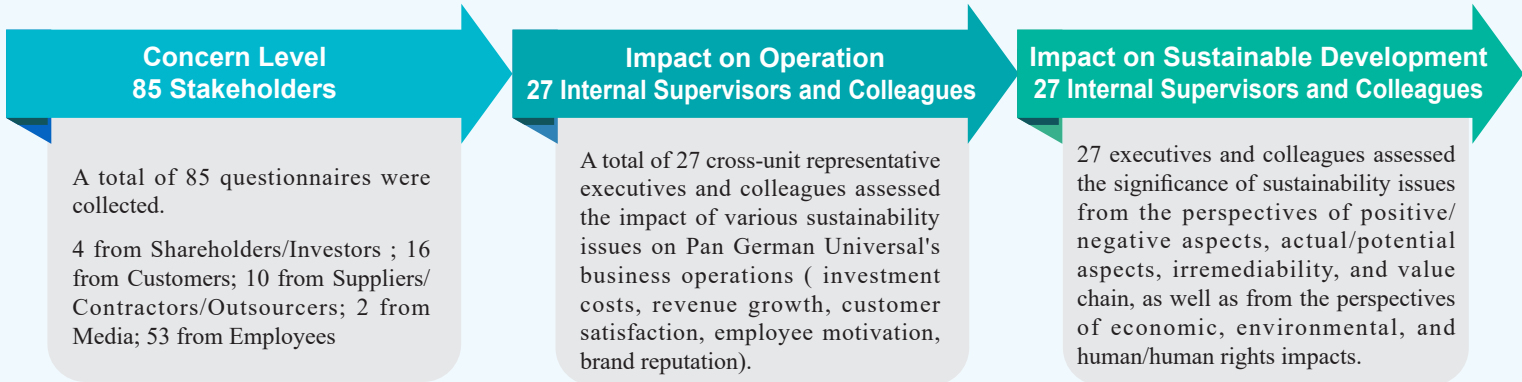
Pan German Universal adheres to the spirit of materiality as outlined in GRI 3 of the GRI 2021 Standards. We collect and synthesize definitions of material topics and their scope, incorporating the impacts of economy, environment, and human rights. Following the GRI 3 "Process to determine material topics" (including continuous identification and assessment of impacts and determining the material topics for reporting), we identify issues with significant impacts on Pan German Universal. Through internal discussions with operational management representatives, we develop short-, medium-, and long-term sustainability goals, integrating relevant practices into our operational activities.

Identification

We adhere to the five main principles of AA1000 Stakeholder Engagement Standards: Dependence, Responsibility, Attention, Influence, and Diverse Perspectives. Through discussions, we have identified five key stakeholder categories: Shareholders/Investors, Customers, Employees, Suppliers/Subcontractors/outsourcers, and Media. On sustainability issues, we collect internal and external viewpoints to identify issues related to the operations of Pan German Universals. The sources include international sustainability standards and regulations, including GRI, SDGs, TCFD, and SASB. We also consider internal business objectives, industry benchmarks, stakeholder feedback, and external expert recommendations, consolidating 14 topics relevant to Pan German Universal's operations.

Analysis

Based on these 14 operational topics, Pan German Universal conducts internal and external surveys focusing on three main aspects: "Stakeholder Concern Level," "Impact on Operation," and "Impact on Sustainability Development". We analyze the results to identify sustainability issues with significant impact on Pan German Universal.



Confirmation

Based on the above analysis and discussions with operational management representatives, we have determined 6 material sustainability topics. These correspond to 5 GRI topics and 2 Pan German Universal-specific topics. We also examine which areas within the upstream, operation, or downstream of the value chain those topics fall into, in order to collect and disclose relevant information. We then formulate management approaches and objectives to manage and reduce impacts on sustainability.

Definition of Positive and Negative Impacts

Analysis of significant impact

Identification of the Materiality of Sustainability Issues

	Positive	Negativ
Economy	6	-
Environment	-	3
Human/ Human Rights	3	2

Actual Positive Impact:

- Scale and Scope

Actual Negative Impact:

- Scale, Scope, and Irremediableness

Potential Positive Impact:

- Scale and Scope
- Possibility

Potential Negative Impact:

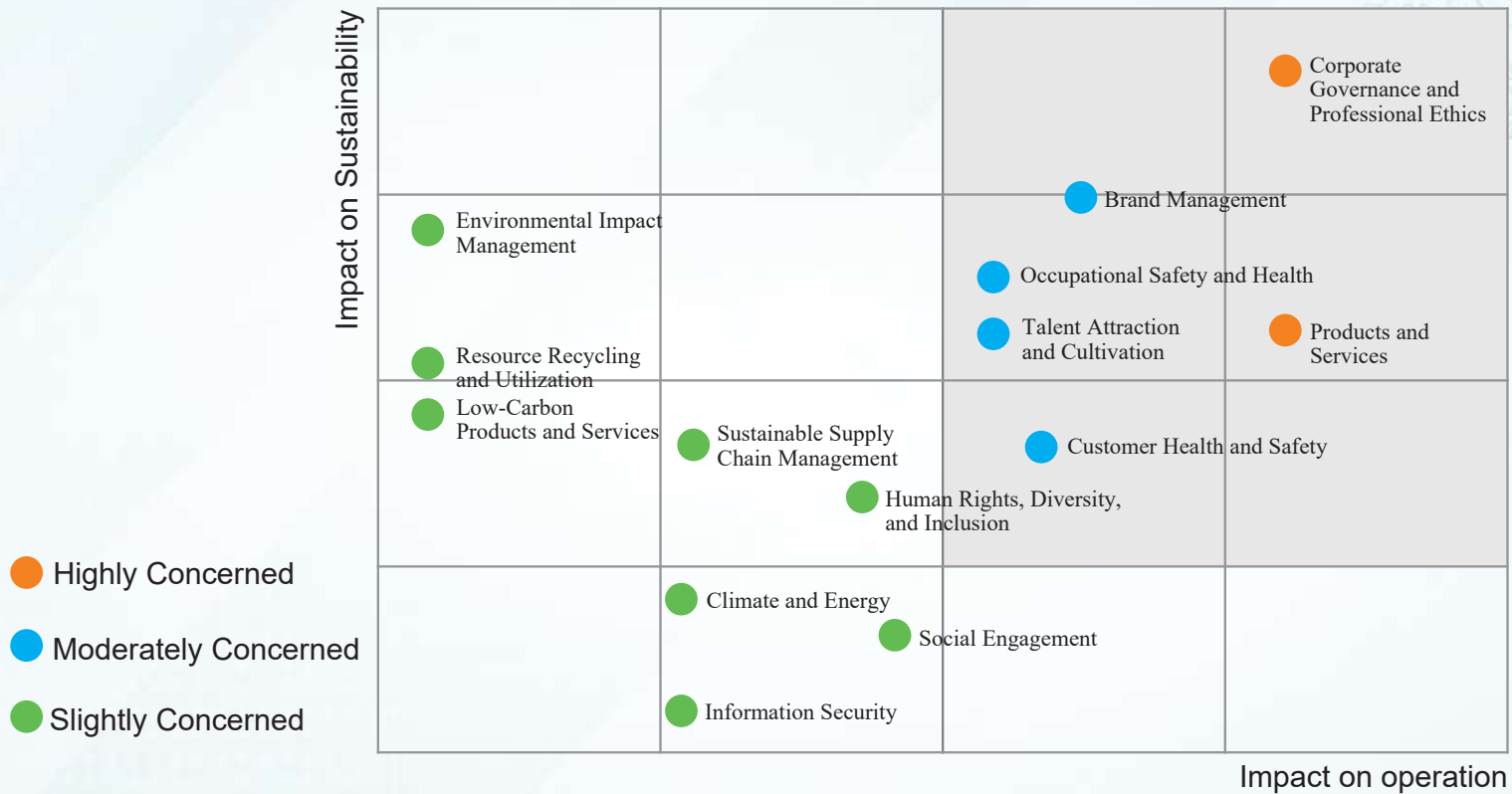
- Scale, Scope, and Irremediableness
- Possibility

9 Significant Impacts

- + Paying taxes or other expenses to government facilitates infrastructure and social welfare
- + Increasing net profit after tax and enhancing capital
- + Products or services contribute to environmental benefits
- + Core Technology Provides Infrastructure Services
- + Paying Salaries Boosts Purchasing Power
- + Providing job opportunities and offering employee training
- Emitting pollutants and affecting human health
- Impacting human rights
- Occupational injuries cause irreparable losses

Impact Level	Sustainability Issues
Extremely high	Corporate Governance and Professional Ethics Brand Management Environmental Impact Management Talent Attraction and Cultivation Occupational Safety and Health
High	Products and Services Sustainable Supply Chain Management Customer Health and Safety Resource Utilization and Recycling Low-carbon Products and Services Human Rights and Diversity Inclusion
Impactful	Information Security Climate and Energy Social Engagement

Matrix Diagram of Pan German Universal’s Significant Issues



Importance of Material Topics to Pan German Universal, Corresponding GRI Topics, and Value Chain Impact

Major Issue	Importance to Pan German Universal	Corresponding GRI Topics	Corresponding SASB Topics	Value chain			Chapter Reference
				Supplier	Self-operation	Customer Application	
Corporate Governance and Professional Ethics	Responsible corporate governance and ethical business practices are key to enhancing competitiveness and performance, helping to establish a good corporate image and reputation, and maintaining stable operations.	Anti-Corruption (205)	-	-	●	-	Corporate Governance/ Business Ethics
Brand Management	Promoting management of our three dealership brands not only shapes the image and enhances competitiveness but also leads technological innovation and market trends, maintaining a leading position and lasting market influence.	Pan German Universal Specific Topics	-	-	●	-	Customer Relationship Management
Products and Services	Products and services shape our brand image, enhance market competitiveness, and directly impact customer satisfaction and loyalty.	Pan German Universal Specific Topics	-	▲	●	○	Product and Service Quality
Customer Health and Safety	Customer health and safety, covering product safety, driving behavior education, after-sales service, and environmental responsibility, directly affect brand trust and market competitiveness.	Customer Health and Safety (416)	-	▲	●	○	Product and Service Quality
Talent Attraction and Development	Planning talent incentive systems, employee development, career development, education and training, and performance management to attract excellent talent.	Market Position (202), Employment (401)	CGMR 310a.1 CGMR 310a.2 CGMR 310a.3 CGMR 330a.1 CGMR 330a.2	-	●	-	Talent Attraction and Retention/ Talent Development and
Occupational Safety and Health	Safeguard employees' health and safety, reduce the risk of workplace accidents and occupational diseases, and enhance production efficiency and cohesion.	Occupational Safety and Health (403)	-	▲	●	-	Healthy and Safe Workplace

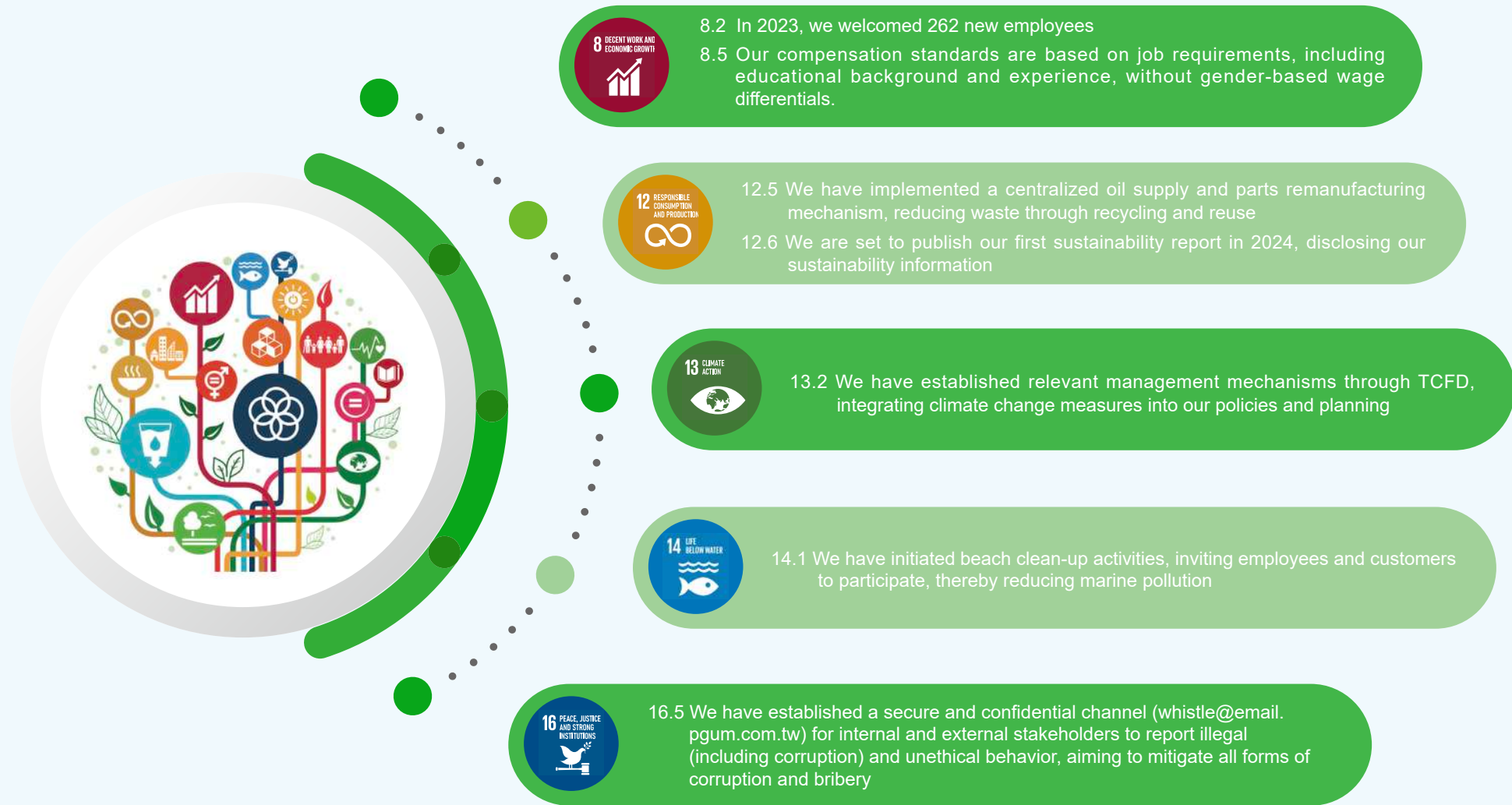
Degree of involvement: ● Caused, ▲ Contributed to, ○ Directly related



Management Policies and Objectives of Major Issues of Pan German Universal

Sustainability Issues	Management in Action		Management Mechanism	2023 Performance	Corresponding Chapter
	Policy	Promise			
Corporate Governance and Professional Ethics	<ul style="list-style-type: none"> Corporate Integrity Code Procedures for Ethical management and Guidelines for Conduct 	<ul style="list-style-type: none"> Prohibit bribery and corruption Prohibit illegal political donations Prohibit improper charity donation or sponsorship Prohibit unreasonable gifts, entertainment, or other improper benefits Prohibit infringement of intellectual property rights Prohibit unfair competition Prevent harm to stakeholders from products or services 	<ul style="list-style-type: none"> Directors and senior management issue statements of compliance with integrity management policies, and employment conditions require employees to comply with integrity management policies. Establish and announce an internal independent whistleblowing mailbox and hotline for use by internal and external personnel of the company. 	<ul style="list-style-type: none"> In 2023, there were no company directors, senior management, or employees engaging in the prohibited behaviors listed below. 	Corporate Governance/ Business Ethics
Brand Management	<ul style="list-style-type: none"> Ethical Corporate Management Best Practice Principles 	The company maintains good cooperation with manufacturers and general agents, introduces the latest models and styles synchronously with global markets, and continues to build flagship showrooms and service centers with the latest AG architectural design and hardware equipment.	<ul style="list-style-type: none"> Maintain good interaction with manufacturers and general agents, continuously provide market demand feedback, and continue to build the best luxury imported car dealership brand in Taiwan. The Company has established an opinion mailbox and hotline on its website for stakeholders to use. 	<ul style="list-style-type: none"> Continued to introduce the latest car models in 2023. Establishing the "BMW Taichung 5S full function outlet" (expected to officially open in Q2 2026). 	Customer Relationship Management
Products and Services	<ul style="list-style-type: none"> Ethical Corporate Management Best Practice Principles 	<ul style="list-style-type: none"> Service leads, sales follow 	<ul style="list-style-type: none"> Adhering to the philosophy of "Service leads, sales follow" prioritizing customer satisfaction, and providing consumers with meticulous top-notch service and product experience. Establish an opinion box and hotline for stakeholders to use. 	<ul style="list-style-type: none"> No major product defect incidents occurred. 	Product and Service Quality
Customer Health and Safety	<ul style="list-style-type: none"> Product Certification Recall System 	<ul style="list-style-type: none"> All products are certified by the general agent and comply with Taiwan regulations. New product pre-sales and after-sales maintenance personnel undergo comprehensive education and training before sale. Continuously monitor recall notices with manufacturers and general agents, and promptly notify car owners to arrange follow-up matters for recalls. 	<ul style="list-style-type: none"> Comprehensive education and training. Assist car owners with vehicle recalls in cooperation with manufacturer notices. 	<ul style="list-style-type: none"> No major product defect incidents occurred. 	Product and Service Quality
Talent Attraction and Development	<ul style="list-style-type: none"> Diverse Welfare Comprehensive Talent Development Planning 	<ul style="list-style-type: none"> At Pan German Universal, we provide employees with a comfortable and innovative work environment and good learning and growth opportunities. In an open and harmonious work atmosphere, we create our own stories. 	<ul style="list-style-type: none"> We continue to invest in cultivating outstanding talent, viewing each employee as a valuable asset of the company, becoming the driving force for the company's continued growth. Complete training systems and resources, encouraging employees to continuously learn and develop, enjoy their work, and grow together with the company. 	<ul style="list-style-type: none"> Comprehensive benefits and education training Implement gender equality and protect the physical and mental health of female colleagues during pregnancy, postpartum, and breastfeeding periods 	Talent Attraction and Retention/ Talent Development
Occupational Safety and Health	<ul style="list-style-type: none"> Work Environment Safety Management Workplace Policy Statement 	<ul style="list-style-type: none"> Provide employees with a high-quality work environment and implement improvement measures for potential hazards factors in the work environment and operations, and formulate risk prevention plans. 	<ul style="list-style-type: none"> Provide special health check-ups for sheet metal and paint workers, including lung function test items. Formulate a maternal health protection plan to assist postpartum returning employees quickly integrate into the work environment while taking care of their families. 	<ul style="list-style-type: none"> 100% special health check-up rate Of the 16 employees who returned to work in 2022, 12 were still employed by the end of 2023, with a retention rate of 75%. 	Healthy and Safe Workplace

2.3 Responses to the United Nations SDGs





3 Integrity and Accountability

- 3.1 Corporate Governance
- 3.2 Business Ethics
- 3.3 Risk Management
- 3.4 Information Security

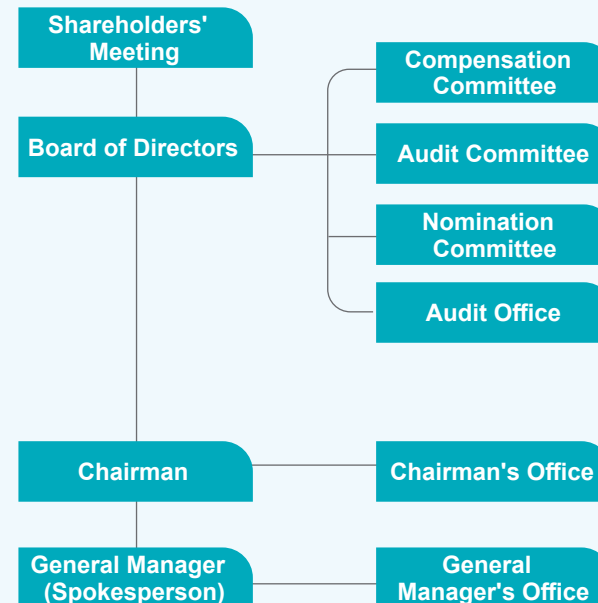
3.1 Corporate Governance


Pan German Universal deeply understands that excellent corporate governance is the cornerstone of sustainable business operations. We are committed to establishing a transparent and responsible governance framework, ensuring that the Company's operations comply with regulatory requirements and ethical standards. The Board of Directors upholds professional independence, supervises the management team, and promotes the steady growth of the Company. Looking ahead, we promise to continuously optimize governance practices and actively create long-term value for society.

► Board Structure and Operation

The Board of Directors is the highest governing body of Pan German Universal. Under its purview, we have established functional committees including the "Remuneration Committee," "Audit Committee," and "Nomination Committee." These committees convene meetings according to the organizational regulations approved by the Board of Directors, exercising the powers granted by laws or the Board of Directors. They submit proposals to the Board of Directors for resolution and report on relevant matters within their authority. We have also set up an internal audit unit dedicated to internal auditing work, urging each internal department and subsidiary of the company to regularly evaluate the effectiveness of the internal control system annually. With Board approval, our Chief Financial Officer serves as the corporate governance officer, handling matters related to the Board, functional committees, and shareholders' meetings in accordance with the law. This role also assists directors with their appointments and continuing education, provides directors with necessary information for executing their duties, and helps directors comply with laws and regulations.

The Company's Board of Directors convenes once every quarter, with additional meetings called as needed for urgent matters. In 2023, the Board held 8 meetings with an average attendance rate of 98.21%. Major resolutions of the 2023 Board meetings can be found on our [company website](#) under the Corporate Sustainability section.





Board of Directors

A total of **8** meetings were held this year.

An average attendance rate **98.21%**

7 Directors (including 3 Independent Directors)

Compensation Committee

Set on October 18, 2017

Compensation Committee Charter

Important Power of the Committee

1. Establish and regularly review the annual and long-term performance goals for directors and managers, as well as the policies, systems, standards, and structures for their compensation.
2. Regularly evaluate the achievement of performance goals set for directors and managers, and determine the contents and amounts of their individual compensation.



Compensation Committee

4 meetings held this year.

Attendance rate **100%**

3 Members (3 Independent Directors)

Independent Director Lin, Yi-Fu
 Independent Director Hsien, Sung-Fang
 Independent Director Yang, Tien-Chuan

For more information about the composition and duties of the Compensation Committee, Audit Committee, and Nomination Committee, as well as the duties and training status of the Company's governance officers, please refer to the Company's 2023 Annual Shareholders' Meeting Report or the [Corporate Governance](#) section of our company website.

Audit Committee

Set on December 19, 2017

Audit Committee Charter

Important Power of the Committee

1. Establish or amend the internal control system in accordance with Article 14-1 of the Securities and Exchange Act.
2. Evaluate the effectiveness of the internal control system.
3. Establish or amend procedures for significant financial or business activities such as acquiring or disposing of assets, engaging in derivatives trading, lending funds to others, or endorsing or providing guarantees for others, in accordance with Article 36-1 of the Securities and Exchange Act.
4. Address matters involving directors' own interests.
5. Oversee significant asset or derivatives transactions.
6. Oversee significant capital lending, endorsement or providing guarantee.
7. Oversee the offering, issuance, or private placement of equity-type securities.
8. Oversee the appointment, dismissal, or compensation of certified public accountants..
9. Oversee the appointment and dismissal of finance, accounting, or internal audit managers.
10. Review annual financial reports signed or sealed by the Chairman, Managerial officers and Accounting Supervisor.
11. Address other significant matters as required by the company or competent authorities.



Audit Committee

7 meetings held this year.

Attendance rate **100%**

3 Members (3 Independent Directors)

Independent Director Lin, Yi-Fu
 Independent Director Hsien, Sung-Fang
 Independent Director Yang, Tien-Chuan

Nomination Committee

Set on December 23, 2022

Nomination Committee Charter

Important Power of the Committee

1. Establish diverse standards regarding professional knowledge, skills, experience, gender, and independence required for Board members, independent directors, and senior managerial officers.
2. Construct and develop the organizational structure of the Board of Directors and various committees, conduct performance evaluations for the Board of Directors, committees, directors, and senior managerial officers, and assess the independence of independent directors.
3. Establish and regularly review the Board's continuing education program and the succession plan for directors and senior managers.
4. Establish the Company's Corporate Governance Best Practice Principles.



Nomination Committee

2 meetings held this year.

Attendance rate **100%**

4 Members (3 Independent Directors)
 (1 Directors)

Independent Director Lin, Yi-Fu
 Independent Director Hsien, Sung-Fang
 Independent Director Yang, Tien-Chuan
 Director Tang, Mu-Lien

Board Diversity and Independence

In accordance with our company's Articles of Incorporation, Pan German Universal maintains a board of 5 to 9 directors, each serving a three-year term. At least three of these directors, or no less than one-fifth of the board seats, must be independent directors. Our company has a nomination committee responsible for ensuring that the Board of Directors possesses appropriate professional knowledge, experience, and gender diversity. The committee regularly conducts performance evaluations of the Board of Directors according to its authority, reviews the directors' continuing education plans, and formulates succession plans for directors and senior Managerial officers. Board members are elected by shareholders from candidates with full capacity for civil conduct, as stipulated by the Company Act.

To achieve these objectives and enhance Board effectiveness in an ever-changing business landscape, a diverse board is crucial for fostering innovation, flexibility, and effective risk management. In line with Article 20 of our “Corporate Governance Best Practice Principles”, we aim to limit the number of directors who also serve as company executives to no more than one-third of the board. Additionally, we consider factors such as gender, nationality, cultural background, professional expertise, and industry experience when composing the Board.

Currently, our Board consists of 7 members with expertise spanning finance, accounting, law, operational judgment, business management, industry knowledge, automobile agency and distribution. This includes 3 independent directors (approximately 42.85% of the board) and 2 female directors (about 28.57%, surpassing our goal of at least 25% female representation). All directors are between the ages of 70 and 80. Importantly, the chairman does not concurrently hold any other senior management positions in the Company.

Job Title	Director Name	Basic Composition			Professional qualifications and experience
		Nationality	Gender	Employee status	
Chairman	Yun-Hwa Ltd. representative Tang, Mu-Lien	R.O.C.	Female	No	Industry Experience/Professional Skills: Automotive Industry, Banking, Financial Management Experience: Director of Pan German Universal Ltd., Director of Universal Motor Traders Ltd., Executive Director of Taipei City Automobile Dealers Association
Director	Yung Foong Motors Ltd. representative Tang, Ju-Hsuan	R.O.C.	Female	No	Industry Experience/Professional Skills: Automotive Industry, Banking, Import and Export Management Experience: Director of Pan German Universal Ltd., Chairman of Universal Motor Traders Ltd., Director of Taipei City Automobile Dealers Association
Director	De-Chen Ltd. representative Tang, Jung-Tsung	R.O.C.	Male	No	Industry Experience/Professional Skills: Automotive Industry, Accounting, Risk Management Experience: Chairman of Pan German Universal Ltd., Director of Universal Motor Traders Ltd., Executive Director of Taipei City Automobile Dealers Association
Director	Lee, Mao	R.O.C.	Male	No	Industry Experience/Professional Skills: Banking, Accounting, Tariff Expertise Experience: Director General of the Customs Administration of the Ministry of Finance, Independent Director of Taiwan Cooperative Financial Holding Co., Ltd., Advisor to the Taipei Automobile Distributors Association
Independent Director	Lin, Yi-Fu	R.O.C.	Male	No	Industry Experience/Professional Skills: Banking, Accounting, Risk Management Main experiences: Taishin Financial Holding Co., Ltd., Independent Director of Taishin Bank, Independent Director of Nanya Technology, Minister of Ministry of Economic Affairs, Political Commissioner of the Executive Yuan, Permanent Representative and Ambassador of the Permanent Mission of the Republic of China to the World Trade Organization, Advisor to the Chinese National Federation of Industries
Independent Director	Hsien, Sung-Fang	R.O.C.	Male	No	Industry Experience/Professional Skills: Finance, Taxation Expertise Main Experiences: Director of the Taipei City Revenue Service
Independent Director	Yang, Tien-Chuan	R.O.C.	Male	No	Industry Experience/Professional Skills: Banking, Accounting, Financial Expertise Main Experiences: Manager of the Treasury Department of the Bank of Taiwan

Conflict of Interest Management

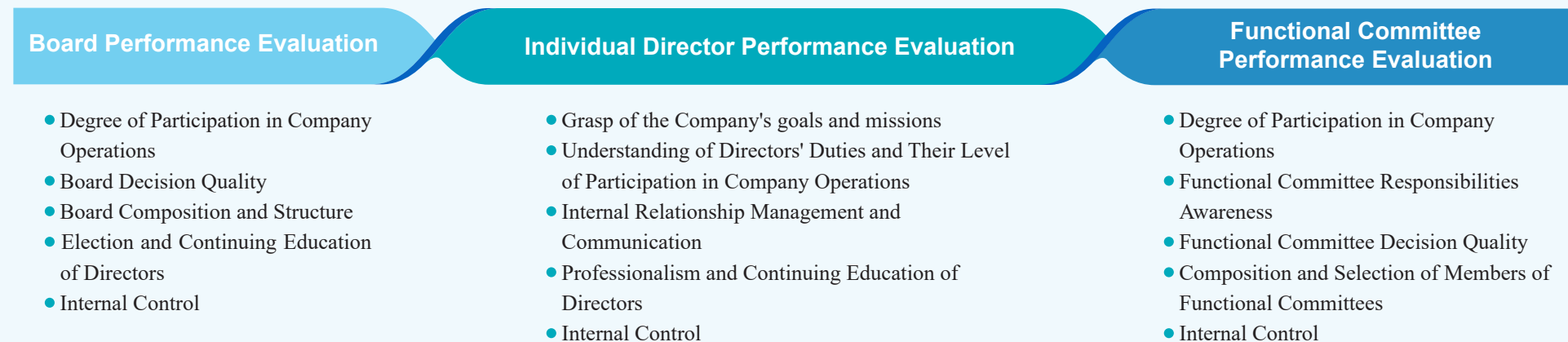
To manage potential conflicts of interest within the board, our [Corporate Governance Best Practice Principles](#) stipulate that, directors must exercise a high degree of self-discipline. When a board agenda item involves a director's personal interests or those of the legal entity they represent, the director must disclose the nature of this interest at the board meeting. If there's a risk of harm to the Company's interests, the director must refrain from participating in discussions and voting and should recuse themselves. These recusal procedures are further detailed in our [Rules of Procedure for Board Meetings](#). Information about our directors' positions on other boards and details about controlling shareholders can be found on pages 18 and 86 of our 2023 Annual Report.

► Director Training and Performance Evaluation

To enhance directors' capabilities in line with technological, regulatory, and market changes, we arrange continuous training for our board members. This ensures that the board remains well-informed about the Company's environment, industry trends, and latest developments, while also improving their knowledge and skills in sustainable development. In 2023, the average training hours for all directors of the Company were 8.6 hours, covering topics such as corporate governance, risk management, and sustainable development trends.

Board performance evaluation is one of the key steps to continuously improve corporate governance and decision-making quality. Through regular evaluations, we can gain in-depth insights into the effectiveness of board operations, enabling the board to better fulfill its responsibilities and provide a solid foundation for the Company's long-term success and shareholder value creation. The performance evaluation of the Board of Directors of our company is conducted in accordance with the 'Board Performance Evaluation Method'. Our board performance evaluation follows the "[Board Performance Evaluation Measures](#)," with annual internal performance assessments covering the overall board, individual directors, and functional committees. The evaluation results will serve as a reference for the nomination and selection of directors. The 2023 performance evaluation results show that the Board of Directors and functional committees are operating well, with relevant information disclosed on [our company website's Corporate Sustainability section](#). We plan to continue evaluating whether to include the board's oversight of organizational management's economic, environmental, and social impacts as performance indicators in future assessments.

Board Performance Evaluation Aspects



► Compensation Policy for Directors and Senior Executives

Our directors' compensation includes board remuneration, meeting attendance fees, business execution expenses, and profit-sharing bonuses as stipulated in our Articles of Incorporation. According to Article 28, up to 3% of the annual profit can be allocated as directors' compensation. The Remuneration Committee considers overall board performance, company operational results, future prospects, and risk appetite when proposing distribution recommendations. The basis for remuneration distribution is handled according to the "Board Performance Evaluation Method". The individual remuneration of the directors of the company is disclosed on page 20 of the Company's 2023 Annual Report.

The compensation of the Company's senior Managerial officers includes a fixed monthly salary and variable bonuses, which are measured by the position held, the responsibilities undertaken, and the contribution to the Company. This follows our "Director and Manager Salary and Compensation Measures" and "Performance Evaluation and Compensation Management Measures," considering industry salary levels, job responsibilities within the company, and contributions to operational goals. The process adheres to our performance evaluation and compensation management measures, factoring in overall company performance, industry risks and trends, individual performance, contributions to company results, talent development, retention rates, and regulatory compliance. The Remuneration Committee and the Board review the reasonableness of performance evaluations and compensation. Senior executives also receive statutory insurance and pension contributions. We continue to assess the link between senior executive compensation and ESG-related performance metrics.



3.2 Business Ethics

Business ethics and integrity management are key to enhancing a company's competitiveness and performance. Not only do they help establish a positive corporate image and reputation, but they also create a favorable social environment for the company's long-term development. The Board of Directors of our company has approved the formulation of relevant policies and regulations as the basis for the ethical guidelines of all colleagues. Through various management measures, we are committed to implementing the code of conduct in all operational activities to ensure the implementation of ethical management. We have established effective accounting and internal control systems. The Audit Office regularly checks compliance with the integrity management system to foster a culture of integrity and responsibility within our company.

Ethical Business Practices and Anti-Corruption

Pan German Universal has established a comprehensive framework to guide our business ethics. This includes our Code of Integrity Management, Operational Procedures and Behavioral Guidelines for Integrity Management, Practical Guidelines for Sustainable Development, the Code of Ethical Conduct, and the Internal Major Information Handling and Insider Trading Prevention Management Operating Procedures. These regulations serve as the foundation of our business ethics, covering the prohibition and handling procedures of improper benefits, conflict of interest avoidance, and fair trading. Our Management Department takes the lead in implementing and overseeing our ethical business policies and prevention strategies. They conduct regular internal audits to check for any breaches of our ethical standards. Each year, they report to the Board on the effectiveness of our ethical management practices and whistleblowing system. In the past three years, our company has had no corruption incidents, nor has there been any anti-competitive behavior, antitrust, or monopoly legal actions.

Ethical Business Practices Culture

To ensure the implementation of the integrity management policy and actively prevent dishonest behavior, we conduct regular education and advocacy on corporate governance and integrity management for our directors. In 2023, we provided three sessions for all directors and managers, covering "Insider Trading Prevention" and "Common Violations in Insider Share Transfers". In addition, new employees are required to sign a statement of compliance with the integrity management policy upon joining, committing to following the integrity management code of listed and OTC companies, avoiding dishonest behavior, and complying with relevant laws and regulations. In 2023, 100% of the 262 new employees completed the signing.

All sales personnel are also required to sign the "Sales Consultant Compliance Regulations" upon joining, which include adherence to ethical business practices, refrain from misappropriating customer funds to protect the Company's reputation, and complying with the Company's pricing strategy to avoid unfair competition. In 2023, 100% of sales personnel completed the signing.

In order to strengthen the principles of integrity and transparency in management, the Company has linked the code of conduct with employee remuneration. Any violations will affect the annual performance appraisal and the determination of year-end bonuses depending on the severity. Furthermore, the work rules stipulate that if any serious violations of corruption, bribery, infringement of business secrets, or other dishonest behaviors are confirmed, the Company may terminate the employment contract without prior notice. We also incorporate the commitment and spirit of ethical business practices in our commercial relationships. For any contract amount exceeding NTD 100 thousand, we will include clauses in the contract prohibiting the acceptance of commissions, kickbacks, or other improper benefits. Any party involved in dishonest practices during business activities allows the other party to unconditionally terminate or cancel the contract at any time. There have been no confirmed corruption incidents in 2023.

Whistleblowing System

To prevent misconduct, the Company has established secure and confidential whistleblowing channels. Both internal and external parties can report any illegal (including corruption) or unethical behavior to our dedicated email: whistle@email.pgum.com.tw. We encourage named reports from anyone who witnesses or hears about potential incidents. When we receive a report, our Management Department handles the case confidentially. We take appropriate measures to protect the whistleblower's personal data and privacy, as required by law. If an investigation confirms wrongdoing, we take disciplinary action according to our rules. We have a strict no-retaliation policy for complainants, reporters, or those who assist in investigations. Any retaliation will result in disciplinary action.

2023 Violation Code Situation	Number of received items	Number of cases not accepted	Number of cases not established after investigation	Number of cases established after investigation
Corruption or bribery	0	0	0	0
Discrimination or harassment	0	0	0	0
Customer Data Protection	0	0	0	0
Conflict of interest	0	0	0	0
Money laundering or insider trading	0	0	0	0

Regulatory Compliance

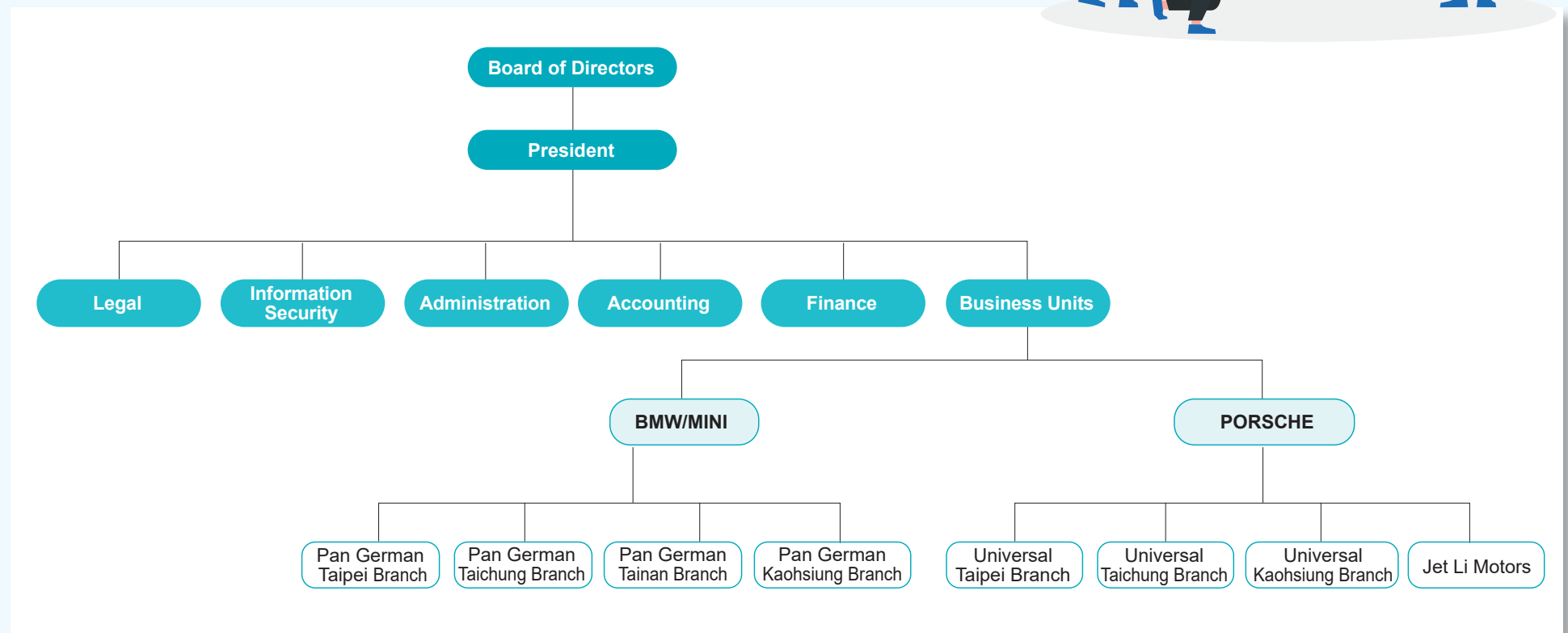
At Pan German Universal, we rigorously adhere to both domestic and international regulations. We regularly review and adapt to regulatory changes, with our Legal Affairs Office overseeing the scrutiny of various contracts and legal documents. According to the Company's regulatory reporting procedures for significant violations, any major infractions identified by regulatory authorities must be reported to the Chairman, with detailed reasons for the violation and a proposed improvement plan. Over the past three years, there have been no major violations resulting in severe employee injury or financial losses exceeding NT\$50 million, except for a NT\$30,000 fine imposed on the Pan German Universal Taipei branch in 2022 for exceeding the standard value of the plant and animal oil in wastewater discharge. All cited incidents have been internally reviewed and improved.

3.3 Risk Management

► Risk Governance Structure

To strengthen corporate governance and ensure stable and sustainable business operations, our company has established [Risk Management Policies and Procedures](#) approved by the Board of Directors as the basis for various risk management and execution. The Board of Directors of the Company is the highest decision-making body for risk management, responsible for the ultimate responsibility of the Company's overall risk. The "Risk Management Team" is responsible for executing risk management policies and operates independently from business units and operational activities. This team reports on risk management implementation to the Board of Directors at least once a year. Additionally, we conduct regular assessments through the audit unit to evaluate whether risk management is effectively implemented, to ensure the implementation and compliance of the system.

Framework of Risk Management Organization

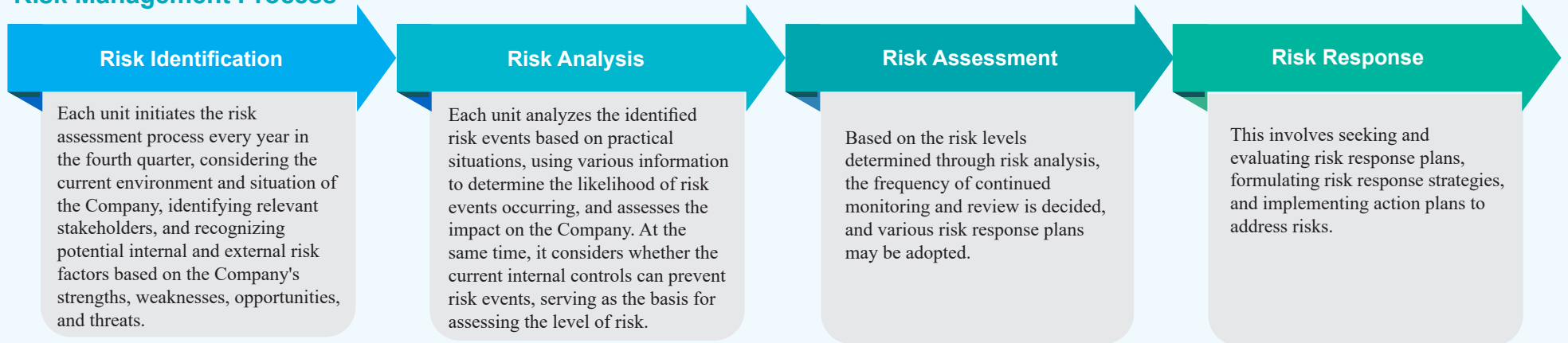


Risk Management Process and Operations

The Company’s Board of Directors has appointed the general manager as the convener of the "Risk Management Team", responsible for coordinating and supervising the overall operation of risk management. The Risk Management Team is responsible for executing risk management duties, primarily overseeing, measuring, and evaluating the Company's risks. It reports directly to the General Manager and submits an annual report to the Board of Directors. Business management supervisors and site managers hold frontline risk management responsibilities, required to clearly identify risks they face, comply with regulations, and execute necessary operations and risk management tasks. They also submit risk management information annually to the Risk Management Team.

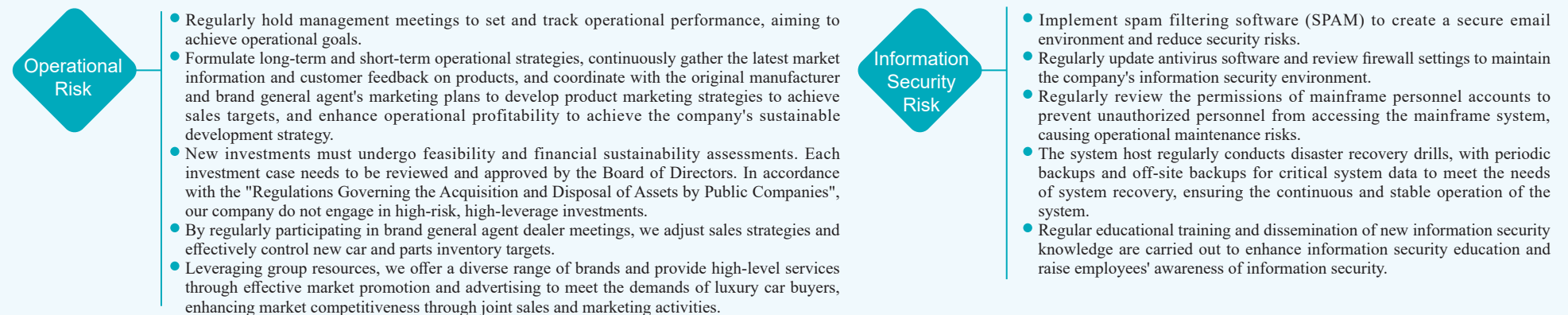
Every year, through processes of risk identification, risk analysis, risk evaluation, and risk response, we ensure that operational, financial, human resources, information security, legal, regulatory, supply chain, and other risks are controlled within manageable limits.

Risk Management Process



Risk Identification Results

As a result of the risk identification in 2023, there were no significant risk items and each risk management unit operated as shown below:



Financial Risk

- Interest Rate Fluctuation Risk: In response to the COVID-19 pandemic and the Russia-Ukraine war, global commodity prices have soared, leading to high inflation. Central banks around the world have raised interest rates to curb inflation. During rises in interest rate:
 - (1) Short-term capital requirements: We closely monitor changes in the interbank overnight rates and the interest rates of central bank's negotiable certificates across different maturities, adjusting borrowing terms as needed to effectively reduce costs, and ensuring sufficient long-term and short-term funds for operational needs.
 - (2) Medium to long-term capital requirements: We secure medium to long-term credit lines from financial institutions, locking in funding costs with fixed interest rates during drawdowns to avoid future interest rate risks. We also timely adjust borrowing levels and the ratio of short-term to medium/long-term loans, maintaining a drawdown rate not exceeding 50% to stabilize the overall financial structure and mitigate interest rate fluctuation risks.
- Exchange rate fluctuation risk: The U.S. Federal Reserve has significantly raised interest rates to combat inflation, leading to extreme volatility in the international foreign exchange market. Currently, our company's purchases and sales are denominated in New Taiwan dollars, so there is no significant exchange rate risk. Our company will continue to monitor international exchange rate trends and assess their impact on the Company.
- Property Loss Risk: According to the scales of both businesses and assets, the Company has insured various assets based on the replacement cost, in order to appropriately transfer the risk to the insurance company.

Human Resources

- Human Resources Risk: This year, our Human Resources department assesses risks and implements controls based on the following three major aspects, and constantly monitors related risk changes to adjust control mechanisms in real-time.
 - (1) Compliance risk: Train the human resources team to ensure that they understand the latest labor laws and regulations, and regularly review and update checklists to comply with new laws and policies. Employ external professional lawyers to regularly hold compliance lectures, and promote legal awareness and integrity among employees. In 2023, we held lectures and provide courses on workplace harassment, personal data protection, and legal responsibilities related to integrity management, totaling 11 hours. We also hired a team of lawyers specialized in labor law as the Company's consultants for timely compliance consultations.
 - (2) Risk of insufficient human resources supply - Shortage risk: Our company analyzes data annually to estimate potential future human resource gaps and talent needs. Currently, we have strengthened the management of our employer brand to become the top choice for job seekers. We have also expanded campus recruitment, internship programs, and recruitment channels such as job banks. Through proactive external recruitment and internal retention strategies, the current shortage risk is well managed.
 - (3) The risk of a significant increase in labor costs: Facing regulatory minimum wage increases and industry salary competition, our HR department optimizes staffing through job audits to streamline the organization and avoid redundancies. Regular performance evaluations ensure alignment between compensation and performance, avoiding high salaries without corresponding efficiency. The Human Resources Department regularly reviews and examines employee compensation costs to ensure consistency with financial conditions and operational performance.
- Occupational Safety Risk: Occupational safety risk assessment is an important measure for enterprises to effectively maintain workplace safety for employees. Our Occupational Safety and Health Committee regularly implements risk control measures, including hazard identification, education and training, safety equipment and personal protective equipment, professional health promotion services, disaster drills, etc. For more details, please refer to the "Health and Safety Workplace" section.

Legal Risks

- Compliance Risk:
 - (1) This year, the Legal Affairs Office provides written and oral consultations and handling suggestions for the legal inquiries raised by various departments, ensuring that the company's activities comply with legal regulations.
 - (2) Compile, evaluate, and develop relevant plans concerning domestic and international policies and regulations, providing timely advice to company personnel.
 - (3) Consult the competent authorities or external professional opinions when necessary to confirm the appropriateness of relevant legal interpretations.
- Transaction risk:
 - (1) The Legal Department handles the drafting and review of various transaction-related legal documents, thoroughly understanding the background facts, our position, and the contractual objectives through individual discussions or meetings. It provides appropriate and feasible suggestions to facilitate the completion of the transaction while ensuring the company's equity, thus avoiding the risk and liability of breach of contract.
 - (2) According to company regulations, dedicated personnel manage and apply the company seal. The Legal Department clarifies or corrects non-compliant legal or contractual documents, ensuring meticulous oversight.
- Dispute Resolution:
 - (1) The Legal Affairs Office manages and handles litigation cases based on the following principles:
 - A. Overall consideration of the resolution procedures for each dispute case, the required manpower, time, and cost, the certainty of the dispute outcome, and the feasibility of subsequent enforcement, to evaluate and formulate appropriate dispute resolution strategies.
 - B. Thorough understanding of case facts, develop a comprehensive offence or negotiation strategy and present effective and complete evidence and witnesses.
 - C. Consultation with external experts and engagement of suitable professional representatives to effectively control cost expenditures.
 - (2) This year, the department handled 13 dispute cases, which are currently being processed in various district courts, the Taichung branch of the High Court, and the Supreme Court.
- Legal Awareness and Conduct:
 - (1) Participate in educational training organized by regulatory authorities or external organizations, or provide legal assistance through individual discussions or meetings as an opportunity for education. This timely reminder helps reinforce legal risk awareness of colleagues in various departments, integrating it into their daily work behavior, thereby reducing company risk.



● Disaster Accident Risk Prevention

- (1) Each business location insures against public liability, fire, and glass breakage to mitigate bodily injury or property damage to third parties caused by operations or products.
- (2) Execute the annual plan for regular maintenance of mechanical equipment (e.g., lifts), inspections, and various testing operations to ensure the integrity and reliability of the mechanical equipment.
- (3) Mechanical parking spaces, passenger elevators, and car lifts are inspected, maintained, and serviced monthly by professional firms.
- (4) Fire Services: Invite the local fire association to conduct training and drills twice a year.
- (5) Earthquake: Post-quake inspections of equipment safety are conducted by unit and floor supervisors as needed.
- (6) Water usage: Clean the water tower and reservoir twice a year to ensure the quality of domestic water; drainage. Professional firms test the water quality on-site twice a month to ensure that sewage discharge meets national standards.
- (7) Waste Disposal: Including general waste and controlled waste, regularly handed over to government-certified qualified vendors for collection and disposal.
- (8) Environmental disinfection: The entire plant is disinfected at least once a year, with frequency increased as necessary during special circumstances, such as pandemics.
- (9) Work Environment Testing: Hire professional, certified firms to test the noise, organic solvents, dust, and carbon dioxide levels in the work area twice a year to ensure compliance with national regulations.

● Climate Change and Environmental Risks

- (1) According to the "Taiwan 2050 Net Zero Emissions Pathway" released by the National Development Council, Taiwan's long-term reduction target is net zero greenhouse gas emissions by 2050.
- (2) According to BMW's target, the Company aims to reduce carbon emissions by 80% per new car during production, over 40% during the use phase, and at least 20% in the supply chain by 2030. BMW aims not only to reduce emissions during vehicle use but also to fully reduce the carbon footprint during the production process. The strategy on sustainability issues may be adjusted according to market policies, and our company is committed to following BMW's lead to achieve these goals. Similarly, Porsche aims to achieve comprehensive carbon neutrality across the entire value chain by 2030, with over 80% of new car sales being electric vehicles by 2030..
- (3) Our company follows the "Taiwan 2050 Net Zero Emission Path" released by the National Development Council and the carbon reduction and carbon neutrality goals of BMW and Porsche. Accordingly, our company's current risks and opportunities are also changing, and we will adjust our corresponding goals and strategic planning.
- (4) For related risks, opportunities and strategic objectives, please refer to the "Climate Commitment and Management" section.



3.4 Information Security

To strengthen the Company's information security management, Pan German Universal established a cross-departmental information security team to regularly review information security policies and report the information security management situation to the Board of Directors at least annually. The Information Security Team is led by the General Manager as the Chief Convener, with the Head of the Information Office serving as the Dedicated Supervisor. The team includes the 'Information Security Handling Team,' responsible for executing tasks such as data center equipment, information system access control, information security promotion, incident reporting, network security, email security, and antivirus management. Additionally, the 'Information Security Audit Team' is responsible for auditing and evaluating the effectiveness of information operation controls. The 2023 information security implementation report was presented to the board on November 10, 2023. For details, please refer to [the corporate sustainability section/information security management](#) on the company's website.

- Antivirus Security**
 - Regularly update antivirus software virus definitions and perform scan checks periodically
 - Continue investing in equipment with NTD 2,069,401 invested in purchasing firewalls and antivirus software in 2023
 - Prohibit colleagues from installing and using illegal and unapproved software, non-business-related package software or application software
- Internet Browsing**
 - The network services provided by the information system open to the public (such as HTTP, FTP, E-mail, etc.) require application through firewall access rule and can only be accessed after approval by the responsible supervisor.
 - Awareness of the risks associated with executing actions such as Cookie, ActiveX, Java Script, and Active Scripting.
- Email**
 - Disable preview and automatic download functions to avoid malicious program attacks
 - Do not open attachments unless the source and reason are clear.
- Firewall Security**

Adjusting firewall settings promptly in response to policy, legal, and regulatory changes, and network equipment adjustments.
- Computer Management**

Users must report anomalies to responsible supervisors and handle them appropriately.
- Data Backup**

The configuration files of the information system, web data, server files, and database data should all have a backup schedule. Data is backed up daily to NAS and weekly to an off-site location at Binjiang Data Center.
- Personal Data Management**
 - Annual advocacy on personal data handling for all employees
 - The notice on precautions against online fraud and email security issued in 2023 has completed the annual information security promotion.
- Enhance Information Security Awareness**

To obtain cybersecurity warnings, cybersecurity threats, and vulnerability information, the information department have subscribed to the TWCERT (TWCERT/CC) newsletter to stay updated on the latest domestic and international cybersecurity development trends and potential future cybersecurity risks.

Information Security Incident Reporting Procedure

Internal and external personnel should immediately report to the responsible supervisor and record the handling process and results in the event of any information security incident or upon discovering a threat that may harm the information system. In 2023, our company did not have any major information security incidents reported. Furthermore, as our company uses an original company-supplied customer sales system, we do not directly or indirectly collect customer data through our information systems, resulting in no incidents of customer privacy infringement.





4 Achieving Excellence

- 4.1 Product and Service Quality
- 4.2 Customer Relationship Management
- 4.3 Supply Chain Management

4.1 Product and Service Quality

Customer safety is our top priority. All vehicle models sold by Pan German Universal undergo rigorous safety testing and certification to ensure they meet the highest safety standards. From vehicle sales to after-sales service, our company actively provides comprehensive support and assistance to customers through a professional team. We attentively listen to customer opinions and feedback, using them as motivation for continuous improvement and enhancement.

Customer Health and Safety

As globally-renowned automotive groups, BMW Group and Porsche have not only secured stringent international automotive certifications for all their products—including five-star safety ratings from both the European New Car Assessment Programme (Euro NCAP) and the U.S. National Highway Traffic Safety Administration (NHTSA)—but have also received numerous international awards. These two major brands invest a large amount of financial and material resources in all stages of product development, production, and after-sales service, striving to create safe, comfortable, environmentally friendly, and sustainable products. Especially, we maintain continuous monitoring of sold products and components to ensure the safety of consumers.

In order to further protect consumer equity, BMW and Porsche have established a comprehensive safety notification mechanism. Consumers can report any safety issues or concerns they encounter at any time through the official website, customer service hotline, or by directly contacting authorized dealers. These reports will be promptly processed and incorporated into the quality control system to ensure timely identification and resolution of potential safety hazards. When any safety concerns arise, these brands will immediately initiate recall and inspection operations to demonstrate the century-old company's responsible attitude towards their products and ensure consumer driving safety.



BMW Award Record



Five-Star Safety Rating from the National Highway Traffic Safety Administration (NHTSA) New Car Crash Test

2019-2024 X3
2021-2024 3 Series



Top Safety Pick + from the American Highway Safety Insurance Association (IIHS) New Car Crash Test

2022-2023 X5



Five-Star Safety Rating from the Euro NCAP, the European New Car Assessment Program

2023 BMW 5 Series
2022 X1
2022 2AT



2024 World Car Awards World Luxury Sedan of the Year

2023 BMW 5 Series



2024 World Car Awards World Performance Car of the Year

2023 BMW M2、XM



Second place in the 2024 European Car of the Year

2023 BMW 5 Series

J.D. POWER

2023 J.D. Power Reliability Ratings Seven Major Awards

2023 BMW 8 Series、7 Series、4 Series、X5、X4、X2、iX



Porsche Award Record



World Car Awards World Performance Car of the Year

2021 911 Turbo
 2020 Taycan



World Car Awards World Luxury Car of the Year

2020 Taycan

J.D. POWER

J.D. POWER Annual Most Reliable Car Models (Overall Ranking) in the United States

2024 718
 2022, 2021, 2019 911

J.D. POWER

The most reliable car model of the year (luxury SUV category) by J.D. Power in the United States

2022 Cayenne
 2021, 2020 Macan

J.D. POWER

J.D. Power Annual Best Value Cars in the United States (Luxury Sports Car Category, Luxury SUV Category)

2023, 2022, 2020 911
 2023, 2021, 2020 Macan

All vehicle models imported by BMW and Porsche's general distributors comply with Taiwan's latest vehicle safety testing standards. To ensure that consumers enjoy automotive products and technology in sync with international standards, the Taiwanese government has also established stringent regulations regarding safety, pollution, noise, and energy consumption. All imported cars sold by Pan German Universal must pass 100% inspections to ensure safety and compliance with national standards before market release. In addition, in the automobile sales business, our company is also committed to complying with relevant regulations such as fair trade, refraining from engaging in unfair competition through misleading marketing information about fuel consumption, standards, certifications, space, or equipment. In 2023, there were no incidents of violations related to health and safety regulations of products and services, incidents of non-compliance with marketing communication regulations, and incidents of non-compliance with information and labeling regulations of products and services.

As the important dealer of BMW Group and Porsche in Taiwan, our company aims for the highest product quality and safety standards, and takes corresponding measures when necessary to ensure long-term maintenance of the highest level of customer satisfaction. According to the relevant legal provisions such as the Motor Vehicle Safety Investigation Recall Correction and Supervision Management Measures by the government authorities, we adhere to the following requirements:

- Dealers must immediately initiate recalls when there is sufficient evidence suggesting significant risks to vehicle safety for sold vehicles.
- Implement specific measures (recall projects, maintenance activities, or other warning methods) according to the original manufacturer's specifications to avoid personal injury or property loss, and fully comply with relevant legal regulations.

Recall Process

The recall process is initiated when German manufacturers notify the general agent, which then files the required documentation and sends notification letters to affected vehicle owners and circular notices to dealers. After receiving the notification, the dealers contact the car owners by phone to arrange inspections. Adhering to the philosophy of "Service leads, sales follow", our company is committed to handling recall cases with rigorous attention and proactive service to minimize the impact and inconvenience caused to customers. To ensure the effective execution of recall and inspection operations, we immediately launch media announcements, proactive contact, computer prompts, and other measures to significantly enhance the recall repair operations of affected vehicles. In cases where objective factors prevent completion, such as unreachable customers, and after completing legally required notification procedures, if recall execution remains difficult, we submit reports for professional review before filing them with the Ministry of Transportation for reference.



In 2023, our company executed eight recall projects to reduce the potential risk of various incidents, affecting 14,035 vehicles.

System	Recall Reason	Number of vehicles affected	Number of vehicles completed as of December 31, 2023
BMW	Engine system	3,675	2,761
BMW	Engine system	16	16
BMW	Engine system	9,138	1,453
BMW	Power transmission system	43	43
Porsche	Suspension system	873	652
Porsche	Suspension system	2	2
Porsche	Electrical system	288	210

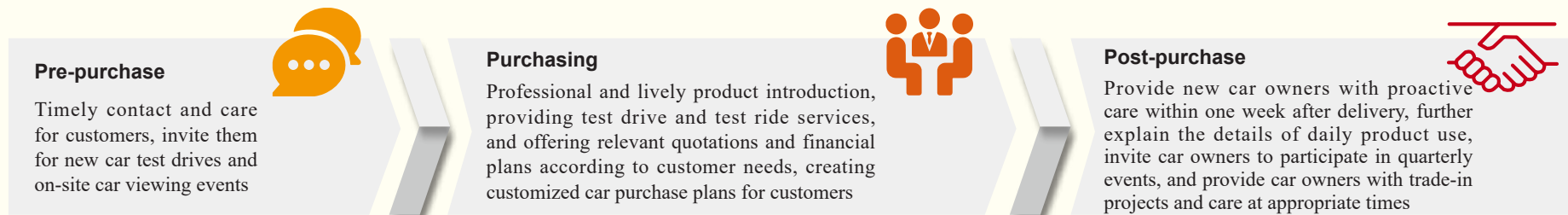
Note: There is another recall project related to the exhaust system within the BMW system. Since the number of affected units is zero, it is not disclosed in the above table.

4.2 Customer Relationship Management

Pan German Universal regards customer satisfaction as the primary goal. Through continuous professional training and process optimization, we have created an elite service team to provide consumers with meticulous top-notch experiences. We have implemented a comprehensive professional training system, covering pre-sales product knowledge, sales skills, and post-sales technical updates, encouraging employees to continuously learn and grow. We continue to strengthen cross-departmental collaboration to ensure high-quality service throughout the entire process, with a focus on customer needs.

Customer Service

With the core value of “Customer First”, we are committed to creating an excellent customer experience. We firmly believe that true luxury is not only reflected in the product itself but also the thoughtful and meticulous service. To this end, we have designed a comprehensive customer service system that covers every stage of the customer journey. Our goal is not only to meet the basic needs of customers but also to exceed expectations, bringing them surprise and delight.



BMW Taipei Test Drive Event - BMW Testing Experience



BMW Taichung Showroom Pour-over Coffee Service



BMW Kaohsiung held the BMW Kids Campus Little Driver Event



BMW Tainan held the BMW i-Electric Power Seminar

Professional Talent Training

As the core dealer of BMW Group and Porsche in Taiwan, Pan German Universal recognizes that talent development is crucial for maintaining the brand's excellent service standards. We strictly follow the annual training plan established by the general agent, providing comprehensive and professional internal training for pre-sales and after-sales personnel. The training results for 2023 are as follows. Through targeted training programs for different job positions, Pan German Universal not only ensures that our team can always serve customers with the highest standards, but also lays a solid talent foundation for the continued success of the BMW Group and Porsche brand in the Taiwan market. In the future, we will continue to invest in employee development to maintain and enhance our leading position in the luxury car market.

Item	Training content	Target	Participant	Training Hours
Pre-sales	Vehicle model product training, sales skills, sales talk, sales process	Sales Consultant (SC), Product Genius (PG), marketing and customer relationship management, dealership staff and other pre-sales service personnel	4,647 People	9,935 hours
After-sales	Maintenance, Reception Skills, Reception Procedures, etc.	General maintenance technician, sheet metal technician, painting technician, electrical technician, car body technician, reception staff and other after-sales service personnel	5,218 People	9,095 hours

Salesperson Training

In the highly competitive and rapidly developing automotive sales industry, comprehensive and continuous education is key to cultivating an excellent sales team. We firmly believe that professional knowledge is the cornerstone of sales success. Therefore we invest substantial resources in systematic training programs, covering core areas such as product knowledge, sales skills, customer service, and market trends. Through continuous learning, we not only effectively enhance our sales personnel's professional expertise to improve overall sales performance and brand image but also build long-term, stable customer relationships to provide customers with an unparalleled car buying experience.

BMW Group's general agent regards sales personnel as interpreters of customer needs and solution providers. To ensure the professional quality of the sales team, we have implemented a rigorous internal certification system. Every year, we hold regular and special training courses for different pre-sales service positions, including Sales Consultant (SC), Product Genius (PG), and Marketing & Customer Relationship Management (MKT & CRM). The content includes various certification training and product training, requiring participants to meet online course completion targets and pass internal examinations to obtain relevant qualifications.

To ensure that dealer personnel's professional capabilities meet Porsche brand requirements, the Porsche general distributor conducts annual internal staff training covering vehicle expertise, brand analysis, sales techniques, and interpersonal skills. Pan German Universal' various dealership locations also proactively organize small-scale internal training. Any single training session exceeding 4 hours must be approved by the general agent to ensure training quality and consistency. In addition, the general agent assists dealers in setting clear annual training hours standards and online learning path goals for each function. In 2023, personnel must complete at least 5 days of training hours and an online course completion rate of 100% to ensure that dealer personnel can integrate Porsche's brand values and behaviors into their daily work and customer interactions, providing customers with excellent customer experience.

After-sales personnel training

Regarding after-sales personnel, BMW Group's raining programs are divided into dealer in-house training certified by the general distributor and certification courses provided by general agents/technical consulting companies. Annual training plans are developed for different after-sales service positions, including general maintenance, ICT body repair, and ICT painting, supplemented by a tiered ranking system that encourages after-sales personnel to continuously improve their professional capabilities. To ensure senior technicians maintain industry-leading skill levels, the group implements regular retraining programs through at least quarterly in-house training sessions, keeping their professional skills at the industry's forefront.

General Maintenance Personnel Training Program

Technician Technician (S/D Technician)		Senior Technician Technician (TAP/TAE Senior Technician)	Master Technician (TT Master Technician)
<p>IBT Beginner Certification</p> <p>➤ Training Target: Distributors must have at least three months of formal work experience and must be formal employees of the distributor, excluding student interns.</p> <p>➤ Completion Qualification: Training by distributor for more than six months</p>	<p>TM Introductory Certification Course</p> <p>➤ Training Target: Those qualified with IBT</p> <p>➤ Completion Qualification: Training by distributors:</p> <ol style="list-style-type: none"> 1. Diagnosis/Programming and Information Systems 2. Four-Wheel Alignment and Chassis Repair 3. Engine Maintenance 4. Electrical/Electronic and Measurement 	<p>TAE Technician Certification Course</p> <p>➤ Training Target: Those qualified as diagnosis technicians</p> <p>➤ Completion Qualification:</p> <ul style="list-style-type: none"> • Original Manufacturer's Guidelines: <ol style="list-style-type: none"> 1. Vehicle Electrical System 2. Bus Systems 3. BMW Intelligent Drive 4. Passive Safety Systems <p>TAP Technician Certification Course</p> <p>➤ Training Target: Those qualified as diagnosis technicians</p> <p>➤ Completion Qualification:</p> <ul style="list-style-type: none"> • Original Manufacturer's Guidelines: <ol style="list-style-type: none"> 1. Powertrain (BMW Current Engines) 2. Heating & Air Conditioning System 3. Chassis system 	<p>TT Master Technician Certification Course (Those who fail will be tested again in December)</p> <p>➤ Training Target: Equipped with TAE & TAP</p> <p>➤ Completion Qualification: Pass the following</p> <p>➤ Written Test: <u>New Vehicle Technique Assessment</u></p> <p>➤ Certification consists of two stages:</p> <ul style="list-style-type: none"> ● Stage I : <ol style="list-style-type: none"> 1. <u>Advanced Diagnostics</u> 2. <u>Audiovisual Entertainment & APP Networking</u> 3. <u>Communication Skills</u> ● Stage II: Tutorial videos/presentations and case analysis
<p>Training by distributor Certification course by general agent</p>		<p>Certification course by general agent</p>	

ICT Body Technician Training Program

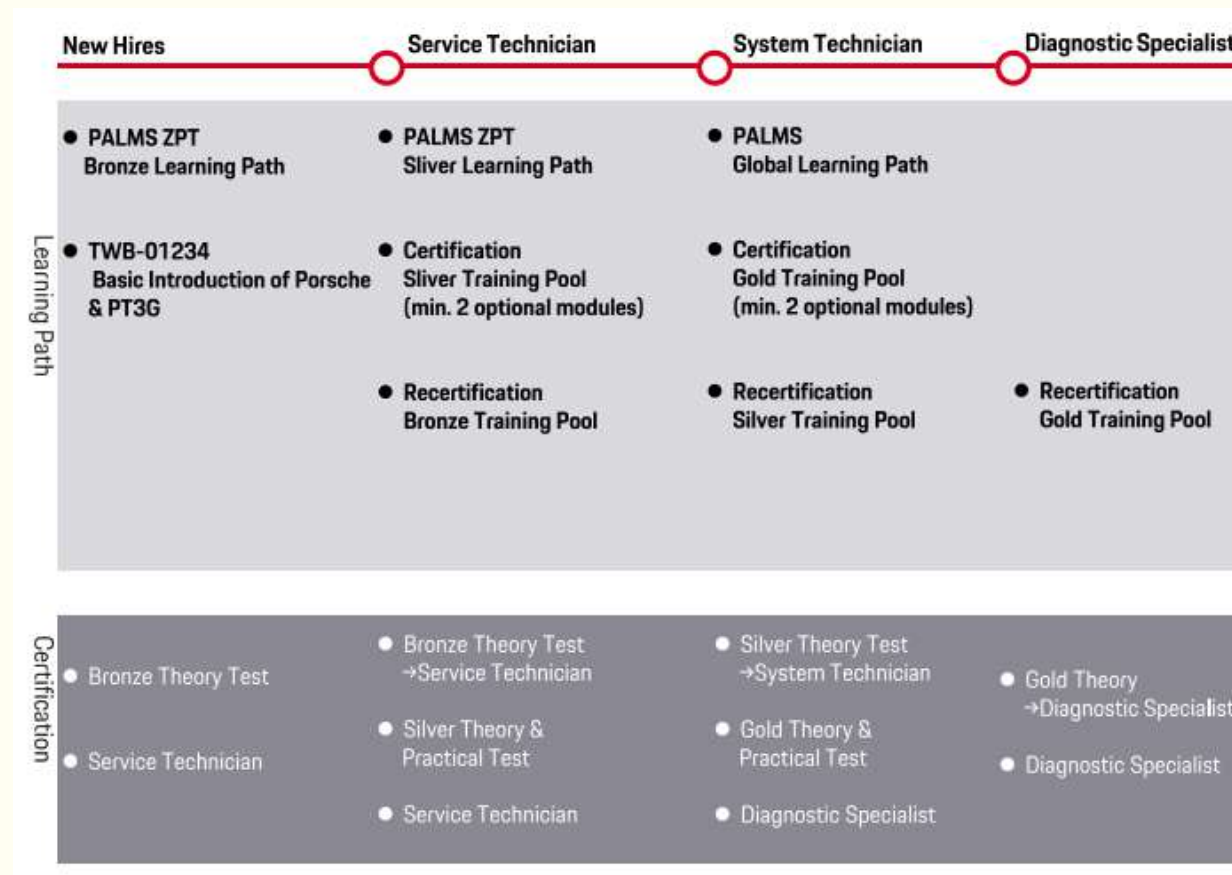
ICT Body Technician Sheet Metal Technician (TBB Technician)		ICT Body Senior Technician Sheet Metal Technician (TAB Senior Technician)		ICT Body Master Technician Sheet Metal Master Technician (TTB Master Technician)
<p>Body Repair Level 1a Method: Basic Training by Distributor</p> <ul style="list-style-type: none"> ➤ Training Target: Sheet Metal Technicians ➤ Qualification for Completion: Employees who have completed the General Agent's Newcomer General Knowledge ICT II Course and have been employed for one year 	<p>Body Repair Level 1b Technique: TBB Basic Certification Course</p> <ul style="list-style-type: none"> ➤ Training targets: those who have completed in-house basic training for sheet metal technicians or obtained a national Class B certificate in sheet metal ➤ Completion Qualification: Passing Practical/Written/Technical Certification Courses <ul style="list-style-type: none"> • BMW Machinery Equipment Application • BMW Basic Work Safety • BMW Basic Welding Method • BMW Basic Technique: Bonding and Riveting 	<p>Body Repair Level 2 Technique TAB Sheet Metal Technician Certification Course (Stage I)</p> <ul style="list-style-type: none"> ➤ Training Target: Obtain TBP Sheet Metal Technician Qualification ➤ Completion Qualification: Completing the courses and pass implementation/written/technical certification tests to be qualified for the TAB Sheet Metal Technician Level 2 (TAB L2) course. <ul style="list-style-type: none"> • Body Bonding and Riveting • Corrosion Protection & Sealing Measures • Metal Fillers & Maintenance Precautions • Maintenance Procedures and Matters Needing Attention • BMW Body Technology & Composite Body 	<p>Body Repair Level 3 Technique TAB Sheet Metal Technician Certification Course (Stage II)</p> <ul style="list-style-type: none"> ➤ Training Target: After passing the TAB L2 course qualification ➤ Completion Qualification: Completing the courses and pass implementation/written/technical certification tests to be qualified for TAB Sheet Metal Technician Qualification <ul style="list-style-type: none"> • Vehicle Size Measurement • Body Cutting & Size Measurement and Installation for • Body Structure – Removal of Rivets, Glue, and Welding Points • Micro Sheet Metal Repair Techniques 	<p>TTB Sheet Metal Master Technician Certification Course</p> <ul style="list-style-type: none"> ➤ Training Target: Those who have obtained TAB Sheet Metal Technician Qualification ➤ Completion Qualification: Complete the three-stage course and pass implementation/written/technical certification tests ➤ Three Certification Stages: <ul style="list-style-type: none"> ● Stage I: PTT for Lectures & Implementation tutorials ● Stage II: Communication Skills/Guidance and Discussion/Car Body Training Skills/Technical Support ● Stage III: Tutorial Video
Training by distributor		Certification course by general agent/technical consultant company to assist distributors in monitoring and control		Certification course by general agent/technical consultant company

ICT Paint Technician Training Program

Ict Paint Technician Paint Technician (TBP Technician)		ICT Paint Senior Technician (TAC Senior Technician)			ICT Paint Master Technician (TTP Master Technician)
<p>Paint Repair training by dealers:</p> <ul style="list-style-type: none"> ➤ Training target: coating technicians ➤ Completion Qualification: Employees who have completed the General Agency Newcomer General Knowledge ICT II Course and have been employed for one year 	<p>Paint Repair: TBP Basic Certification Course (Basic)</p> <ul style="list-style-type: none"> ➤ Training targets: personnel who have completed in-house basic training for painting technicians or have obtained the national Class B certification for painting ➤ Qualification for Completion: Complete courses and pass implementation/written/technical certification test to be qualified as a paint technician <ul style="list-style-type: none"> • The Importance of Safety and Health in Coating • Introduction to Changes in the Coatings Market • Description of Coating Process and Characteristics • Description of Various Coating Material Characteristics and operation • Introduction to Changes in the Coatings Market • Coating Technology Sharing 	<p>Paint Repair TAC Coating Technician Certification Course (Stage I)</p> <ul style="list-style-type: none"> ➤ Training Target: Those who have been certified as TBP Paint Technicians ➤ Completion Qualification: Complete the courses and pass implementation/written/technical certification tests to be qualified for (TAC Stage II) certification courses <ul style="list-style-type: none"> • Paint Spraying and Product Application • Local Repair Techniques • Coating Trend Changes • Coating Technology Sharing 	<p>Paint Repair TAC Coating Technician Certification Course (Stage II)</p> <ul style="list-style-type: none"> ➤ Training Target: Those who have passed TAC Stage I ➤ Qualification for Completion: Complete the courses and pass implementation/written/technical certification tests to be qualified for TAC Stage III) certification courses <ul style="list-style-type: none"> • Continuous Operation of New Sheet Metal • Implementation of Paint Blending for Color Match • Silver Pink and Pearl Color Fine-tuning • Safety and Hygiene regarding Coating 	<p>Paint Repair TAC Coating Technician Certification (Stage III)</p> <ul style="list-style-type: none"> ➤ Training Target: Those who have passed TAC Stage II ➤ Completion Qualification: complete the 3-stage courses and pass implementation/written/technical tests <ul style="list-style-type: none"> • Continuous Painting of New Car Door Outer Panel (Including Color Mixing) • Paint Blending for Car Door Outer Panel (including Color Mixing) 	<p>TTP Master Coating Technician Certification Course</p> <ul style="list-style-type: none"> ➤ Training Target: Those who are qualified as a TAC coating Technician ➤ Qualification Completion: Complete the three-stage course and pass implementation/written/technical certification test ➤ Three Stages of Certification: <ul style="list-style-type: none"> ● Stage I: PPT for Lectures & Implementation Tutorials ● Stage II: Communication Skills/Guidance and Discussion/Coating Training Skills/Technical Support ● Stage III: Achievement Display
		Certification courses by general agent/technical consultant company			Certification courses by general agent/technical consultant company
Training by distributor	Certification courses by general agent/technical consultant company to assist distributors in monitoring and control				

To provide customers with superior after-sales service, Porsche has developed specialized training programs including the "Body Technician Training Program," "Electrical Technician Training Program," and "Receptionist Training Program." To ensure high-quality qualifications for after-sales technical personnel across all global Porsche partners, Porsche implemented the ZPT (Zertifizierter Porsche Techniker) global certification program in 2004. This program adopts ZPT standards and is divided into three levels: Gold, Silver, and Bronze. Among them, the Bronze level is the entry-level requiring the completion of basic training and online courses, and certification will be earned upon passing the exam. The Silver level is intermediate, requiring technicians to complete more compulsory and elective courses beyond the Bronze level and pass both online and practical exams. The Gold level is advanced, requiring not only the completion of numerous professional courses but also possessing high-voltage qualifications and undergoing non-technical communication skills training. This grading system ensures the professional competence of technical personnel, while also providing a clear path for their career development.

ZPT Porsche Technical Certification Learning Path



"Porsche High Voltage Qualification (HV Qualification) System" includes two main stages: Electrical Introduction Person (EIP) and High Voltage Technician (HVT). The EIP phase targets service advisors, electrical technicians, body and paint technicians, all of whom must complete online courses and quarterly classroom training as the foundation for the HVT stage. The entire training system ensures that technicians have the ability to safely handle high-voltage systems.

The ZPT (Zertifizierter Porsche Techniker) is a global professional certification program established by Porsche for after-sales service technicians, mainly including two categories: Automotive Painting (PTW Paint ZPT) and Automotive Body Repair (PTW Body ZPT), with both certifications divided into three levels: Bronze, Silver, and Gold. PTW Paint ZPT certification is mainly assessed through examinations, with certification cycles and assessment methods varying slightly by level. Currently, only Bronze and Silver certifications are available in the Taiwan market, with Gold level certification pending PTW's planning. Starting in 2024, PTW Body ZPT will adopt a course credit system where technical personnel must attend corresponding courses and pass examinations to earn credits, obtaining certification at respective levels upon accumulating sufficient credits. The entire certification process is executed by the training institution authorized by Porsche Taiwan's general agent (hereinafter referred to as PTW) and is finally reviewed and approved by PTW.

Additionally, after-sales service consultants must complete brand training and service skills courses, and obtain relevant certifications of the Porsche Global Certification System (PGCS).

Customer Feedback Channel / Handling Procedures

To comprehensively protect consumer rights and ensure timely handling of feedback, in addition to direct communication through business representatives, we provide various convenient communication channels. Both BMW's general distributor and Porsche Taiwan have established 24/7 toll-free hotlines with dedicated staff. Furthermore, consumers can find contact information for all nationwide locations on Pan German Universal Motors' official website, make immediate inquiries at showrooms, or submit feedback through the consumer complaint email (contact@email.pgum.com.tw). All vehicle owners' opinions or needs regarding new car sales, product quality, maintenance quality, service quality, warranty, parts, or other issues are recorded by dedicated company personnel and immediately forwarded to the relevant departments and personnel for handling, striving to provide the best solutions and related improvements to meet consumer needs.

Regarding customer complaints, relevant personnel must contact the car owner within 24 hours (on working days) and resolve issues within 5 days. In 2023, except for cases under negotiation and legal proceedings, the customer complaint response rate and resolution rates both reached 100%.

Case Received

- Feedback gathered through the free customer hotline of the distributor/importer, the sales staff of Pan German Universal, or the consumer complaint mailbox.
- All complaints from customers, businesses or workplaces are filed and reported.
- This complaint is categorized into new car sales or after-sales service. The responsible personnel from each unit will contact the customers separately to understand the causes of the cases and how to handle the issues raised by the customers subsequently.
- Establish a customer complaint tracking record, and review the handling of customer complaints every month.

Case Handling and Closure

- The responsible personnel will provide the case handling process and the final consensus reached with the customer, and inform the customer service department. The customer service department will assist in completing the customer complaint before entering the supervisor approval process.
- After being approved by the supervisor, the relevant department heads will receive notice via email.





Customer Satisfaction Survey

Customer satisfaction is crucial to the automobile retail industry. In today's highly competitive market, providing quality customer service and satisfaction is the foundation for businesses to gain a key competitive advantage.

For our BMW/MINI brands, the general agent conducts monthly online customer satisfaction surveys for new vehicle owners and maintenance service customers across Taiwan. These surveys calculate the Net Promoter Score (NPS), which serves as a reference indicator for measuring brand loyalty.

In addition, Pan German Universal Porsche dealership implements customer satisfaction questionnaires for new car sales and after-sales service through a third-party company to effectively enhance customer experience and service quality management objectives. This helps optimize and enhance every interaction between the brand and customers, creating a positive, consistent, and luxurious experience. For new car customers, they will receive an email containing a Purchase Satisfaction Question (PSQ) survey link from the original manufacturer (Porsche AG) within 7 days after vehicle registration measuring customer satisfaction from purchase to delivery. Similarly, customers who recently received after-sales service at Porsche locations receive an email from Porsche AG containing an After Sales Service Question (ASQ) survey link 7 days after payment to measure customer satisfaction with the services provided by the service center. These questionnaires serve as valuable tools for dealers to identify areas for improvement.

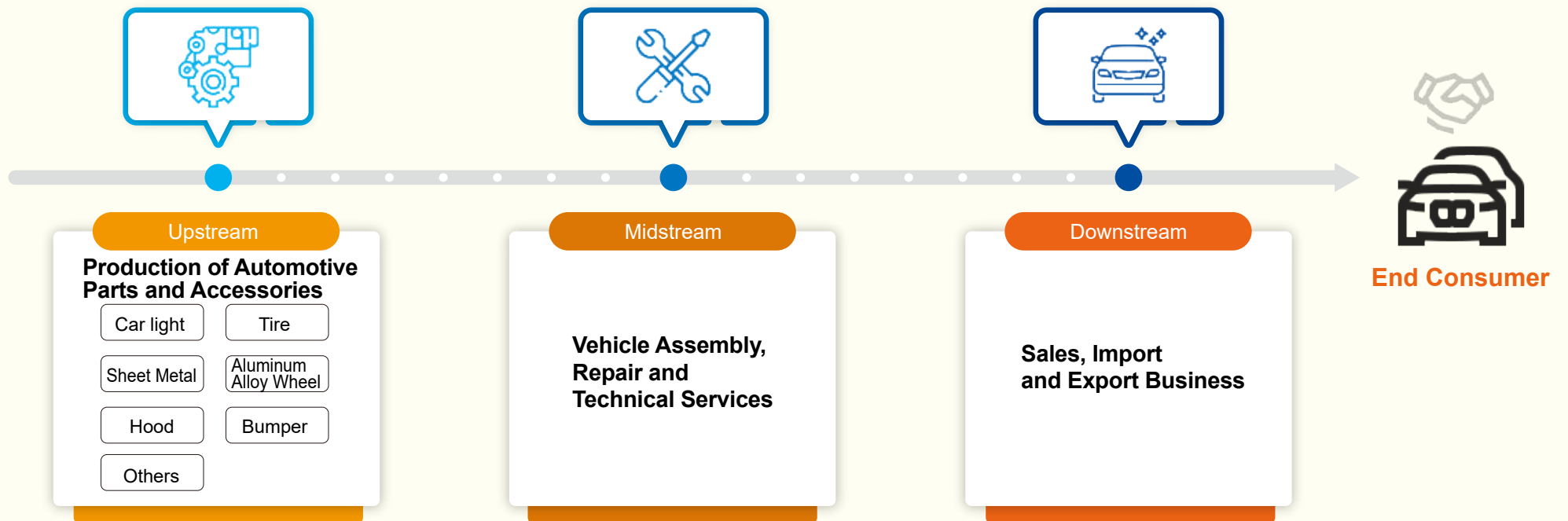
Item	Districts	2020	2021	2022	2023
BMW Net Promoter Score - Sales	BMW/MINI Taipei	72	82	83	84
	BMW/MINI Taichung	79	81	85	83
	BMW Tainan	87	82	86	81
	BMW/MINI Kaohsiung	77	81	84	85
BMW Net Promoter Score - After Sales	BMW/MINI Taipei	72	78	82	85
	BMW/MINI Taichung	71	79	82	77
	BMW Tainan	75	77	80	84
	BMW/MINI Kaohsiung	74	81	88	87
MINI Net Promoter Score - Sales	BMW/MINI Taipei	57	80	74	86
	BMW/MINI Taichung	87	75	86	85
	BMW/MINI Kaohsiung	66	69	73	76
MINI Net Promoter Score - After Sales	BMW/MINI Taipei	73	78	83	86
	BMW/MINI Taichung	67	79	82	76
	BMW/MINI Kaohsiung	69	81	88	88
Porsche Customer Satisfaction - Sales	Porsche Centre Taipei	9.7	9.9	9.8	9.9
	Porsche Center Taoyuan	9.5	9.7	9.8	9.9
	Porsche Center Taichung	9.7	9.7	9.8	9.9
	Porsche Centre Kaohsiung	9.7	9.8	9.8	9.9
Porsche Customer Satisfaction - After Sales	Porsche Centre Taipei	9.2	9.4	9.5	9.5
	Porsche Center Taoyuan	9.4	9.5	9.7	9.8
	Porsche Center Taichung	8.5	9.5	9.5	9.3
	Porsche Centre Kaohsiung	9.3	9.4	9.6	9.6

4.3 Supply Chain Management

Pan German Universal Industrial Chain

The automobile industry mainly consists of upstream suppliers that manufacture automotive parts and provide related components, midstream manufacturers that focus on assembly, research and development, marketing, repair, and technical services, as well as downstream dealers that directly interact with consumers, providing sales and after-sales services.

Our company's main business activities include automobile and parts distribution, sales, repair and maintenance services. We distribute luxury imported cars from BMW, MINI, and Porsche brands, handling both sales and after-sales services. As a downstream automotive retailer, manufacturing and development responsibilities remain with the original manufacturers.



Supply Chain Management

As Pan German Universal focuses on automobile distribution, dealership, and maintenance services, the procurement of parts is designated by the general agent. Other suppliers are mainly divided into six categories: "Engineering Equipment," "Administrative Affairs," "Computer Communications," "Professional Services," "Marketing Activities," and "Others." In 2023, the Company and its subsidiaries conducted business with 1,169 suppliers. Except for professional services, our company conducts supplier evaluations at the end of each year for new cooperating manufacturers or those with annual procurement amounts reaching NTD 500 thousand. The evaluation results serve as an important basis for continued cooperation in the following year. Currently, new supplier selection primarily focuses on company operations and quality capabilities. The inclusion of environmental and social indicators will be evaluated based on future requirements.



1 New Supplier

- Before engaging with suppliers, relevant departments within our company and its branches must submit a procurement request
- Suppliers are required to complete a "Supplier Information Form." In addition to basic company information, this form includes an objective assessment of the supplier's past performance regarding environmental and social responsibility policies.
- The relevant information is recorded by the General Affairs Department and subsequently registered in the system by the headquarters' General Affairs Division.

2 Supplier Risk Assessment

- At year-end, we conduct written evaluations of suppliers, excluding professional service providers such as lawyers and accountants. This applies to new suppliers and those with annual procurement amounts exceeding NTD 500 thousand. The evaluation, conducted by the user department, assesses product quality, delivery time, pricing, and market competitiveness.
- The evaluation results are divided into four grades: A, B, C, and D. Grade A suppliers are considered excellent and given priority for future procurement. Grade D suppliers are deemed unqualified, and business relationships with them are suspended for the following year.
- The 2023 annual evaluation results show that a total of two suppliers failed to meet the requirements

Local procurement

As an automobile dealer, Pan German Universal primarily focuses on vehicle sales and after-sales maintenance services, accounting for approximately 90% and 10% of the Company's revenue, respectively. Our company's main suppliers are the general agents of BMW and Porsche, who purchase from BMW and Porsche manufacturers and then sell them to our company. Since these general distributors maintain operational bases in Taiwan, we consider 100% of our procurement to be from local suppliers.



5 Low Carbon Sustainability

- 5.1 Climate Commitment and Management
- 5.2 Green Action

5.1 Climate Commitment and Management

As a dealer for Pan German Universal and Porsche automobile sales and maintenance services, we are actively addressing climate change issues and responding to the operational impacts of extreme weather events. To align with the BMW Group and Porsche's climate goals, and in coordination with the government's "2050 Net Zero Emissions Pathway" schedule, we have implemented a greenhouse gas inventory project to understand our situation. Additionally, based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), we have established relevant management mechanisms. We are advancing in four major areas: "governance," "strategy," "risk management," and "metrics and targets," aiming to minimize climate risks and identify new business opportunities. In collaboration with general distributors, we are implementing an electric vehicle sales plan, introducing more energy-efficient and environmentally friendly car models, and setting up DC fast charging stations and charging spaces in dealership areas across Taiwan to provide exclusive charging services and high-quality user experiences for electric vehicle owners. These initiatives aim to continuously increase electric vehicle market share and reduce carbon emissions, contributing to a sustainable environment for the future.

Level	Disclosure Matters	Content
Governance	<ul style="list-style-type: none"> a) Description of the Board's oversight of climate-related risks and opportunities b) Description of the role of management in assessing and managing climate-related risks and opportunities 	<p>The Board of Directors is the highest decision-making body responsible for the Company's overall risk management, assigning the General Manager to act as the convener of the 'Risk Management Team.' This group is responsible for executing risk management duties, including monitoring, measuring, and evaluating the Company's risks, formulating the Company's risk management policies, ensuring the implementation of the risk management policies approved by the Board of Directors, and regularly reporting risk management to the Board.</p> <p>Regarding climate change-related risks, the Board of Directors supervises and makes decisions, regularly reviewing the company's climate change vision, strategy, and long-term goals.</p> <p>Operation Method: Establish a risk management team responsible for monitoring, measuring, and evaluating the company's risks, formulating the company's risk management policy, and reporting to the Board of Directors annually.</p>
Strategy	<ul style="list-style-type: none"> a) Description of the short, medium, and long-term climate-related risks and opportunities identified by the organization b) Description of the climate-related risks and opportunities that could have a significant impact on the organization's business, strategy, and financial planning c) Description of the organizational strategy resilience, considering different climate change scenarios, including the 2°C or lower scenario 	<p>The short, medium, and long-term risks and opportunities of climate change are respectively 1 year, 1-5 years, and 5-10 years. Effectively promote environmental management across the company, based on the current climate change policies and strategies in Taiwan, as well as existing and confirmed implementation scenarios to analyze regulatory, technological, market, and reputation climate impacts.</p>
Risk Management	<ul style="list-style-type: none"> a) Description of the process of identifying and assessing climate-related risks b) Description of the process for managing climate-related risks within the organization c) Description of the processes for identifying, assessing, and managing climate-related risks, and how they are integrated into the overall risk management 	<p>Integrate climate risks into the overall operational management process, and review climate-related risks and opportunities through cross-departmental collaboration. Continuously assess the link between climate risks and finance in the future to formulate countermeasures.</p>
Metrics and Targets	<ul style="list-style-type: none"> a) Description of the metrics used to assess climate-related risks and opportunities in accordance with the organization's strategy and risk management processes b) Disclose Scope 1, 2, 3 (if applicable) emissions and related risks c) Description of the organization's goals in managing climate-related risks and opportunities, as well as the performance of these related goals. 	<p>According to the "Climate Change Response Act" issued by the Environmental Protection Administration of the Executive Yuan, the national long-term reduction target is net zero greenhouse gas emissions by 2050.</p> <p>Execute measures and develop contingency plans to minimize potential risks and damages caused by climate change.</p> <ol style="list-style-type: none"> 1. Purchase insurance 2. Reduce the risk of loss of equipment and Inventories showrooms and repair plants <p>To mitigate climate change and promote the use of renewable energy, our company has also included solar power generation equipment in the planning of the new showroom plans to reduce carbon emissions.</p>

Green Operation

Energy Usage

The energy consumption of Pan German Universal includes four types: gasoline, diesel, liquefied petroleum gas (LPG), and electricity, with electricity being the primary energy source. In 2023, the total electricity consumption was 15,444,409.7 kilowatt-hours, an increase of 8.41% compared to the previous year. This increase was primarily attributed to the reconstruction of the Taichung Porsche Center, which is four times the previous size, coupled with the use of many interactive electronic products, resulting in a 42% increase in electricity consumption compared to the previous year.

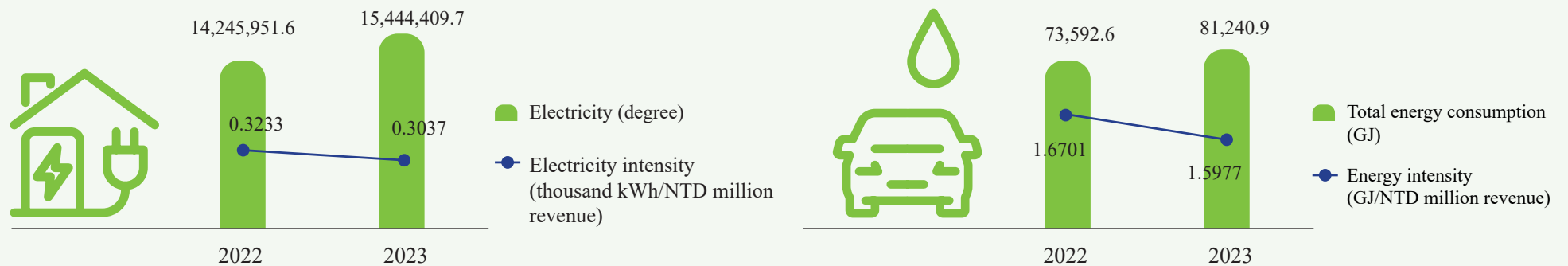
Gasoline consumption mainly stems from company vehicles, new vehicles awaiting delivery, test drive vehicles, and courtesy cars across various locations. In 2023, total gasoline consumption was 637,670.5 liters, an increase of 19% compared to the previous year. This increase occurred because fuel supply for new Porsche vehicles awaiting delivery, previously managed by Porsche Taiwan, was transferred to individual dealership subsidiaries starting May 2023, resulting in the consumption being attributed to our company. As for diesel, it is used for paint oven operation, hence the consumption depends on the number of vehicles requiring painting services. The usage in 2023 was 128,319.8 liters, a decrease of 1.01% compared to the previous year.

Liquefied petroleum gas is only used in the kitchen of the BMW Taichung employee cafeteria, with a usage of 1380 liters in 2023. Usage remains relatively stable due to consistent employee numbers.

Pan German Universal monitors and manages CO₂ emissions from vehicle transportation processes. Transport companies are required to provide monthly records of vehicle numbers, mileage, and fuel consumption to ensure stable fuel consumption and CO₂ emissions during vehicle transport. Additionally, transport companies must conduct regular maintenance on their carriers. In 2023, 1,599 Porsche vehicles were transported, generating 108.3 tonnes of CO₂e emissions. Scope 3 emissions from upstream transportation for headquarters and dealerships have been included in the inventory planning, with complete assessment of major locations scheduled for completion by 2027.



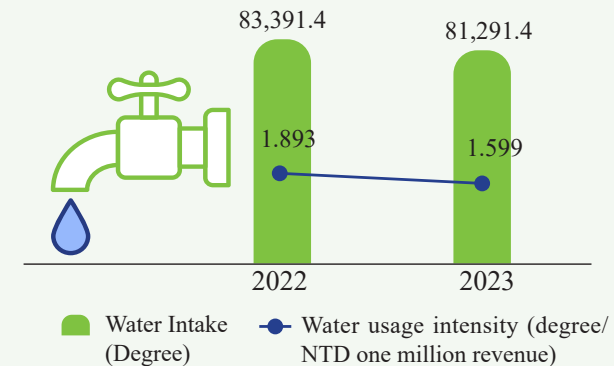
	2022			2023		
	Head Office	BMW Dealer	Porsche Dealer	Head Office	BMW Dealer	Porsche Dealer
Electricity (degree)	130,610.0	9,156,281.6	4,959,060.0	131,830.0	9,623,815.7	5,688,764.0
Total Electricity Usage		14,245,951.6			15,444,409.7	
Gasoline (liters)	4,243.0	477,571.1	53,141.4	4,402.7	441,425.7	191,842.1
		534,955.5			637,670.5	
Diesel (liters)	32.5	102,315.8	27,277.4	32.5	103,065.8	25,221.5
		129,625.7			128,319.8	
Liquefied Petroleum Gas (Bottled Gas) (Liters)	-	1,360	-	-	1,380	-
		1,360			1,380	
Total energy consumption (GJ)		73,592.6			81,240.9	
Energy intensity (GJ/NTD million revenue)		1.6701			1.5977	
Electricity intensity (thousand kWh/NTD million revenue)		0.3233			0.3037	
2023 Greenhouse Gas Emission Intensity (tons CO ₂ e/NTD million revenue)		-			0.1573	



Water Usage

Water is provided by the Water Supplies Department and is used for employee consumption, new vehicle cleaning, and service center operations, with vehicle washing being the primary usage. The total water consumption in 2023 was 81,291.4 degrees, a decrease of 2.5% from the previous year. Most locations showed decreased consumption compared to the previous year, except for BMW Taichung and Kaohsiung Porsche Center. The increase in Taichung was due to a cooling tower malfunction at the Wenxin facility and pipe damage at the Fuxing plant. The increase in Kaohsiung Porsche Center was attributed to higher vehicle service volumes requiring more washing water.

	2022			2023		
	Head Office	BMW Dealer	Porsche Dealer	Head Office	BMW Dealer	Porsche Dealer
Water Intake (Degree)	272.0	59,636.4	23,483.0	270.0	58,380.4	22,641.0
	83,391.4			81,291.4		
Water usage intensity (degree/NTD one million revenue)	1.893			1.599		

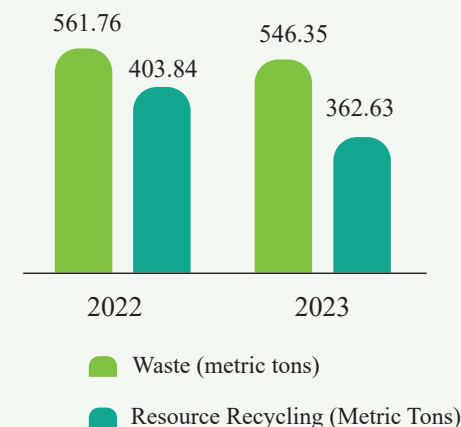


Waste and Resource Recycling

Pan German Universal’s operational waste is processed through incineration or recycling by qualified environmental service providers, with no environmentally harmful substances produced. The group strengthens the promotion of waste reduction and recycling through environmental education, encouraging employees to recycle to achieve future carbon reduction goals.

Resource management and waste reduction measures include replacing disposable cups with glass or ceramic cups in office areas, prohibiting disposable utensils in the employee cafeteria, and encouraging employees to bring their cutlery. Paper conservation efforts include double-sided printing, paper reuse, and recycling of environmentally friendly consumables.

	2022			2023		
	Head Office	BMW Dealer	Porsche Dealer	Head Office	BMW Dealer	Porsche Dealer
Waste (metric tons)	2.28	337.38	222.10	1.68	344.37	200.30
	561.76			546.35		
Resource Recycling (Metric Tons)	1.32	358.00	44.52	1.20	321.25	40.18
	403.84			362.63		



Explanation: Estimated according to the contract removal volume

Renewable Energy

Since 2018, Pan German Universal has installed solar panels on the rooftops of four sales locations in response to energy conservation and carbon reduction: BMW Tainan, BMW Kaohsiung, Taipei Porsche Center, and Kaohsiung Porsche Center. The generated electricity is sold back to the grid, contributing to Taiwan's net-zero carbon reduction efforts. In 2022 and 2023, the systems generated 1,089,975 and 1,049,588.4 kilowatt-hours, reducing greenhouse gas emissions by 539,538 and 519,546 tons respectively.

5.2 Green Action

Environmental Regulatory Compliance

All BMW models comply with Taiwan's vehicle exhaust emissions and noise regulations. Regarding energy efficiency, 10.29% of the models have achieved an energy efficiency rating of level 2 or above.

BMW Vehicle Efficiency Rating	Percentage
Level 2	10.29%
Level 3	69.12%
Level 4	14.71%
Level 5	5.88%
Total	100%



In response to the global goal of net-zero carbon emissions by 2050, BMW continues to expand its robust electric vehicle lineup. In 2023, electric vehicles accounted for approximately 15% of total sales across all model lines, with BMW brand's electrification strategy continuing to expand across its entire portfolio. Porsche has also launched the all-electric Macan and the significantly enhanced Taycan models; MINI has the fully upgraded all-electric Countryman model.

Central Oil Distribution System

We have central oil supply systems at eight locations: BMW Taipei, BMW Taichung, BMW Tainan, BMW Kaohsiung, Taipei Porsche Center, Taichung Porsche Center, Kaohsiung Porsche Center, and Taoyuan Porsche Center. This centralized system enables efficient oil usage management and monitoring, reducing waste and downtime, and lowering labor and accident risks. Effective oil management reduces pollution, improves resource utilization efficiency, maintains cleaner workspaces, and reduces empty oil container waste. In 2023, this system eliminated the need for 345,738 1-liter oil bottles.

Water-based paint (VOC reduction)

To minimize the environmental and health impacts of organic solvents in automotive painting, we use water-based paint at ten repair locations including BMW Taipei-Binjiang, BMW Taipei-Zhuwei, BMW Taichung, BMW Tainan, BMW Kaohsiung, Taipei Porsche Center, Taichung Porsche Center, Kaohsiung Porsche Center, and Taoyuan Porsche Center to reduce volatile gas emissions.

Recycled Parts

In response to the circular economy and resource conservation, BMW and Porsche have adopted different approaches for the regeneration of car parts, offering environmentally friendly options for three major components: automatic transmissions, air conditioning compressors, and power steering gear systems.

Definition of Recycled Parts

- BMW Recycled Parts: After removing the parts from the original car, the damaged parts are replaced or repaired and re-installed back into the original car, or new original parts are used to replace most of the damaged ones, with a more favorable price for customers.
- Porsche Recycled Parts: The damaged parts are exchanged with the new parts from the original manufacturer.

Recycled Parts Items

Automatic transmission, air conditioning compressor, power steering gear systems

Refrigerant Recovery

Pan German Universal’s major service locations are equipped with refrigerant recovery systems for R134a and R1234yf, enabling recovery, processing, storage, and reuse. This reduces demand for new refrigerants while minimizing environmental impact. In 2023, a total of 928.88 kilograms were recycled, equivalent to a reduction of 1,286.7 metric tons of CO₂ emissions*.

* Calculations based on AR6 Global Warming Potential (GWP) coefficients: 1,530 for R134a and 0 for R1234yf.

Green Building

The Taichung Porsche Center obtained the US Green Building Council LEED Gold certification in November 2023, becoming a green building model, leading sustainable development in alignment with Porsche’s environmental manufacturing responsibilities. Green building certification not only helps reduce environmental impact and operating costs but also enhances the value of buildings and occupant well-being. Projected to reduce annual energy consumption by over 30% and carbon emissions by more than 20%, the design, construction, and operation meet sustainability and energy efficiency standards.

Green Building

Planning Phase

During initial planning, it was decided to set up designated parking spaces for green vehicles and Electric Vehicle Supply Equipment (EVSE), promoting alternatives to traditional fuel vehicles, effectively reducing pollution and lowering greenhouse gas emissions.

Design Phase

Energy usage reduction: Through comprehensive building energy simulation, multiple energy reduction strategies were formulated, achieving a 39% reduction in energy costs.
 Water resource management: By adopting local and adaptive vegetation, combined with smart irrigation systems and rainwater harvesting technology, the landscape water demand has been reduced by 100%. Indoors water-efficient fixtures reduced water consumption by 45%.

Construction Demolition Phase

Construction waste recycling: During the construction and demolition process, a construction waste recycling rate of 76.49% was achieved. Designated recycling areas to promote resource recycling and reuse.

Construction Completion Phase

Ventilation system and air quality: Installation of standard-compliant ventilation systems to ensure adequate intake of fresh air. Strict no-smoking policies maintain air quality

Operations Management Phase

Ongoing energy-saving and environmental protection measures: Smart management systems continuously monitor and optimize energy and water resource efficiency, ensuring sustained high performance and environmental benefits during operation.





6 Diversity and Inclusion

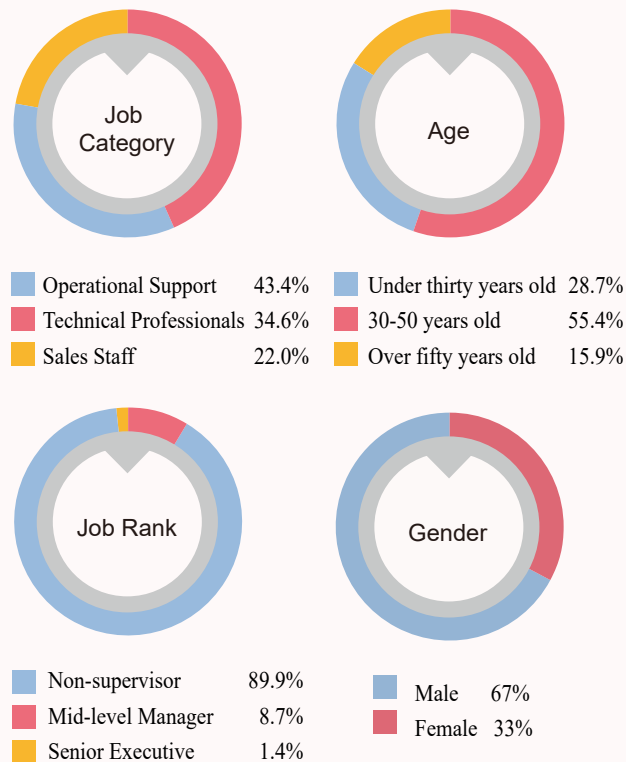
- 6.1 Talent Attraction and Retention
- 6.2 Talent development
- 6.3 Healthy and Safe Workplace

6.1 Talent Attraction and Retention

Diverse Talent

Pan German Universal respects difference and upholds the principle of equal opportunity regardless of race, gender, age, religion, or nationality, aiming to create a diverse and inclusive workplace. By the end of 2023, the total number of employees at Pan German Universal was 1,629. Due to industry characteristics and labor market dynamics, the gender distribution was 67% male and 33% female, demonstrating an approximate 2:1 ratio. By job category, there were 707 operational support staff (43.4%), 563 technical professionals (34.6%), and 359 sales staff (22%). By age category, employees under 30 years old accounted for 28.7%, employees aged 30-50 account for 55.4%, and employees over 50 accounted for 15.9%. We encourage our female colleagues to pursue career goals and personal growth, with a male-to-female ratio of approximately 1.68:1 in management positions. We will continue to create a fair and diverse work environment.

Distribution of Fantasia Holdings employees



Group	Male		Female		Group Subtotal and Proportion		
	Number of people	Percentage of the group (%)	Number of people	Percentage of the group (%)	Number of people	Percentage of the group (%)	
Job Category	Operational Support	244	34.5%	463	65.5%	707	43.4%
	Technical Professionals	535	95.0%	28	5.0%	563	34.6%
	Sales Staff	308	85.8%	51	14.2%	359	22.0%
Age	Under thirty years old	302	64.5%	166	35.5%	468	28.7%
	30-50 years old	596	66.1%	306	33.9%	902	55.4%
	Over fifty years old	189	73.0%	70	27.0%	259	15.9%
Job Rank	Non-supervisor	984	67.2%	481	32.8%	1465	89.9%
	Mid-level Manager	83	58.5%	59	41.5%	142	8.7%
	Senior Executive	20	90.9%	2	9.1%	22	1.4%

Explanation 1: Interns and contract staff are not included.

Explanation 2: Non-employees include interns, cleaning staff, security guards, service personnel, and chefs, totaling 105 people in 2023.

Explanation 3: Operations Support: Management Department, Finance Department, Accounting Department, Legal Department, Information Department, and other units

Explanation 4: Professional Technology: After-sales Maintenance Unit

Diverse and Inclusive Workplace

Pan German Universal strives to create a diverse and inclusive workplace, hiring employees regardless of gender, religious beliefs, race, nationality, and age, without discrimination. In 2023, Pan German Universal employed 18 employees with disabilities, meeting regulatory requirements, and continued recruitment through various channels to maintain compliance. We prioritize local hiring, with 100% of senior management positions filled by Taiwanese nationals, reducing communication barriers between organizational levels, and strengthening human capital, thereby increasing local economic benefits.

Compensation System

Pan German Universal offers market-competitive compensation, annually reviewing benchmark enterprise salary surveys, considering minimum wage and cost-of-living adjustments, and analyzing compensation competitiveness based on company operations and individual performance. The total compensation package includes salary, benefits, performance bonuses, and year-end bonuses. Performance bonuses are distributed based on the monthly operational targets and individual job performance, while year-end bonuses are based on the Company's annual profit, unit target achievement rate, and individual annual performance evaluation results.

We adhere to the principle of equal pay for equal work. Through job descriptions and annual performance appraisal mechanisms, we determine employee hiring, salary, and promotion based on education and experience, position, market conditions, and work performance, without discrimination.

Entry-level employees (including sales personnel) receive at least the minimum wage, plus monthly sales commissions and performance incentives based on target achievement. Compensation standards are based on job requirements and qualifications instead of gender. The salary distribution standard mainly considers the position and performance of colleagues. There is no salary difference between genders with employees of the same position. The 2023 ratio between the highest individual compensation and median employee compensation was approximately 13:1, with an annual total compensation increase ratio of 1.65.

Proportion of local hires employees in senior management

	2021		2022		2023		
	Number of Employees	Proportion	Number of Employees	Proportion	Number of Employees	Proportion	
Gender	Male	22	100%	21	100%	20	100%
	Female	3	100%	3	100%	2	100%
Working Area	North District	15	100%	15	100%	13	100%
	Central District	4	100%	4	100%	4	100%
	Southern District	6	100%	5	100%	5	100%

Note 1: Senior management is at the level of Assistant Vice President and above.

Note 2: The definition of local refers to Taiwanese nationality.

Gender Salary Ratio

	Basic Salary Comparison			Salary Ratio ^{Note 1}			
	2021	2022	2023	2021	2022	2023	
Supervisor	Operations Management	1.87	1.85	1.67	2.38	2.36	2.19
	Pre-sales Business	1.06	1.05	1.07	1.65	1.66	1.63
	After-sales service	1.25	1.24	1.24	1.33	1.38	1.39
Non-supervisor	Operational Support	1.05	1.04	1.03	1.06	1.08	1.09
	Technical Position	1.07	1.04	1.06	0.98	0.91	0.91
	Sales Position	1.01	1	1	1.08	0.87	1.13

Note 1: Salary = Basic Salary + Bonus (including Performance Bonus and Year-End Bonus).

Note 2: The ratio in this table is based on female salary as 1.

	2022	2023	Rate of change
Number of full-time employees not holding supervisory positions	1,426	1,420	-0.42%
Average salary (In thousands of NTD)	1,035	1,117	7.92%
Median salary (In thousands of NTD)	815	849	4.17%

Remark: The statistical data does not include subsidiaries

Talent Recruitment

Employees are the most valued and precious assets of Pan German Universal & Company, and also the strongest pillar for Pan German Universal & Company in its journey towards sustainable development. We hope to find talents who share the Company's vision and mission in terms of recruitment, and provide stable salaries, comprehensive benefits, and a quality work environment to ensure employee satisfaction and enjoyment at work.

Pan German Universal is committed to creating a friendly workplace where colleagues can learn and grow. In terms of talent selection, Pan German Universal does not differentiate based on gender or other factors, but rather focuses on the core of recruiting talent to "become the best benchmark enterprise in the luxury car industry." With the expansion of Pan German Universal's business, we recruit outstanding talents through diversified channels. In 2023, a total of 262 new employees were hired, with a new hire rate of 16%. By age, those under 30 years old accounted for 10.2%, and those between 30 and 50 years old accounted for 5.6%. By gender, males accounted for 9.6%, and females accounted for 6.5%. These new employees will continue to bring innovative energy and vitality to the Company.

Industry-Academia Collaboration

The Company encourages industry-academia collaboration, organizing industry-academia cooperation programs with high schools, vocational schools, and universities. It provides students with diverse internship opportunities to accumulate practical workplace experience, understand future industry development trends, enhance knowledge, and cultivate professional technical talents. In 2022, 28 students were offered internship opportunities, with 15 of them being converted to full-time positions after the internship, achieving a retention rate of 54%; in 2023, 30 students were offered internship opportunities, and it will continue to expand in the future.



Number of New Employees

	2021		2022		2023		
	Number of people	Percentage of total employees (%)	Number of people	Percentage of total employees (%)	Number of people	Percentage of total employees (%)	
New Employee	259		264		262		
New Employee Ratio (%)	15.7%		16.2%		16.0%		
Male	177	10.7%	166	10.2%	156	9.5%	
Female	82	5.0%	98	6.0%	106	6.5%	
Job Category	Operational Support	105	6.4%	126	7.7%	117	7.2%
	Professional Technology	86	5.2%	77	4.7%	84	5.1%
	Sales	68	4.1%	61	3.8%	61	3.7%
District	North	93	5.6%	84	5.2%	95	5.8%
	Middle	76	4.6%	71	4.3%	92	5.6%
	South	90	5.5%	109	6.7%	75	4.6%
Age	Under 30	144	8.7%	146	9.0%	166	10.2%
	30-50	106	6.4%	117	7.1%	92	5.6%
	Over 50	9	0.6%	1	0.1%	4	0.2%

Explanation 1: Does not include short-term workers and contract staff



Number of Departures

In 2022, as the pandemic subsided, increased external job opportunities and the resumption of previously postponed overseas plans led to elevated employee turnover. However, in 2023, the turnover rate decreased to 15.2% following targeted interventions, including employee interviews in high-turnover areas, compensation package revisions, career development framework revisions of technical staff, and the implementation of reasonable and transparent career blueprints to enhance overall employee benefits and boost team morale.

The number of employees who left in 2023 was 249, with a turnover rate of 15.2%. By age, employees under 30 had a turnover rate of 7.1%, while those aged 30-50 experienced a 7.5% rate. By gender, the turnover rate for male employees is 9.5%, and the turnover rate for female employees is 5.8%. The operational support category demonstrated the highest turnover rate.



	2021		2022		2023		
	Number of people	Percentage of total employees (%)	Number of people	Percentage of total employees (%)	Number of people	Percentage of total employees (%)	
Number of departures	229		271		249		
Overall turnover rate (%)	13.9%		16.6%		15.2%		
Male	156	9.5%	181	11.1%	155	9.5%	
Female	73	4.4%	90	5.5%	94	5.7%	
Salesperson Voluntary Departure Rate (%)	15.0%		16.7%		13.6%		
Sales Staff Involuntary Departure Rate (%)	1.7%		2.3%		2.2%		
Job Category	Operational Support	89	5.4%	123	7.5%	109	6.6%
	Professional Technology	86	5.2%	89	5.5%	91	5.6%
	Sales	54	3.3%	59	3.6%	49	3.0%
District	North	81	4.9%	113	6.9%	81	4.9%
	Middle	68	4.1%	61	3.7%	83	5.1%
	South	80	4.9%	97	6.0%	85	5.2%
Age	Under 30	102	6.2%	116	7.1%	116	7.1%
	30-50	117	7.1%	141	8.7%	122	7.5%
	Over 50	10	0.6%	14	0.8%	11	0.6%

Explanation 1: Does not include short-term workers and contract staff

Explanation 2: All are voluntary departures/retirements (excluding layoffs and dismissals); involuntary ones are layoffs and dismissals

Generous Employee Benefits

To attract and retain talent, Pan German Universal offers generous benefits, including birthday and holiday bonuses, life event support (marriage, childbirth, hospitalization, bereavement, milk (for technical staff), vending machine, annual travel subsidies, employee car purchase discounts, and corporate partnership benefits with renowned restaurants and hotels.

In addition, beyond mandatory insurance requirements, Pan German Universal provides group insurance coverage from day one, including life, accident, and medical insurance for enhanced employee protection.

Welfare item	Subsidy Amount
Welfare subsidies (birthday, marriage, childbirth, hospitalization, bereavement, etc.)	NTD 2,649,000
Cultural and recreational subsidies (travel, clubs, fitness, etc.)	NTD 21,886,792
Other benefits and subsidies (festivals, Christmas gifts, milk, vending machines, etc.)	NTD 26,378,776
Total expenditure amount	NTD 50,914,568

Benefits Exceeding Statutory Requirements

Group Insurance

- The Welfare Committee fully covers life insurance, accident insurance, and medical insurance.
- The company provides travel insurance and medical insurance for colleagues on business trips abroad.

Fitness Subsidy

The Welfare Committee provides an annual fitness subsidy of NTD 3,600 to encourage colleagues to boost their well-being.

Travel Subsidy

Travel vouchers for NTD 12,000 are distributed annually.

Birthday and Festival Gift

Gift vouchers for NTD 1,000 are distributed.

Christmas Gift

Gift vouchers for NTD 6,000 are distributed

Annual Health Checkup

Provide annual health check-ups for all employees, arrange health consultations and health information promotion to promote the physical and mental health of colleagues.

- Non-managerial positions: NTD 2,000 per person for employees under 35 years old; NTD 2,700 per person for employees 35 years old and above.
- Supervisor positions: NTD 10,000 to 18,000 per person.
- 2023 Health Check Subsidy Fee NTD 4,239,500.

Retirement System

For the pension part, Pan German Universal established the 'Labor Retirement Reserve Fund Supervisory Committee' in accordance with the law. For employees applicable under the old labor retirement system, the labor retirement reserve fund is regularly allocated and deposited into a statutory special account, and full allocation has been made. For employees applicable to the new labor retirement system, it will be allocated according to the "Labor Pension Act", with six percent of their monthly salary contributed to the individual retirement fund account at the Labor Insurance Bureau. In 2023, 0.3% of the employees are under the old system, while the remaining 99.7% of the employees are under the new system (of which 6.2% of the employees have old system seniority).

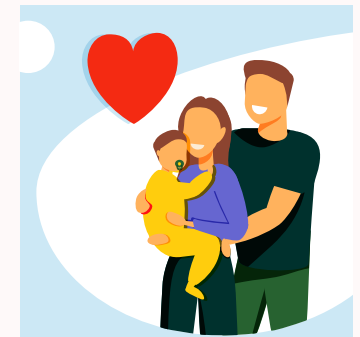


Employee Benefits and Care

To encourage female employees to give birth, Pan German Universal provides an additional NTD 6,000 childbirth allowance per newborn, with total disbursements reaching NTD 258,000 in 2023. For employees requiring parental care leave, the Company offers a comprehensive unpaid leave system with a guaranteed position upon return, enabling work-life balance. Application rates have increased annually since 2021, with 23 employees taking parental leave in 2023. Of the 25 expected to return in that year, 16 actually resumed work, achieving a 64% return rate. Looking at one-year retention, 12 of 16 employees who returned in 2022 remained employed by the end of 2023, representing a 75% retention rate. The Company proactively checks on employees' return intentions 30 days before leave completion and provides comprehensive support for returning parents, including occupational health physician assessments, postpartum/nursing/return-to-work guidance, and flexible work arrangements to facilitate workplace reintegration while managing family responsibilities.

Statistics on Return and Retention after Parental Leave Over the Past Three Years

	2021			2022			2023		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of applicants for the year (A)	2	7	9	3	7	10	6	17	23
Number of eligible applicants for parental leave (B) for the year	86	52	138	81	44	125	74	49	123
Number of expected return-to-work employees (C) for the year	2	20	22	3	13	16	3	13	16
Number of return-to-work employees for the year (D)	2	21	23	3	21	24	4	21	25
Number of employees who have worked continuously for one year after returning to work (E)	0	7	7	1	17	18	2	10	12
Number of returned employees in the previous year (F)	0	7	7	2	20	22	3	13	16
Application Rate (%) (A/B)	2.3%	13.4%	6.5%	3.7%	15.9%	8.0%	8.1%	34.6%	18.6%
Return-to-work Rate (%) (C/D)	100%	95%	95%	100%	61%	66%	75%	61%	64%
Retention Rate (%) (E/F)	0%	100%	100%	50%	85%	81%	66%	76%	75%



Promote Physical and Mental Balance

To promote work-life balance, Pan German Universal creates a sustainable and employee-friendly workplace environment where employees can enjoy both work and life. We encourage employees to form their clubs and provide subsidies to make club operations smoother. In 2023, there are a total of six clubs, including Aerobics Club, Cooking Club, Badminton Club, Hiking Club, Golf Club, and Food Club in different fields. To encourage employees to develop regular exercise habits, we provide fitness subsidies, with 286 employees applying in 2023.



Human Rights Protection

Pan German Universal upholds sustainable business practices and implements corporate social responsibility with integrity, committed to protecting all employees' basic human rights to promote environmental, social, and economic sustainability. We adhere to international human rights conventions, including the "UN Universal Declaration of Human Rights", "UN Global Compact", and the International Labor Organization "Labor Convention", as the spirit and basic principles of human rights protection, serving as the basic standards and commitments for all colleagues to jointly abide by.

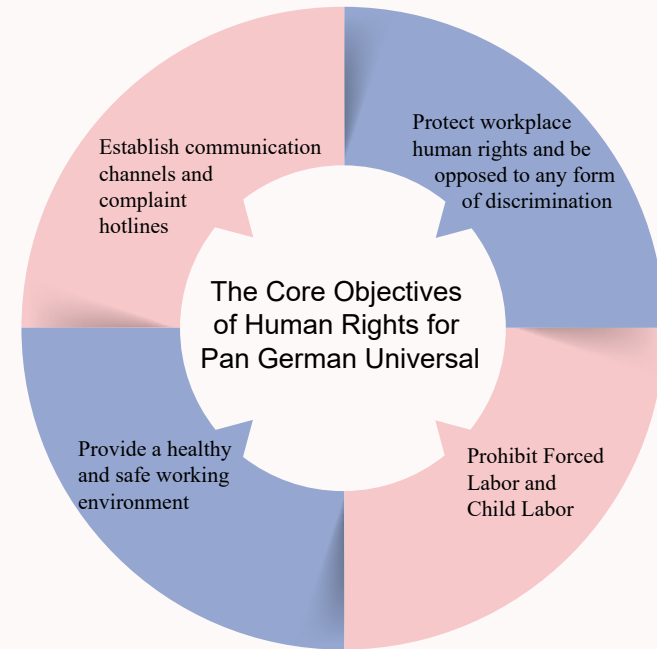
To strengthen colleagues' awareness of human rights, a total of 3 human rights-related educational trainings were held in 2023, covering workplace violence prevention, sexual harassment prevention and reporting procedures, and corporate integrity. These sessions attracted 651 participants with a total of 2,265 training hours.

Course Name	Target	Number of people	Hours	Man-hours	Coverage Rate (%)**
Newcomer Training*	New Colleagues***	308	4	1232	100%
Legal Risks of Dishonesty	Sales Position	230	4	920	71%
Sexual Harassment Prevention	Mid-to-Senior Level Executives, HR	113	1	113	83%

*: Introduction to the Company's environment, benefits, wages, working hours, child labor, retirement, safety and health, benefits, and integrity management promotion.

** : Some colleagues were absent due to leave or temporary meetings. The physical courses are made into online videos for colleagues to view.

***: Includes short-term work-study and contract staff.



Employee Communication

Pan German Universal values and respects employees' rights and voices, establishing comprehensive communication channels to provide an open and transparent communication environment, allowing employees to express their opinions or concerns about workplace-related matters with confidence. To protect and maintain employee rights, employees can anonymously express their opinions. We guarantee the confidentiality of their identity and reported content, ensuring no unfair treatment or retaliation for reporting or filing complaints.

We have established an employee feedback email (hr@email.pgum.com.tw) and a dedicated hotline 02-3766-6656 to listen to employee needs and expectations. In 2023, we received three complaints, all of which were effectively resolved through communication, problem clarification, and consensual solutions, ensuring that all cases were effectively closed and properly handled. There were no violations of labor regulations in 2023.

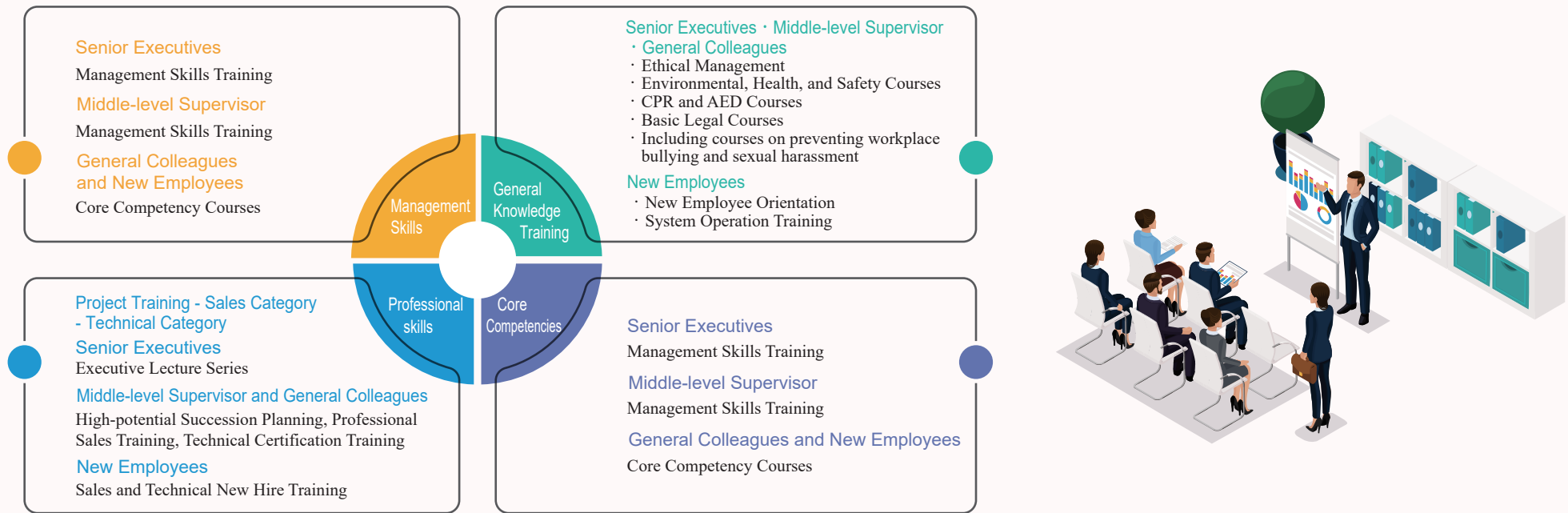
2023 Employee Complaint

	Number of cases received	Number of cases	Improvement measures
Workplace Violence	3	0	The supervisors of both parties will collaborate to clarify departmental agreements and improve management communication; the supervisor of the complaineer will counsel the complainant to improve business communication.
Case Type			
Violation of laws or work rules	-	-	-
Discrimination	-	-	-
Harassment	-	-	-
Others	-	-	-

6.2 Talent development

Pan German Universal has always placed great importance on the cultivation and development of employees. We have established a comprehensive talent development plan, including education and training at all levels, employee competency development, career development design, talent pool management, as well as promotion and rotation mechanisms. This framework strengthens each employee's motivation for continuous growth and creates a sense of achievement within a learning-oriented work environment, achieving sustainable talent development goals.

We have organized these diverse training programs as a dedicated learning map for the employees of the Pan German Universal Group, enabling employees to fully understand the training required at each stage of their career path and master their capabilities. Department heads can also provide employees with appropriate training guidelines according to the learning map, ensuring that each employee can find a clear direction for their personal development trajectory and achieve growth for both individuals and the Company.



Pan German Universal actively promotes employees' self-learning awareness, coupled with diverse learning resources and tools, encouraging continuous employee growth. In sales, technical, and product knowledge training, we emphasize hands-on vehicle experience and technical operation training. Through extensive practice and simulations, along with close exploration and experience with actual car products, employees can apply their learning during training. Supervisors can also directly review the learning outcomes of the trainees and provide immediate feedback and guidance. Through these diverse training methods, we ensure comprehensive employee development by enriching their knowledge and enhancing their technical capabilities to meet various evolving challenges.

To promote the career development of employees and unleash their potential, we have implemented a dual-track career development system for sales and technical staff, offering clear pathways and evaluation mechanisms for both management promotion and professional advancement to senior sales manager or technical expert positions. Through this development approach, employees can choose directions based on their aspirations and expertise, not only promoting reasonable internal talent flow within the Company but also enabling employees to pursue suitable development goals, contribute their strengths, and achieve continuous growth.

Target	Training content	Hours
New Staff	<ul style="list-style-type: none"> ● Basic Courses: corporate introduction and orientation, work regulations and policies, workplace information and safety guidelines, as well as basic system operation training ■ Business Unit: Participate in the original factory courses at the brand's general agent company to deeply understand the brand's core values and product features ■ After-sales technical unit: Arrange intensive on-the-job training conducted by senior technical staff. In addition, a comprehensive manufacturer technical training series enables new employees to obtain basic technical certification within 1-2 years, establishing a solid foundation for their future career development. 	1,232
	Workplace safety, fire safety prevention, and courses on the operation of first aid equipment such as AED	987
Working Staff	Professional lawyers were engaged to conduct sexual harassment prevention and gender equality awareness training through both online and in-person sessions, completed by 113 employees. These courses not only reinforce the company's firm stance against workplace harassment but also clarify complaint procedures and channels, enabling them to confidently showcase their value in the work environment.	113
	The sustainability trends and risk seminars conducted by senior executives, as well as training courses suitable for middle-level managers and general colleagues to strengthen ESG concepts, and multiple practical training sessions for project managers to promote sustainability indicators and sustainability report writing skills.	518
Total		2,850

Talent Plus Program

To cultivate the Company's key talents, Pan German Universal relaunched the one-year Talent Plus Program in 2022. Through careful and strict screening and evaluation, 16 potential talents were finally selected to participate in the training program. This program covers a series of functional courses, with a focus on enhancing effective communication skills, strategic thinking, innovative mindset, problem analysis and resolution capabilities, with 312 total training hours in 2023. We have carefully selected outstanding industry instructors and combined practical work cases with highly interactive experiential learning methods to ensure maximum training effectiveness.



Internal Instructor System

We have several professional internal instructors in both sales and technical fields. Sales instructors primarily teach brand manufacturer's latest standards, vehicle product knowledge, and sales techniques to sales personnel. Technical instructors will deeply understand the original manufacturer's operating specifications, innovative technology, new product repair techniques, and electric vehicle systems, passing on professional capabilities to all technical staff.

Our internal instructors possess extensive domain knowledge and practical experience, and each branch also has several certified instructors who have undergone professional training and guidance. In 2023, our internal instructors' total teaching hours reached 1731.5 hours (393 hours in sales, 1015 hours in technical, and 323.5 hours in other areas). The internal instructor system not only saves significant training costs but, most importantly, ensures the highest level of teaching quality and employee learning effectiveness, as well as keeps the teaching content up-to-date.

In 2023, the training or learning and development activities organized by Pan German Universal had a total duration of 21,854 hours, with 1,627 participants completing the training, averaging over 13 hours of training per employee.



Item	2023	
Total number of trained employees	1,627	
Gender	Male	Female
	1,087	540
Average hours	17.27	5.71
Total training hours	21,854	
Average training hours per colleague	13.43	
Total training expense (NTD)	1,065,755	

Explanation 1: Average training hours = Course hours / Number of employees

Explanation 2: The data covers from 2023/1/1 to 2023/12/31

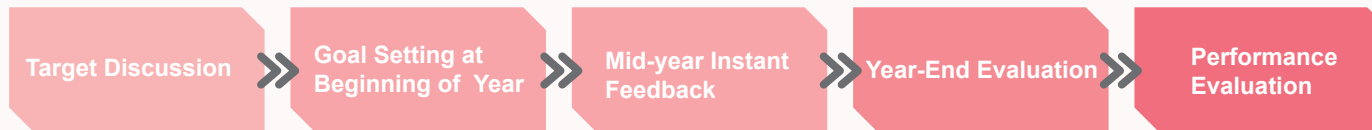
Explanation 3: In 2023, the average training hours for male colleagues is 17.27 hours, which is higher than the average training hours for female colleagues at 5.71 hours. This is due to the nature of the industry and the type of work, with more male colleagues engaged in sales and technical direct positions.

Performance Evaluation

Pan German Universal upholds the spirit of talent development. The Company conducts biannual performance evaluations for all employees. Through two-way communication interviews, supervisors and employees jointly discuss and set work plans and quantifiable performance indicators at the beginning of the year. Mid-year discussions are being held to review the performance of the first half-year goals and provide assistance. At the end of the year, the final goal achievement status is reviewed to conduct annual assessments and ratings, using a five-tier rating system with forced distribution to enhance talent differentiation.

The individual assessment results will be applied to training and development, promotion, and performance coaching management for underperforming employees, Performance Improvement Plans (PIPs) are established with monthly or quarterly progress tracking based on job nature. For the top 5% outstanding performers, 1-3 year individual development plans are created, with grade or position promotions upon goal achievement, thereby cultivating talent and strengthening overall organizational capabilities.

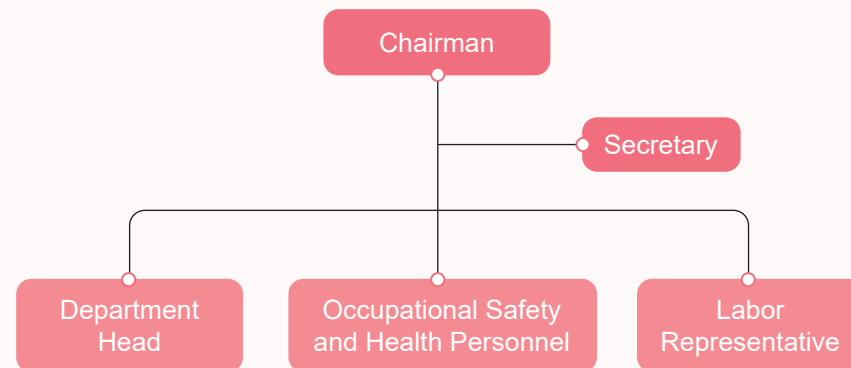
Performance Evaluation Flowchart



6.3 Healthy and Safe Workplace

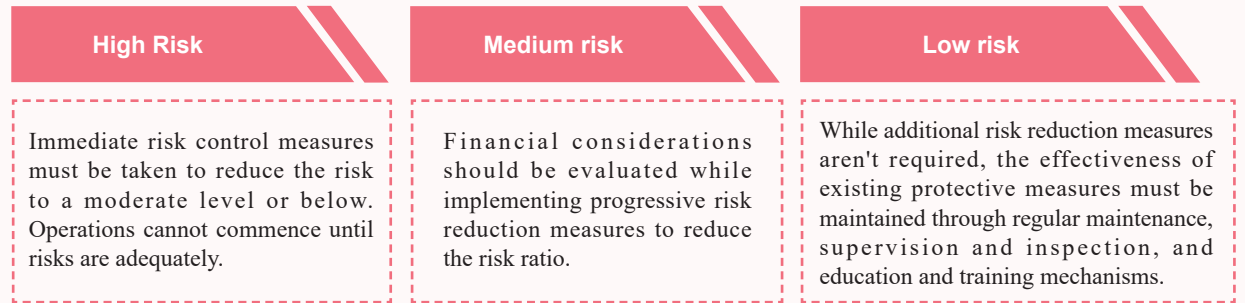
Pan German Universal has established an Occupational Safety and Health Committee chaired by General Manager and composed of 20 members, including occupational safety and health supervisors as well as labor representatives (9 labor representatives) from headquarters and branch offices. The committee meets quarterly and implements a Plan-Do-Check-Action (PDCA) cycle to annually review safety and health management plans, workplace risk assessment results, and improvement tracking. This ongoing process enhances workplace safety while planning health promotion activities to maintain employees' physical and mental well-being. Employees can submit occupational safety and health-related issues or improvement suggestions through the dedicated email, contact window phone, or labor representatives. The committee processes and responds to these submissions, promoting workplace safety and health through collective effort.

Occupational Safety and Health Committee Organizational Chart



Risk Management Prevention and Occupational Accident Investigation

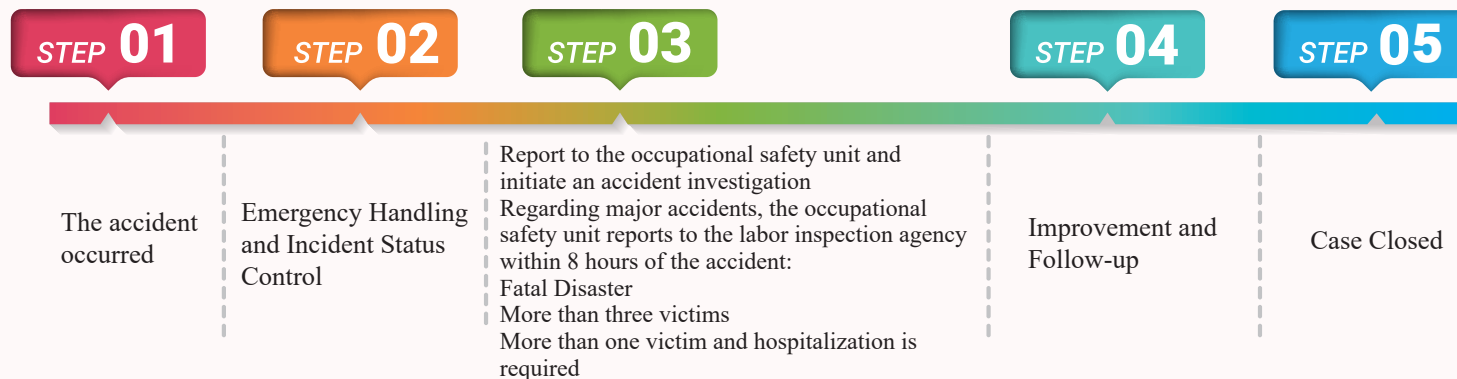
Pan German Universal Enterprise values the occupational safety and health of its colleagues. In addition to formulating risk prevention plans and management methods for potential hazards and risks in the work environment and during operation, we also conduct hazard identification, risk assessment, and hierarchical management on an annual basis. If any high-risk hazard factors are found, immediately implement improvement measures and continue tracking to provide a safe working environment for colleagues; the 2023 assessment found no high-risk item, and risk control measures have been fully established for all remaining low-risk item, fully protecting workplace safety for employees.



2023 low-risk item control measures

- To prevent workplace illegal actions from external parties (contractors, customers, etc.) affecting our employees, surveillance cameras and security personnel are stationed at facility entrances, showrooms, and reception areas to ensure personnel safety.
- In areas involving cash transactions, valuable item transportation, or handling, surveillance cameras are equipped with safes for secure storage.
- When interacting with clients who have a history of violence, or those with alcohol addiction, substance abuse, or mental illness, the interaction must be conducted in areas with surveillance coverage or security presence, or accompanied by colleagues or supervisors.
- Internally announce the workplace infringement prevention plan, the complaint email, and the complaint contact number. Employees can report workplace violence incidents, including inappropriate behavior or workplace ostracism, through designated reporting channels for investigation and handling.

When an accident occurs, the accident unit must immediately report to the occupational safety unit. For major accidents, the occupational safety unit must report to the labor authority within 8 hours. In addition to immediately addressing the cause of the accident, it is also necessary to re-evaluate hazards and assess risks related to the relevant operations, improve preventive measures, and continuously monitor to prevent the recurrence of similar incidents. When identifying actual or potential occupational safety hazards during operations, the employee may evacuate to a safe place when necessary and report to the occupational safety unit. The occupational safety unit will take immediate corrective actions through departmental collaboration. Colleagues will not be subject to any adverse disciplinary action.



Constructing a Healthy Workplace

Pan German Universal values the physical and mental well-being of its employees, providing annual health check-ups for all staff that exceed regulatory requirements in both frequency and scope. Health examination allowances are structured based on age and position levels. The Company has contracted with multiple healthcare institutions to offer various preferential health screening packages with discounted optional items for both employees and their family members at their own expenses, and they are entitled to select based on individual needs. In 2023, the employee health examination participation rate reached 93%, while special health examinations achieved 100% completion.

The Company provides monthly on-site health services, implementing a tiered management system based on annual health examination reports analysis, musculoskeletal symptom surveys, and individual employee and workload self-assessments. Nurses actively monitor and support employees requiring assistance. In 2023, they tracked 134 cases, providing individual health consultations, implementing health education promotion activities, and arranging occupational medicine specialist consultations or providing psychological consultations and physical therapist information as needed, in order to promote employee health quality and reduce the risk of disease. Through these comprehensive health check-ups and health management mechanisms, no occupational disease cases have occurred among colleagues.

Pan German Universal 2023 Health Promotion Activity

Activity	Description	Session	Number of participants
Individual Health Consultation	Every month, we invite on-site health service nurses or doctors to provide one-on-one and fully confidential health consultations for colleagues in need.	351	778
Health Promotion Activities	Provide the Inbody testing activities and organize health lectures based on the health results of colleagues and the national health status.	8	202
Total		359	980



Pan German Universal Special Health Screening Categorization (Number of participants)

Management Classification	2021	2022	2023
First level	91	103	114
Second level	29	68	58
Total	120	171	172

Note: The special operation health check targets personnel engaged in sheet metal and painting operations; there are no third and fourth level personnel



Occupational Safety and Health Education and Training

In addition to providing education and training for new employees, the Company conducts annual assessments of occupational safety training needs based on workplace operation types and machinery equipment indicators for each unit, so as to enhance workplace safety. We assign personnel to participate in relevant education and training to strengthen colleagues' awareness of work safety and improve their professional knowledge in occupational safety and health. In 2023, a total of 329 people completed the relevant education and training.

In addition to having representatives participate in various occupational safety and health education and training and supervising the improvement of the work environment to reduce occupational safety risks, each unit arranges two 4-hour fire drills every year. This ensures that employees can appropriately respond to emergency situations, protecting their own and their families' lives and property in case of disasters.

Regarding the mechanical equipment and fire protection facilities in the workplace, each factory assigns responsible personnel to conduct regular inspections. If any equipment abnormalities are discovered, use is immediately suspended and repair requests are submitted. Equipment manufacturers are also regularly scheduled to perform maintenance work to ensure normal operation and safety of the equipment. All types of elevators and lifts undergo monthly inspections and maintenance, while car lifts receive quarterly inspections and at least annual maintenance.

Inspection and Maintenance Frequency	Equipment		
Once a month	Elevators	Mechanical parking space	-
Once every season	Car Lift	Spray paint booth	Central Air Conditioning
Once every six months	Refrigerant Recovery Machine	Twist the scale	-
Once a year	Brake Testing Machine	Dust Collection Equipment	Fire extinguisher (Replace agent every 3 years)
Every two thousand hours of operation	Air compressor	-	-

2023 Occupational Safety and Health Education Training item

Training Category	Number of Participants
Safety and Health Education Training	670 people
Occupational Safety and Health Manager	One new trainee and five retraining, a total of six people
First Responders	Nine new trainees and three retraining, a total of twelve people
Fire Safety Manager	Retrain three people

2023 Occupational Safety and Health Education Training

Course Name	Target	Number of Participants	Hours	Man-Hours
Safety and Health Education Training	All personnel	670	1.6	1,100
Type A Occupational Safety and Health Supervisor: Safety and Health Education and Training	New Occupational Safety and Health Business Manager	1	42	42
Occupational Safety and Health Supervisor: Safety and Health On-the-Job Training	Occupational Safety and Health Business Manager	5	6	30
First responders: Safety and Health Education Training	New First Responders	9	16	144
First responders: Safety and Health On-the-Job Training	First Responders	3	3	9
Fire Safety Manager: Re-training Course	Fire Safety Manager	3	6	18
Total				1,343

2023 Occupational Safety and Health Promotion Activities

Activity	Description	Execution Results
Work Environment Inspection	Joint inspections are conducted by occupational safety management personnel, occupational health service doctors, and nurses to identify potential hazards.	Conducted 9 workplace inspections
Hazard Identification and Risk Assessment	Every year, supervisors from various departments, occupational safety managers, occupational health service doctors, and nurses review the operational procedures, equipment configurations, and other items of their respective units. Assessment includes potential hazard types and their risk levels, prioritizing the improvement of high-risk factors with ongoing monitoring.	A total of 1,377 items were assessed, with no high-risk factors identified, and control measures were formulated for all items with risks.
Work Environment Monitoring	Semi-annual environmental testing conducted by certified agencies based on location-specific operations and workplace conditions, including noise, dust, organic solvents, etc.	Conducted 16 workplace environment inspections
Respiratory Protection Plan	Conduct respiratory protection physiological assessment and fit testing for sheet metal and painting workers.	Conducted 15 respiratory protection tests, testing a total of 132 people
Contractor Safety and Health Management	Implement statutory contract management measures, conduct pre-assessment of contractors, hazard notification, safety meetings, management of construction personnel and machinery equipment, special operations, high-risk operation notifications, etc., to ensure construction quality and reduce risks during the contract period. Applies to interior decoration, exterior walls, water tank cleaning, on-site vendors (such as security guards, cleaning staff)	Managed 68 contractor cases.

Occupational Injury Statistics

	2021	2022	2023
Number of occupational injury cases	2	3	5
Death toll	0	0	0
Number of Major Occupational Injuries ^(Note 1)	0	0	0
Disability Injury Frequency (FR) ^(Note 2)	0.58	0.89	1.51
Severe Disability Severity Rate (SR) ^(Note 3)	8.84	14.99	6.95
Number of occupational disease cases	0	0	0
Working Hours	3,392,376	3,334,000	3,311,296
Accident Type	<ul style="list-style-type: none"> Slipped and fell Car collision inside the factory 	<ul style="list-style-type: none"> Injured by falling cutter during gardening Bicycle slipped and fell on a turn in the plant Cut by the fan blade 	<ul style="list-style-type: none"> Fell from the aluminum ladder and got injured Car collision inside the plant Injured by the tailgate of a truck during decommissioning. Got scratched without holding the parts securely
Improvement measures	<ul style="list-style-type: none"> Raise awareness (Set Up Warning Signs) 	<ul style="list-style-type: none"> Increase machine safety devices Ensure that protective equipment is put on 	<ul style="list-style-type: none"> Raise awareness (Warning Slogans) Formulate relevant operating procedures and SOP Add new auxiliary personnel and tools

Note 1: Major occupational injuries: 1. Occurrence of fatal accidents. 2. The number of people affected by the disaster is three or more. 3. The number of people affected by the disaster is one or more, and hospitalization is required.

Note 2: Disability Injury Frequency (FR) = Total Number of Disability Injuries × 1,000,000 / Total Actual Working Hours

Note 3: Disability Injury Severity Rate (SR) = Total Days Lost Due to Disability Injuries × 1,000,000 / Total Actual Working Hours



7 Social Participation

7.1 Safety Education and
Environmental Sustainability

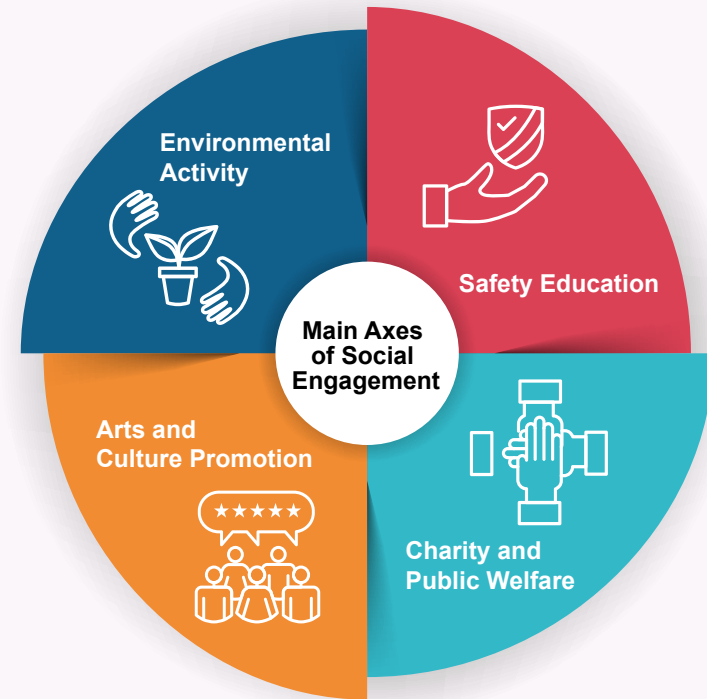
7.2 Local Care and Arts Promotion

Committed to fulfilling its role and responsibilities as a corporate citizen through substantive contributions and assistance, Pan German Universal spared no efforts to build one of the four pillars, the social engagement pillar. Through interaction and communication with various stakeholders, not only participating in environmental protection activities and actively promoting environmental awareness, but also placing great importance on safety education and striving to enhance traffic safety awareness. At the same time, we deeply believe in the importance of charity and public welfare, actively participating in various public welfare activities to give back to society with concrete actions. In addition, promoting arts and culture is also a major focus of the company. By supporting arts and cultural activities, we enrich the cultural life of society and promote the interaction and development of arts and society. Pan German Universal looks forward to bringing positive energy to society through diverse communication methods, building a better future.

Investment Amount

	2022	2023
Safety Education	400,000	706,376
Environmental Activity	1,327,109	2,115,164
Charity and Public Welfare	25,017,447	11,385,052
Arts and Culture Promotion	315,000	3,675,000
Total	27,059,556	17,881,592

NTD



7.1 Safety Education and Environmental Sustainability

Pan German Universal deeply cultivates the Taiwan market, providing consumers with meticulous premium services, committed to meeting consumer needs. We spare no effort in promoting traffic safety education and environmental protection, implementing corporate social responsibility with concrete actions. In terms of traffic safety awareness, we focus on building foundations from an early age by continuously organizing safety experience camps for school-age children. We coupled vehicles with various topics such as traffic safety and environmental sustainability, we help children understand the sustainable concept of the BMW brand.

Pan German Universal deeply recognizes the importance of protecting the environment. Through beach cleanups, removal of invasive plant species, sponsoring eco-friendly running events, and eco-friendly charity sales, we continue to support the Earth's ecological protection. In addition, we collaborate with the Tsinghua Racing Factory to create the ideal racing car. This not only demonstrates our emphasis on low carbon emissions and environmental sustainability but also shows our support and encouragement for young students. Our goal is to promote the development of electric racing cars, enabling young people in Taiwan to participate in international competitions and to continuously enhance Taiwan's status on the international stage.

BMW Kids Campus

● BMW Children's Traffic Safety Experience Camp

With the theme of "Future City x Green Energy Sustainability", we combine environmental protection concepts with electric vehicle knowledge to jointly create a better living environment for the next generation. The registration fee was donated to the "Child Welfare League Foundation" to support the "Little Helmsman Sailing Plan," helping children to pursue education and their dreams, and bring warmth to society. Through BMW's teaching, participants can unleash their creativity in online competitions, learn about renewable energy in the environment, and explore the wonders of electric power.

Internal participation numbers : 65

External participation numbers : 533



Taichung Porsche Center X Tsinghua University Racing Factory Sponsorship

● Driven By Dream, Support Young Generations' Dreams

Porsche Center is committed to supporting the younger generation in pursuing their dreams, providing valuable resources and support to the NTHU Racing Factory; The Student Formula Competition is currently one of the most representative competitions in the field of engineering, and globally renowned car manufacturers (such as Ferrari, Porsche, BMW, etc.) also scout for talents through the competition. NTHU Racing Factory challenged the German and Czech Formula Student competitions in both electric and driverless categories with their 7th generation Formula car "TH07", striving for victory and glory for Taiwan. This year, NTHU participated with their seventh-generation race car, becoming Taiwan's first student team to compete in the driverless category. We look forward to seeing NTHU Racing's excellent performance in international competitions.



Internal participation numbers : 20

External participation numbers : 70

MINI Beach Cleanup Day

● **MINI Beach Cleanup Day: Island-wide Beach Cleanup**

Since 2022, MINI has united car owners under the "Big Love" initiative, continuously gathering everyone's strength to practice Big Love for the Planet and contribute to environmental protection. In 2023, 480 MINI enthusiasts gathered and drove 155 uniquely styled MINI cars, passionately heading to New Taipei, Changhua, and Kaohsiung, collectively cleaning up over 1 metric ton of beach waste.

Internal participation numbers : 60
 External participation numbers : 480



Porsche Taiwan World Cleanup Day / Wugu Wetland Family Day

● **Taiwan Porsche Dream Engineering Project- Dream Together in Full Colors**

The Porsche Dream Together Project in Taiwan continues to fulfill the brand's commitment to environmental sustainability with "Dream Together in Full Colors," implementing Porsche's 2030 sustainability strategy. In 2023, focusing on removing the invasive plant Mikania Micrantha to protect Taiwan's biodiversity, we responded to World Cleanup Day. Extending our collaboration with the Wilderness Conservation Association to habitat restoration, we held an annual family day event at Wugu Wetland in September, inviting Porsche dealers, employees, and their families nationwide to participate in protecting Taiwan's ecology.

Internal participation numbers : 55
 External participation numbers : 123





Porsche Center Taoyuan X World Ocean Day

● **World Oceans Day - Running Along the Coastline, Embracing Marine Ecology**

Taoyuan Porsche Center joined hands with everyone to care for the ocean - Porsche is committed to zero emissions, reducing carbon dioxide emissions in the supply chain! At the 2023 World Ocean Day Rock n' Run running event, as runners positioned at the starting line, the Taycan 4S, as the first all-electric sports car, led the sprint at the sound of the whistle, symbolizing Porsche's determination for environmental protection. The event provided drinking water and sun hats while showcasing the 718 and the brand-new Cayenne as highlights of the event.

Internal participation numbers : 40
 External participation numbers : 6,000

Taipei Porsche Center X Taipei Marathon

● **The Path to Sustainability- Moving Forward Together with Taipei Porsche Center!**

The Taipei Marathon is the only city-based WA Elite Label-certified event in Taiwan, representing one of the world's most international sustainable green benchmark events. Pan German Universal Group has always been committed to SDGs sustainable development. During the event, two Porsche electric models, Taycan, served as timing and observation vehicles, while the Taycan and Taycan 4 Cross Turismo were on display, attracting significant attention from participating athletes and spectators. We will continue to invest in the path of sustainable development and green indicator events and invite all car owners to join us in promoting a green future.

Internal participation numbers : 8
 External participation numbers : 33,000



7.2 Local Care and Arts Promotion

Pan German Universal integrates various resources to actively participate in social welfare activities, aiming to create a greater impact and maintain social welfare. We held a golf tournament for car owners, calling on them to fulfill the wishes of underprivileged children in remote areas. In the past two years, we have fulfilled the wishes of 61 children, delivering care directly to their hands. In addition, the routine charity donations from the golf tournaments also supported the Andrew I-Fong Yuen and the Cancer Hope Foundation, with all golf tournament registration fees being donated to the HOPE Cancer Foundation. Through a series of charity sales, car owners and enthusiasts have the opportunity to pass on love to those in need, while also connecting to environmental/sustainability issues. These include purchasing Christmas charity cups and participating in showroom charity gashapon activities, with proceeds donated to the Taiwan Fund for Children and Families' child support program; eco-friendly potted plant charity sales with proceeds going to the Citizens of the Earth Foundation; and promoting zero-waste shopping by inviting customers to purchase eco-friendly shopping bags, with proceeds donated to the Ministry of Education's School Education Savings Account supporting disadvantaged and remote area students, demonstrating the company's care and responsibility towards society and the environment. Pan German Universal also actively responds to and supports the cultural development of Taiwan, continuously investing resources in cultural and artistic activities and the cultural and creative industries. This not only promotes a cultural atmosphere but also provides car owners and enthusiasts with rich cultural experiences for spiritual satisfaction and enhancement.

Taipei Porsche Center X Give Circle/ Golf Tournament Charity Event

● Wish Fulfillment Charity

For two consecutive years, Taipei Porsche Center has collaborated with Give Circle to invite car owners to participate in the Dream Fulfillment Project. At the car owner cup golf tournament banquet entrance, participants can select children's wish cards. Through encouraging children to complete "Character Education & Reading Points" tasks to realize their wishes, each child puts forth 100% effort and courage to achieve their dreams. Car owners received thank-you cards filled with gratitude, experiencing the joy and satisfaction of the children while showing their love.

Internal participation numbers : 9
External participation numbers : 41



Porsche Center Taoyuan / Golf Tournament Charity Event

● Porsche Center Taoyuan / Golf Tournament Charity Event

Taoyuan Porsche Center holds annual owner golf preliminary tournaments, attracting many car owners and distinguished guests to participate. Each tournament combines golf excellence with charitable giving, with recent years' charitable donations going to "Ande i-fong yuan", a facility in Hualien that specializes in caring for intellectually disabled individuals aged 45 and above with moderate to severe disability certificates. We hope to inspire others through our small contribution, helping severely ill patients in remote areas and continuing to contribute to social welfare.

Internal participation numbers : 18

External participation numbers : 135



Taichung Porsche Center X HOPE Foundation Cancer Hope Fund / Golf Tournament Charity Event

● Charity Golf Tournament Brings Warmth to Cancer Patients

Taichung Porsche Center held its annual routine golf tournament, attracting enthusiastic participation from car owners while promoting charitable giving during the enjoyment of golf. Registration fees are donated to the HOPE Cancer Foundation, with a short video before the banquet helping owners and VIP guests better understand the foundation's service mission and principles, joining hands to help cancer patients and fill society with warmth.

Internal participation numbers : 20

External participation numbers : 180



Kaohsiung Porsche Center X HOPE Foundation Cancer Hope Fund / Charity Golf Event

● **Inspiring Charity Through Golf Tournaments, Spreading and Continuing Love**

Kaohsiung Porsche Center holds annual golf tournaments, broadly inviting owners to participate while promoting charitable giving. Registration fees are donated to the HOPE Cancer Foundation, working together to help cancer patients and continuously contribute to social welfare, filling society with warmth.

Internal participation numbers : 21

External participation numbers : 131



Sustainable Action GOING GREEN with BMW

Internal participation numbers : 198

External participation numbers : 585

● **GOING GREEN with BMW**

• BMW Tainan - Joining Hands to Respond to World Earth Day

Greening the environment is one of the small contributions we can make. We collaborate with Green Pandora to launch a customized eco-friendly planting program. The pots are made from various agricultural wastes, which are biodegradable and can naturally return to the soil. These plants not only absorb carbon dioxide and release oxygen, helping to reduce stress, but also contribute to our planet's wellbeing.

• BMW Taichung - Charity Sale

BMW Taichung organized a Christmas charity event involving 150 car owners and enthusiasts who participated in a fundraiser featuring special Christmas edition cups and charity gashapon activities in the showroom. All proceeds were donated to the Taiwan Fund for Children and Families to support disadvantaged children's development programs.

• BMW Kaohsiung - Putting Love into Action

Sponsored a BMW Golf Thermos Cup Charity Sale to support the Building Project from Taiwan His Hands Christian Home. The initiative aims to provide secure housing and living subsidies for young children, with all proceeds donated to Taiwan His Hands Christian Home.

• BMW Taipei - BMW Sustainability Cup Charity Sale

In collaboration with the Taiwan Quantum Green Energy Technology Team, we repurposed coffee grounds from our showroom to create limited edition BMW sustainable cups. This charitable initiative aimed to enhance BMW's brand visibility and reputation while creating opportunities for customer engagement at our showrooms.



Pan German Universal has consistently sponsored cultural and artistic activities, hoping to expand social influence and promote cultural sustainability. In 2023, we sponsored numerous international concerts, offering exclusive privileges to our car owners. This not only enhanced brand exposure and customer loyalty but also provided opportunities for the public to experience world-class artistic performances locally, and also enhanced cultural and artistic cultivation. Through international art exchanges, inject positive energy into Taiwan's art and cultural activities, while promoting the development of the domestic art and cultural industry, enriching cultural literacy.

Arts and Cultural Activities

● BMW Concert - Crossover Violin Superstar David Garrett



Internal participation numbers : 12

External participation numbers : 74



● BMW Concert - Trumpet King Chris Botti



Internal participation numbers : 13

External participation numbers : 74

● Taipei Porsche Center X Leipzig Gewandhaus Orchestra

Internal participation numbers : 4
External participation numbers : 3,743



● Porsche Night by Pan German Universal X Disney Princess Concert

Internal participation numbers : 4
External participation numbers : 1,187



About This Report

Pan German Universal Motor Ltd. (hereinafter referred to as PGUM or the Company) issued its first sustainability report in 2024. Each year, the Company proactively discloses non-financial information to all stakeholders concerned with PGUM, continuously communicating its sustainability efforts and responding to stakeholder needs.

Reporting Period : January 1, 2023 to December 31, 2023

Data Scope :

Internal

This report covers the information disclosed by PGUM from January 1, 2023 to December 31, 2023, including various actions and performance data in business management, environmental protection, and social participation. The scope of this report mainly includes PGUM and its 7 branches and 1 subsidiary (Jieli Automobile).

External

The external disclosure scope includes customers, shareholders, suppliers, the community, the media, and the government.

Review Principles :

Internal Verification

The data and information in this report were collected and compiled by colleagues from various departments, first reviewed by department heads, and then submitted to the report task force for confirmation. An external advisory team was commissioned to provide improvement suggestions. After all data and information are complete, they will be reviewed step by step by the heads of each department, and finally submitted to the Board of Directors for approval. Standardized specification tables are established for the data and information in this report as the standard process for internal management, ensuring the credibility of data and information quality.

External Verification

The financial data in this report are audited by Deloitte & Touche (Taiwan), calculated in New Taiwan Dollars (NTD).

Report Publication

Current Issue Date: August 2024, First Issue

Next Issue Date: August 2025

Distribution and Contact Information

In line with our commitment to resource conservation, this report is primarily available online on our company's website. Stakeholders are encouraged to access and download the report as needed. Updates or corrections to the report content are reflected in the electronic files on our website. For any comments, suggestions, or inquiries, please feel free to contact us using the following contact information.

Contact Information

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GRI Content Index

Terms of Use	Pan German Universal has prepared the report in accordance with GRI Standards, covering the period from January 1, 2023, to December 31, 2023
Using GRI one	GRI 1: Basic 2021
Applicable GRI Industry Guidelines	There are no applicable industry guidelines

GRI Standards / Other Sources	Disclosure Item		Location	
			Chapter Name	Page number
GRI 2: General Disclosures				
GRI 2: General Disclosures 2021	2-1	Organization Details	1.1 Company Profile	5
	2-2	Entities included in the organization's sustainability reporting	About the Report	80
	2-3	Reporting period, frequency, and contact	About the Report	80
	2-4	Restatements of information	No	-
	2-5	External Assurance	No	-
	2-6	Activities, value chain, and other business relationships	Regarding Funder United 4.3 Supply Chain Management	4 44
	2-7	Employee	6.1 Talent Attraction and Retention	54
	2-8	Non-employee workers	6.1 Talent Attraction and Retention	54
	2-9	Governance Structure and Composition	3.1 Corporate Governance	21
	2-10	Nomination and Selection of the Highest Governing Body	3.1 Corporate Governance	23
	2-11	Chair of the highest governing body	3.1 Corporate Governance	23
	2-12	Role of the highest governance body in overseeing the management of impacts	2.1 Sustainable Governance	13
	2-13	Delegation of responsibility for managing impacts	2.1 Sustainable Governance	13
	2-14	Role of the highest governance body in sustainability reporting	About the Report	80
	2-15	Conflict of interest	3.1 Corporate Governance	24
	2-16	Communication critical concerns	3.1 Corporate Governance	21
	2-17	Collective knowledge of the highest governing body	3.1 Corporate Governance	24
	2-18	Performance Evaluation of the Highest Governing Body	3.1 Corporate Governance	24
	2-19	Remuneration Policy	3.1 Corporate Governance	25
	2-20	Remuneration determination process	3.1 Corporate Governance	25
	2-22	Statement on Sustainable Development Strategy	About the Report	2

GRI Standards / Other Sources	Disclosure Item		Location	
			Chapter Name	Page number
	2-23	Policy Commitment	3.2 Business Ethics	25
	2-24	Embedding Policy Commitments	3.2 Business Ethics	25
	2-25	Processes to remediate negative impacts	2.1 Sustainable Governance	18
	2-26	Mechanism for Seeking Advice and Raising Concerns	3.2 Business Ethics	26
	2-27	Regulatory Compliance	3.2 Business Ethics	26
	2-28	Membership of the Association	1.4 About Pan German Universal	11
	2-29	Approach to stakeholder engagement	2.2 Materiality Analysis	13
	2-30	Collective bargaining agreements	Our company has not established a union, nor has it signed a collective agreement	-
Major Theme				
GRI 3: Material Topics 2021	3-1	Process to determine material topics	2.2 Materiality Analysis	15
	3-2	List of Material Topics	2.2 Materiality Analysis	16
Corporate Governance and Professional Ethics				
GRI 3: Material Topics 2021	3-3	Management of material topics	2.2 Materiality Analysis	13
GRI 205: Anti-Corruption	205-1	Operations assessed for risks related to corruption	3.2 Business Ethics	25
	205-2	Communication and training about anti-corruption policies and procedures	3.2 Business Ethics	25
	205-3	Confirmed Corruption Incidents and Actions Taken	3.2 Business Ethics	25
Brand Management				
GRI 3: Material Topics 2021	3-3	Management of material topics	2.2 Materiality Analysis	13
Pan German Universal Specific Theme	-	Brand image and positioning, including marketing expenses/strategies, performance measurement indicators and surveys, internet and media evaluations, and net promoter score indicators, etc.	4.2 Customer Relationship Management	36
Products and Services				
GRI 3: Material Topics 2021	3-3	Management of material topics	2.2 Materiality Analysis	13
Pan German Universal Specific Theme	-	Product Quality and Customer Relationship Management	4.1 Product and Service Quality	33

GRI Standards / Other Sources	Disclosure Item		Location	
			Chapter Name	Page number
Customer Health and Safety				
GRI 3: Material Topics 2021	3-3	Management of material topics	2.2 Materiality Analysis	13
GRI 416: Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories	4.1 Product and Service Quality	33
	416-2	Incidents of non-compliance concerning the impacts of products and services on health and safety	4.1 Product and Service Quality	34
Talent Attraction and Development				
GRI 3: Material Topics 2021	3-3	Management of material topics	2.2 Materiality Analysis	13
GRI 202: Market Presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	6.1 Talent Attraction and Retention	55
	202-2	Proportion of senior management hired from the local community	6.1 Talent Attraction and Retention	55
GRI 401: Employment	401-1	New employee hires and employee turnover	6.1 Talent Attraction and Retention	56
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	6.1 Talent Attraction and Retention	58
	401-3	Parental leave	6.1 Talent Attraction and Retention	59
Occupational Safety and Health				
GRI 3: Material Topics 2021	3-3	Management of material topics	2.2 Materiality Analysis	13
GRI 403: Occupational Safety and Health	403-1	Occupational Safety and Health Management System	6.3 Health and Safety Workplace	65
	403-2	Hazard Identification, Risk Assessment, and Incident Investigation	6.3 Health and Safety Workplace	66
	403-3	Occupational Health Services	6.3 Health and Safety Workplace	67
	403-4	Worker participation, consultation, and communication on occupational health and safety	6.3 Health and Safety Workplace	65
	403-5	Occupational Safety and Health Worker Training	6.3 Health and Safety Workplace	68
	403-6	Worker Health Promotion	6.3 Health and Safety Workplace	69
	403-9	Occupational Injury	6.3 Health and Safety Workplace	69
	403-10	Occupational disease	6.3 Health and Safety Workplace	67

Note: Except for GRI403 using the 2018 version, all others use the 2016 version

SASB Sustainability Accounting Standards Index

SASB-MULTILINE AND SPECIALTY RETAILERS & DISTRIBUTORS

Subject	Indicator Code	Indicator	Chapter	Page number
Energy Management for Retail and Distribution	CGMR 130a.1	1.Total energy consumption (GJ) 2. The ratio of purchased electricity usage 3. Ratio of renewable energy usage	5.1 Climate Commitment and Management	49
Information Security	CGMR 230a.1	Description of methods for identifying and managing cybersecurity risks	3.4 Information Security	31
	CGMR 230a.2	1. Number of Information Data Breaches 2.Percentage of Data Breaches Involving Personal Information 3.Number of Customers Affected by Information Data Breaches	3.4 Information Security	31
Labor Practices	CGMR 310a.1	1.Average hourly wage (NTD) for sales points and logistics center personnel 2.Percentage of workers receiving the minimum basic wage by region	1. The average hourly wage of sales personnel was NTD 658 2. None of the employees received only the minimum basic wage	-
	CGMR 310a.2	Sales point personnel 1. Voluntary turnover rate 2. Involuntary turnover rate	6.1 Talent Attraction and Retention	57
	CGMR 310a.3	Total Financial Losses Due to Legal Actions for Labor Law Violations	None Reported in 2023	-
Workplace Diversity and Inclusion	CGMR 330a.1	1. Gender ratio in management/general staff 2. Racial ratio in management/general staff	6.1 Talent Attraction and Retention	54
	CGMR 330a.2	Total Financial Losses Due to Discrimination-Related Legal Actions	None Reported in 2023	-
Procurement, Packaging, and Marketing	CGMR 410a.1	Revenue from Products Certified by Third Parties to Meet Environmental and/or Social Standards	Not applicable	
	CGMR 410a.2	Process for Assessing and Managing Chemical Risks and/or Hazards in Products		
	CGMR 410a.3	Strategies to Reduce Impacts of Packaging on Environment		
Indicator Code	Activity Indicator		Chapter	Page number
CG MR 000.A	1. Number of Sales Points 2. Number of Logistics Centers		About Pan German Universal	5
CG MR 000.B	1. Total Area of Sales Locations (m ²)		About Pan German Universal	5
	2. Total Area of Logistics Centers (m ²)			

A dark grey Volvo sedan is driving on a winding asphalt road that curves along a rocky coastline. The road is bordered by a metal guardrail on the left and a steep, rocky cliff on the right. In the background, a calm body of water stretches to the horizon under a sky with soft, wispy clouds and a few streaks of light. The car's license plate reads "STPA 353".

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