



# 2023

## Land Bank of Taiwan

Sustainability Report



# Contents

About this Report	001		
Land Bank's Honors in 2023	002		
	004		
		1	Sustainable Development
2	016		
Corporate Governance			
	024	3	Sustainable Finance
4	032		
Customer Rights and Interests			
	042	5	Sustainable Environment
6	050		
Employee Care			
	058	7	Social Participation

## ■ About this Report

This report is an excerpt from the "2023 Sustainability Report" issued by Land Bank of Taiwan (hereinafter referred to as "Land Bank"), which presents Land Bank's vision and strategy for sustainable development in the areas of corporate governance, economy, environment and society, as well as its performance in the implementation of corporate social responsibility, and responds to the concerns of stakeholders about Land Bank's sustainable development. In particular, the "2023 Sustainability Report" consists of chapters on sustainable development, corporate governance, sustainable finance, customer rights and interests, sustainable environment, employee care, and social participation.

## Boundaries and Disclosure Scope of this Report

The entity disclosed in this report is consistent with the entity reported in the financial report, and the disclosed content is based on the relevant operating activities in Taiwan as the main reporting area (partial information includes Taiwan and overseas regions). The report mainly covers the period from January 1, 2023 to December 31, 2023, and some of the content also covers situations after 2023, while future management policies, goals, and plans are also partially published. There were no significant changes in the size, structure, ownership and supply chain of Land Bank in 2023 as compared with 2022.



Company Website: <https://www.landbank.com.tw>



## Land Bank's Honors in 2023

### Comprehensive Sustainability Performance

Taiwan Institute for Sustainable Energy (TAISE)  
16th Taiwan Corporate Sustainability Awards (TCSA)

**Sustainability Report Category - Gold Award**  
**Gender Equality Leader Award**  
**Social Inclusion Leader Award**

Excellence Magazine  
2023 Excellent Bank Ratings

**Best ESG Sustainability Award in Non-Financial Holding Category**

China Times  
Want Want China Times Financial Services Evaluation Awards

**Sustainable Development Award in Sustainability Category**  
**Age-Friendly Award in Service Category**

### Social and Environmental Performance

Financial Supervisory Commission (FSC)  
Assessment of implementation of treating customers fairly (TCF) principles by financial institutions

**Top 25% in the banking industry**

Ministry of Finance (MOF)  
6th Government Service Award

**Grade A**

Trust Association  
Eldercare Financial Planning Consultant Trust Group Award

**Breakthrough Award**

FSC  
High-performing bank for providing loans  
to the Six Core Strategic Industries

**Distinction Award**

FSC  
High-performing bank for SME lending  
Special Award for Balanced Central-Region  
Development

Sports Administration, Ministry of Education  
Sports Activist Awards

**Gold Award for the Sponsorship Category**  
**Long-term Sponsorship Award**  
**Gold Award for the Promotion Category**

Ministry of Economic Affairs (MOEA)  
Assessment of electricity performance management programs in government agencies and schools

**First place in the Electricity Conservation of Public Enterprise Category**

### Product Innovation Performance

FSC  
Evaluation of Trust Enterprise Promoting Trust 2.0 Program (Phase 2)  
**High Performing Bank in Group A of the Elder Care Trust Award**

Commercial Times  
Trust Award

**Quality Award of the Best Charitable Trust Innovation Award**

Taiwan Clearing House  
Total number of ACH Batch Substitute Payment Business Transactions | Growth rate of ACH Batch Substitute Payment Business Transactions

**High Performance Award**

**Growth Award**

Financial Information Service Co. (FISC)  
Competition for the Promotion of QR Code Payment

**Third place in the competition to revitalize QR code payment stores**

FSC  
Excellent institution for promoting electronic cash management business

**Inter-bank Service Innovation Award**  
**Special Contribution Award**





1

# Sustainable Development

## Award recognition for ESG performance

- Won the Best ESG Sustainability Award in Non-Financial Holding Category for 2023 Excellent Bank Ratings from Excellence Magazine.

## Established and executed the Blueprint of Sustainability Strategies

- Land Bank's Environmental, Social, and Corporate Governance (ESG) Promotion Blueprint has sets targets for sustainable development, which were adjusted and implemented on a rolling basis in 2023.

## The Sustainability Report won awards and recognitions

- Won the 16th TCSA - Gold Award in Sustainability Report - Finance and Insurance 1st Category - from TAISE.

## Excellent Credit Ratings

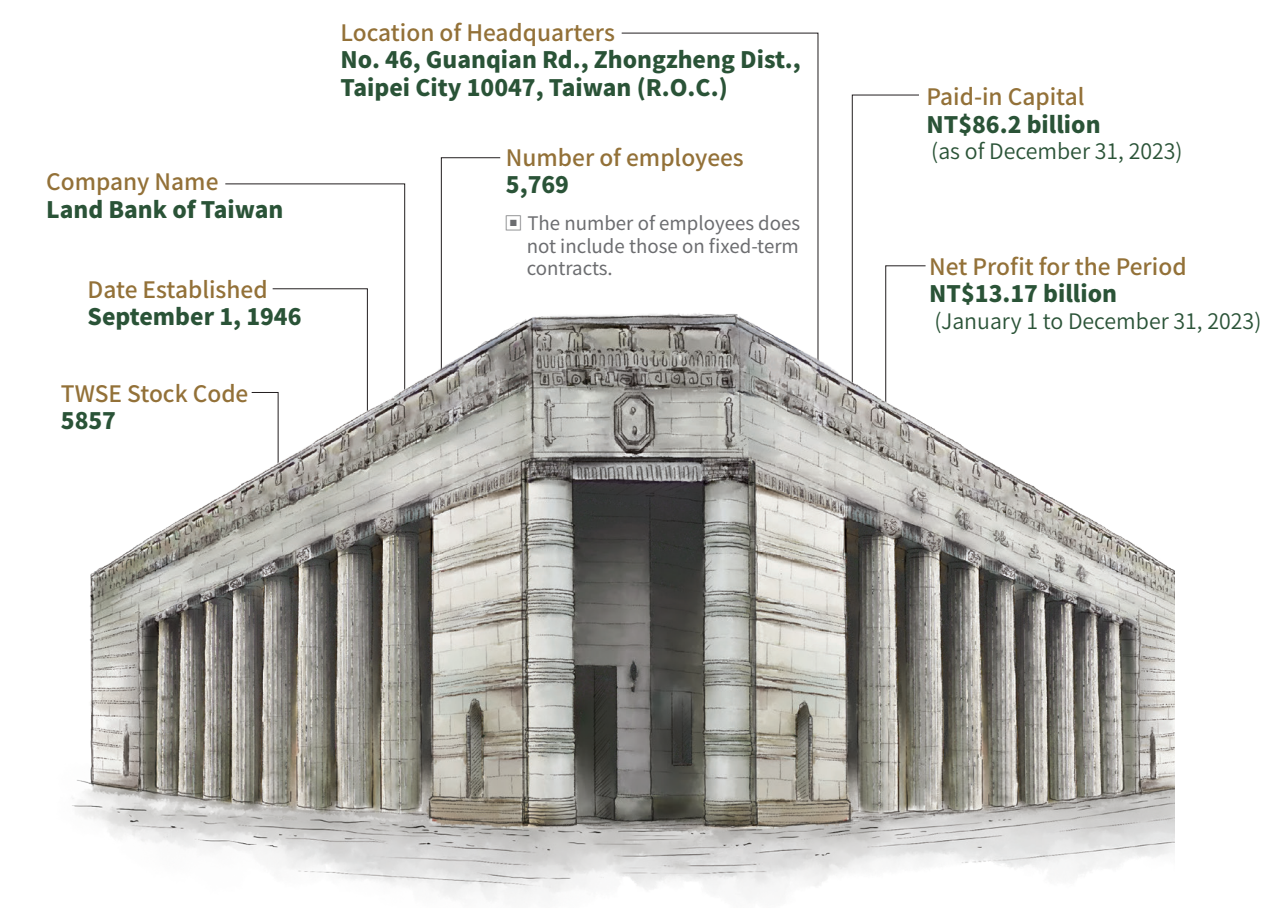
- Taiwan Ratings Corp. has assigned a long-term rating of twAA+ and a short-term rating of twA-1+ to Land Bank; Standard & Poor's has assigned a long-term rating of A and a short-term rating of A-1 to Land Bank; Moody's Investors Service has assigned a long-term rating of Aa3 and a short-term rating of P-1 to Land Bank.



## Overview of Land Bank

Land Bank is the only bank in Taiwan that specializes in real estate credit. Land Bank was qualified as a juristic person in 1985. In 1998, Land Bank was reorganized and became a state-owned company in accordance with the provincial simplification and refinement regulations. It was reorganized to form Land Bank of Taiwan in 2003, and was approved to be restructured and formed a listed company in 2004.

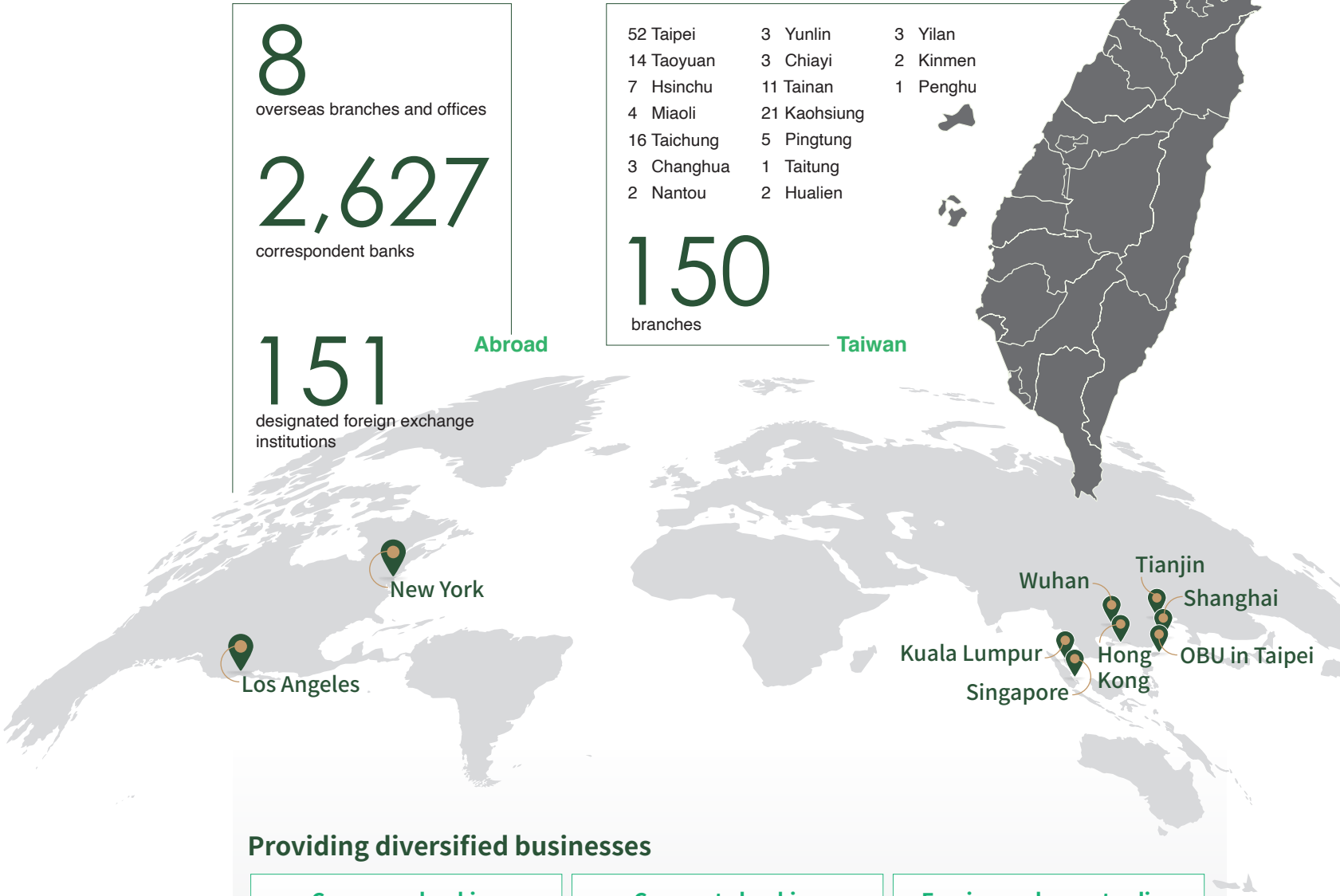
## Basic Information of Land Bank



## Business Scope and Locations of Land Bank

Business locations: Taiwan, United States, Singapore, Hong Kong, Mainland China, and Malaysia.

### Locations around the World



### Providing diversified businesses

<b>Consumer banking</b> <ul style="list-style-type: none"> <li>Mortgage loans</li> <li>Other consumer loans</li> <li>Policy-based loans</li> <li>Credit card business</li> </ul>	<b>Corporate banking</b> <ul style="list-style-type: none"> <li>Integrated corporate finance</li> <li>Corporate syndicated loans</li> <li>Corporate supply chain finance</li> <li>Corporate electronic cash management business</li> <li>Import and export finance</li> <li>Corporate financial management</li> </ul>	<b>Foreign exchange trading</b> <ul style="list-style-type: none"> <li>Import and export letters of credit</li> <li>Foreign currency exchange</li> <li>Foreign currency deposits</li> </ul>
<b>Trust service</b> <ul style="list-style-type: none"> <li>Trust funds</li> <li>Real estate investment trust</li> <li>Real estate securitization</li> <li>Financial asset securitization</li> </ul>	<b>Wealth management</b> <ul style="list-style-type: none"> <li>Bank Insurance (mortgage life insurance / life insurance / property insurance)</li> <li>Fund investment</li> <li>Securities brokerage</li> <li>Asset management</li> </ul>	<b>Electronic banking</b> <ul style="list-style-type: none"> <li>Mobile banking</li> <li>Corporate/Personal Internet banking</li> <li>Account link payment</li> <li>Open banking</li> </ul>

## Business Vision and Strategies



## Financial Performance

### + Financial information for the past three years

Item/ Year		Unit: NT\$ thousands		
		2021	2022	2023
Direct economic value generated (A)	Operating revenues	48,172,594	62,378,081	85,674,828
Economic value of distribution (B)	Operating costs	22,423,155	34,509,803	54,633,542
	Employee salaries and benefits	9,509,397	9,504,231	9,910,200
	Interest payments	985,177	953,163	904,780
	Payments to the government	5,153,151	6,136,496	7,327,242
	Community investment (charity expenditure and donations to societies)	125,885	137,776	124,398
Economic value retained (A-B)		9,975,829	11,136,612	12,774,666

Note: The figures for 2021 and 2022 represent amounts certified by the National Audit Office. The figures for 2023 were audited by certified public accountants. For detailed operating performance and financial information, please refer to Land Bank's 2023 Annual Report.



Land Bank's Annual Reports



## Subsidies received from government

### + 2023 subsidized interest or processing fees for major policy-based loans granted by the government in cooperation with Land Bank

Unit: NT\$ thousands

Item	Subsidizing Unit	Subsidized interests	Processing fees
Preferential housing project loans of NT\$1.8 trillion and an additional NT\$400 billion	National Land Management Agency, Ministry of the Interior (MOI)	40,558	
Preferential housing loans for civil servants of central government	National Land Management Agency, MOI	222	
Loans for assisting workers to build or buy houses	National Land Management Agency, MOI/ County and city governments	20,057	
Loans for self-purchase of public housing	National Land Management Agency, MOI	9,261	
Preferential loans of house purchase and house improvement	National Land Management Agency, MOI	81,811	
Preferential Housing Loan Program for the Youth	National Land Management Agency, MOI	14,943	
Entrusted public housing loans	National Land Management Agency, MOI		62,934
Entrusted housing loans for civil servants	National Land Management Agency, MOI/ County and city governments		120
Entrusted housing loans for workers	National Land Management Agency, MOI		125
Loans from the Indigenous Peoples Integrated Development Fund	Council of Indigenous Peoples	-	3,199
Worker Relief Loan	Bureau of Labor Insurance, Ministry of Labor (MOL)	-	70,231
Loans for 921 Earthquake reconstruction projects	Department of Banking, Central Bank of the Republic of China (Taiwan)	-	1,284
Emergency loans for civil servants of central government	Directorate-General of Personnel Administration, Executive Yuan		789





Revenue Breakdown by Country

+ 2022 Country-by-Country Report for Land Bank

Unit: NT\$ thousands

Tax jurisdiction	Income			Profit before tax	Tax paid (cash basis)	Current income tax payable	Paid-in capital	Number of employees	Tangible assets (Excluding cash and cash equivalents)
	Unrelated party	Stakeholder	Total						
R.O.C.	56,700,704	984,278	57,684,982	13,742,960	2,217,573	2,954,861	86,200,000	5,691	2,319,614,545
Singapore	614,470	1,942	616,412	171,826	-	-	599,800	18	13,865,121
Hong Kong	771,538	2,374	773,912	281,400	-	44,933	330,141	21	14,276,873
The United States	2,265,854	8	2,265,862	817,136	211,117	234,075	590,528	42	58,104,998
Mainland China	1,438,100	-	1,438,100	-178,952	141,591	-	14,691,728	79	32,143,067
Malaysia	-	-	-	-7,854	-	-	-	2	1,883

Note: The number of employees is the total number of full-time employees of all members in their country/region of residence.

Credit Rating

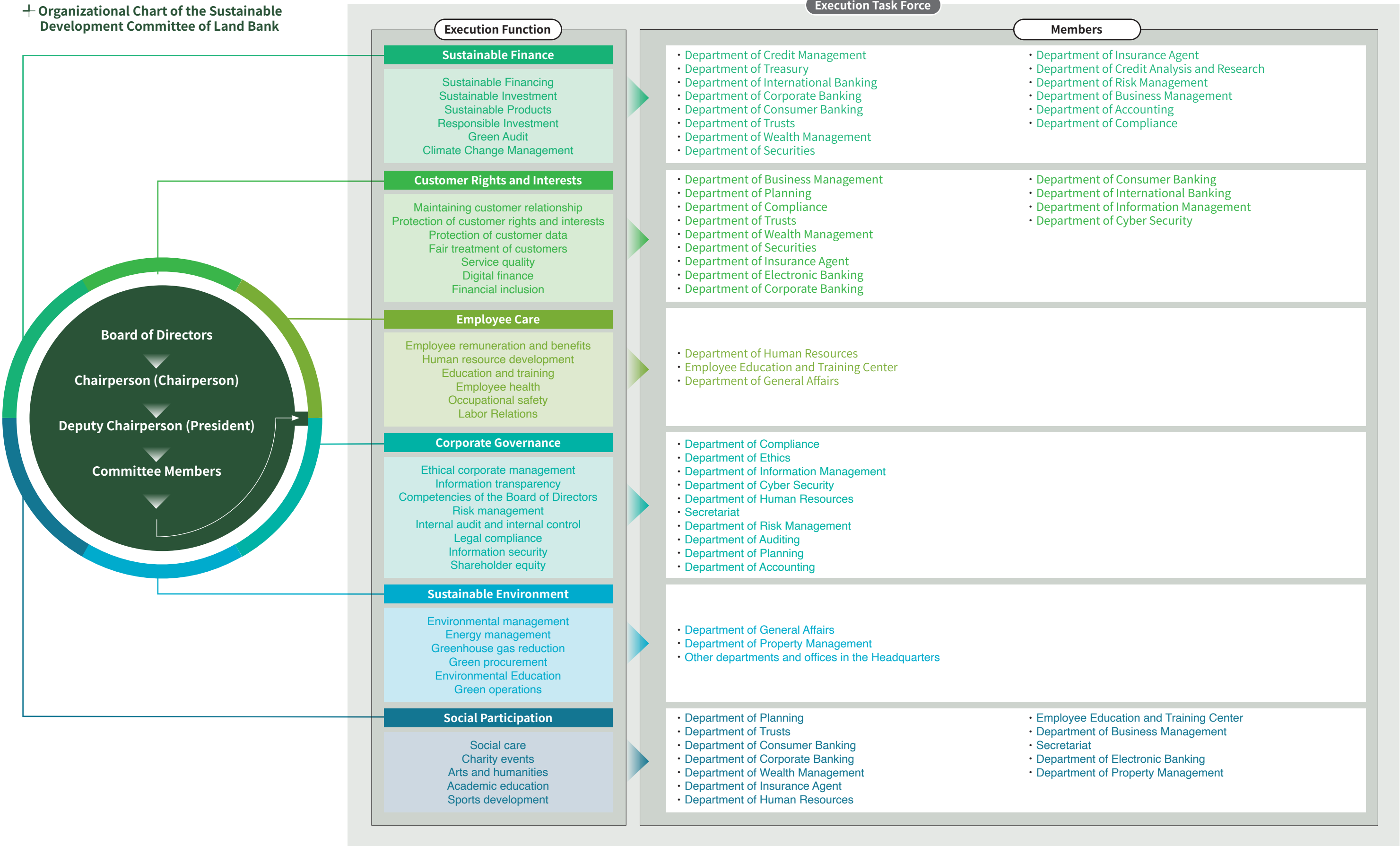
Credit rating agency	Latest rating date	Rating results		Outlook
		Long-term rating	Short-term rating	
Moody's Investors Service	2024.01.18	Aa3	P-1	Stable
Standard & Poor's	2024.06.24	A	A-1	Stable
Taiwan Ratings Corp.	2024.06.25	twAA+	twA-1+	Stable

Sustainable Development Committee

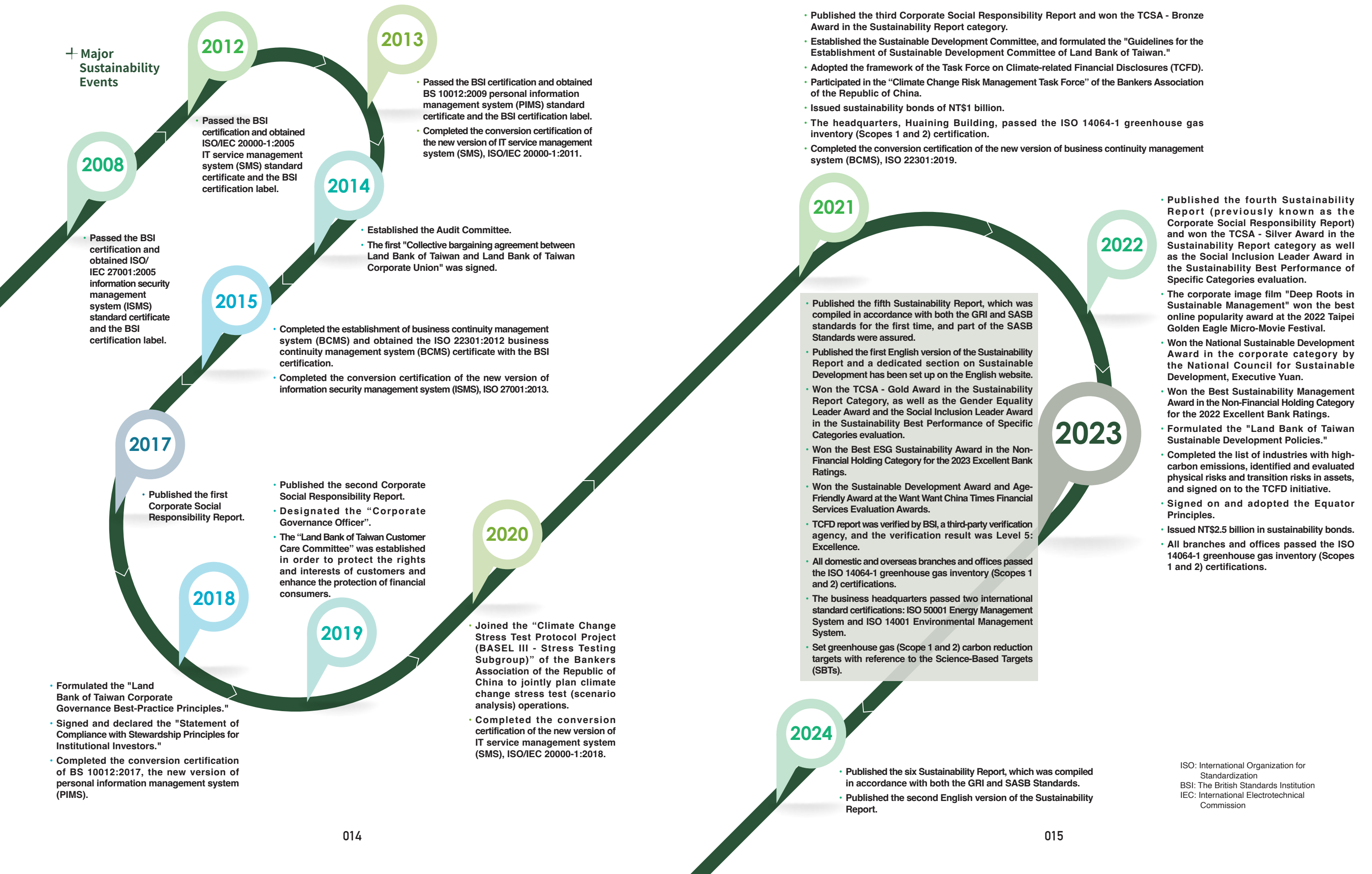
The Sustainable Development Committee of Land Bank was established by the Board of Directors in April 2021, and consists of six task forces under the Committee to jointly promote ESG-related issues and strengthen the sustainable development of Land Bank.

Land Bank held one Sustainability Development Committee meeting in May and December 2023, respectively, and two discussion meetings in August and October 2023, which is convened by the President to discuss the progress of target implementation and sustainable development issues. In addition, Land Bank has also organized the ESG Task Force Book Club, which brings together the Sustainable Finance and Sustainable Environment Task Forces with two employees of each department appointed as members, to meet once a month and incorporate their innovative ideas into Land Bank's ESG Promotion Blueprint.

### + Organizational Chart of the Sustainable Development Committee of Land Bank









# Corporate Governance

## Diversified and enriched training programs for directors

- The total training hours of Land Bank's directors and the Corporate Governance Officer (CGO) reached 176 hours, and the training hours of each director and the CGO was higher than the statutory amount.

## Achieved excellent performance in external assessment of corporate governance

- The 2023 corporate governance evaluation score was 96.98 (out of 100 points).

## Implementation of Anti-money Laundering and Countering the Financing of Terrorism (AML/CFT) training

- A total of 43 CAMS certificates were obtained by the end of 2023.

## Excellent Information Security

- Zero serious cyber security incident.
- The malicious email social engineering exercise program had a click-through rate and an open rate less than the 0.4% required by the MOF.

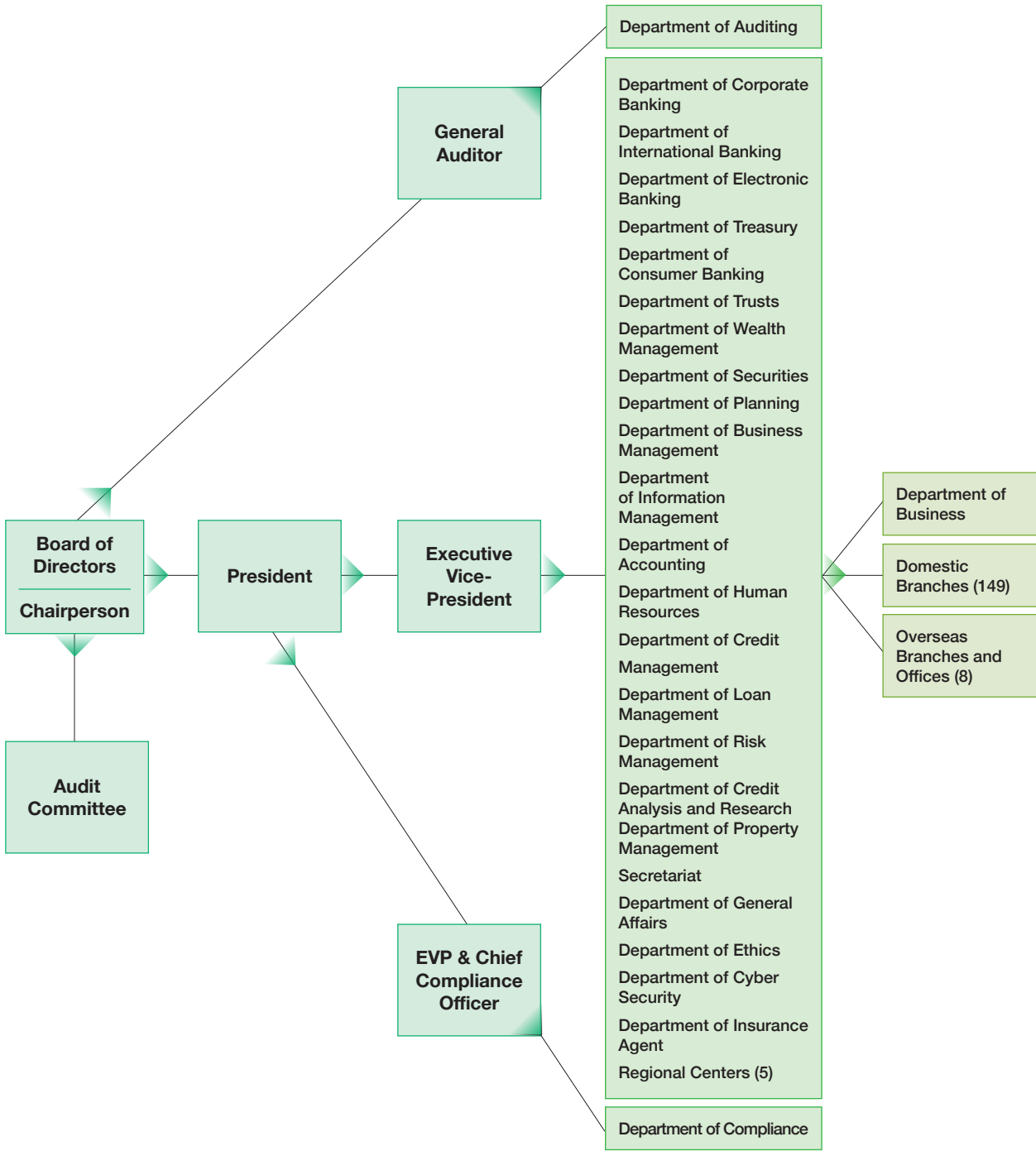
## Passed Information Security System Reassessment Certification

- Passed the ISO 22301:2019 BCMS reassessment certification.
- Passed the BS 10012:2017 PIMS reassessment certification.
- Passed the ISO 27001:2013 ISMS reassessment certification.



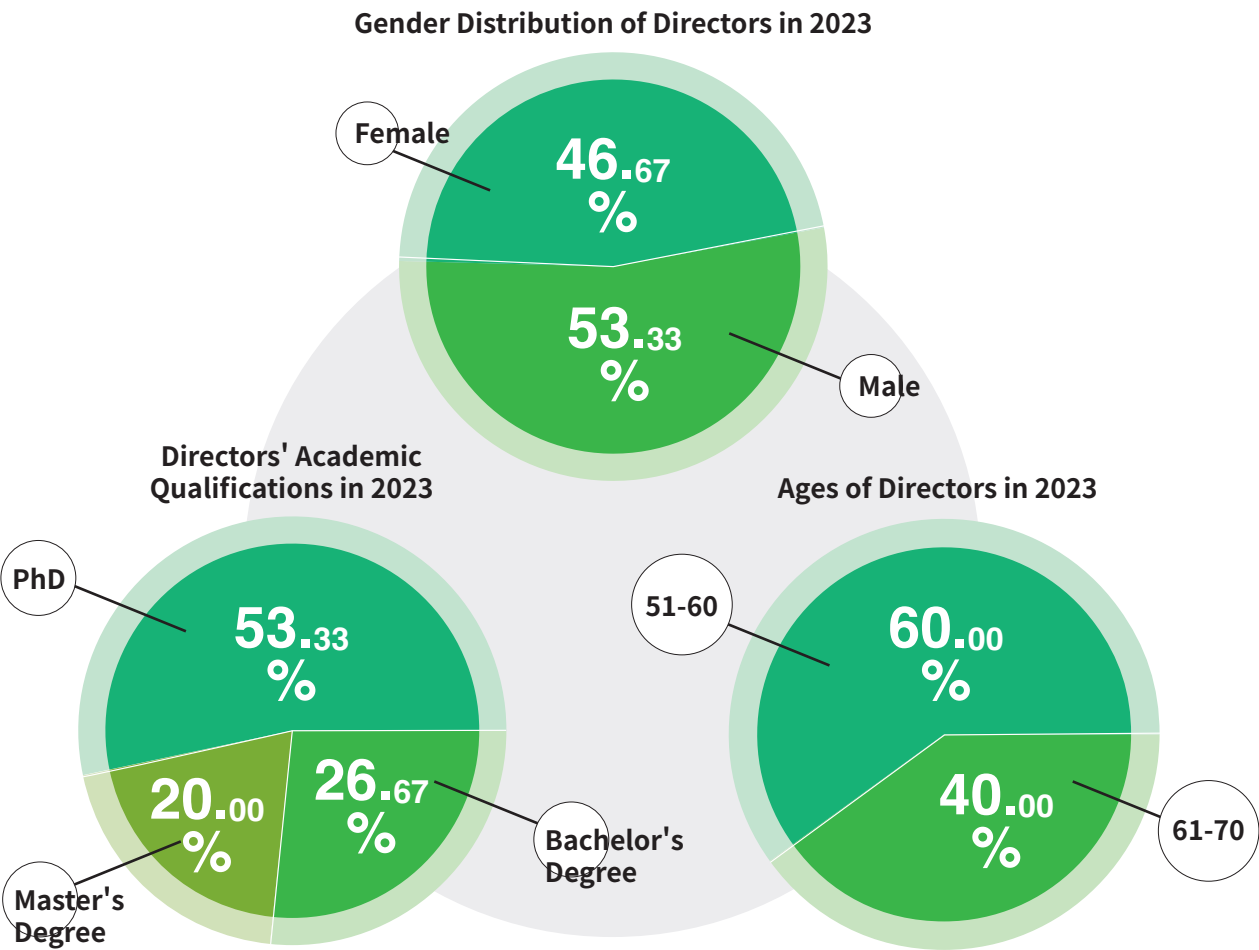
Corporate Governance Organization of Land Bank

Corporate Governance Framework of Land Bank



Structure and Operations of the Board of Directors

The Board meeting of Land Bank is held at least once every three months. In 2023, Land Bank held a total of seven Board meetings and one interim meeting of the Board. For details, please refer to Land Bank's 2023 Annual Report.



Audit Committee

Land Bank's Audit Committee will meet at least once a quarter. The Audit Committee met five times and two interim meetings of the Audit Committee were held in 2023.



■ Remuneration of Directors

The performance appraisal and remuneration system for directors and senior managers of Land Bank is based on the "Guidelines for Performance Appraisal of Persons in Charge of Public Enterprises Affiliated to the Ministry of Finance" and the "Guidelines for the Management of Managers, Directors and Supervisors of Public and Private Institutions Appointed by the Ministry of Finance", wherein the MOF regularly evaluates the Chairperson and the President on the achievement of business organization goals and cooperation with policies. “The Cooperating with Government Policy Projects and Achieving Goals Plan” in the first half of 2024 includes seven major projects, whereof sustainability actions are included to evaluate the performance of the Chairperson and the President.

■ Corporate Governance Evaluation

In 2023, the MOF selected the Taiwan Association of Board Governance to conduct a corporate governance assessment of Land Bank based on the organizational characteristics of the financial industry, with a total of 56 questions on the five aspects, namely "Information Transparency," "Management Operations," "Functions of Directors and Supervisors," "Rights and Social Responsibility of Stakeholders," and "Sustainable Development." The score for 2023 Corporate Governance Assessment was 96.98 out of 100.

■ Ethical Management Policies and Regulations for Land Bank

Name	Participants	Purpose
Ethical Corporate Management Best-Practice Principles	Directors, the management, and all employees	These best-practice principles are formulated as a policy in order to foster a corporate culture of ethical corporate management.
Procedures for Ethical Management and Guidelines for Conduct		Standardize matters that Land Bank employees should pay attention to when performing business activities for implementing ethical corporate management conduct.
Code of Ethical Conduct for Directors and Managers	Directors and the management	Guide the behavior of Directors and the management to conform to ethical standards, and allow stakeholders to better understand Land Bank's ethical standards.
Precautions for Evaluating Risks of Unethical Conduct	Directors, the management, and all employees	Confirm the probability and degree of internal risks, calculate the bank-wide risk level after controlling risks, and propose and implement risk mitigation plans.
Guidelines for the Implementation of the Whistle-blowing System	Directors, the management, and all employees	Establish multiple whistle-blowing methods to preserve ethical corporate management.
Precautions on the Code of Ethics for Employees	All employees	Ensure that employees perform their duties with integrity and honesty, and preserve confidentiality of official matters, business secrets, and customer information.

■ Implementation of Land Bank's ethical corporate management in 2023

Implementation Items	Description
Evaluate the risks of unethical conduct	According to the 2023 unethical behavior risk assessment results, the overall residual risk is "Low to medium risk", which does not exceed the risk appetite target set by Land Bank for unethical behavior risks. Relevant risk reduction plans have been improved and completed.
Process the project inventory items	The Inventory of Cash on Hand (including ATMs), Accounting Transactions and Invoice Control Operations was implemented without prior announcement to randomly check whether the 20 business units of Land Bank had carried out their business in accordance with the standardized operating procedures and relevant internal control regulations. The investigation results were compiled and forwarded to the relevant departments for action.
Conduct project audits	The Financial Consumer and Personal Data Protection Project Audit was implemented without prior announcement to randomly check whether the 20 business units of Land Bank had carried out their business in accordance with the standardized operating procedures and relevant internal control regulations. The audit results were compiled and forwarded to the relevant departments for action.

■ Anti-money Laundering and Countering the Financing of Terrorism Management System

Land Bank has established a committee and a task force to report regularly to the Board of Directors on the implementation of its operations. It is supplemented with monthly reports from overseas branches to the head office on the implementation of the system and annual statement of disclosure on internal control system to prevent money laundering and combat the financing of terrorism.



■ Risk management organization of Land Bank

Land Bank defines the risk management responsibilities of each unit in accordance with three lines of defense. The Board of Directors is the highest decision-making unit for risk management in Land Bank. The Chairperson concurrently serves as the convener of the Risk Management Committee, and the President concurrently as the deputy convener. The committee members are concurrently served by the Executive Vice-President (EVP), EVP & Chief Compliance Officer, and heads of relevant departments designated by the convener. Land Bank's risk management system adopts active monitoring and preventive management measures. The Risk Management Committee meets once every two months and may convene when necessary to review bank-wide risk control reports and risk management-related motions. If any risk exceeding the risk appetite or limit is detected during regular and dynamic risk monitoring operations, it will be reported immediately and appropriate measures will be taken by the business units involved to control the risk within the tolerable range.

■ Internal audit and Internal control system

Land Bank complies with laws and regulations. It has established an internal control system and issued a statement of internal control system to provide reasonable assurance for operational efficiency and effectiveness, reporting reliability and legal compliance. Land Bank's internal audit unit reports to the Board of Directors, and is headed by the General Auditor, who is responsible for overseeing the audit activities. It reports to the Board and the Audit Committee at least every six months on its auditing activities.

+ Annual Results of Internal Audit

Internal audit items	Number of audits	2023 internal audit results
Routine business audits	Plan to complete 119 audits for the year.	Actual completion of 119 audits, i.e., a 100% execution rate.
Special audits	Plan to complete 212 audits for the year (including 141 audits of the head office and the branches, 38 audits of securities and futures, 12 discretionary audits, and 21 non-routine project audits).	Actual completion of 223 audits, i.e., a 105.19% execution rate.
Supervision of self-audits	Each unit conducted 348 general self-audits and 1,322 project self-audits, totaling 1,670 audits.	The number of audits meets the requirements prescribed by the competent authorities.

■ Land Bank's information security related certificates

Land Bank has established an information security management system (ISMS) and a personal information management system (PIMS), both of which have been certified by BSI and obtained the ISO/IEC 27001:2005 ISMS certification and BS 10012:2009 PIMS certification, respectively. Both certifications are reassessed annually and revalidated every three years. The conversion certification of the new international standards of ISO 27001:2013 ISMS and BS 10012:2017 PIMS have been completed as well. Both of the certifications passed the reassessment and accreditation in 2023.





# 3

# Sustainable Finance

## Actively promote sustainable financial services

- Awarded by the FSC for excellent lending services to the Six Core Strategic Industries.
- Construction green financing program was continued in 2023, with a cumulative loan balance of NT\$16.5 billion by the end of 2023.
- Green building mortgage loans were launched in March 2023, and as of the end of 2023, the cumulative loan balance was NT\$483 million.

## Responsible Lending

- A total of 7,015 corporate loan cases were reviewed for the ESG checklist in 2023.

## Arrangement of ESG syndicated loans

- Land Bank arranged a total of 9 ESG syndicated loan cases in 2023.

## Significant growth of solar photovoltaic financing

- The balance of solar photovoltaic financing increased by 53.41% in 2023.

## Significant growth of offshore wind power financing

- The balance of offshore wind power financing increased by 52.59% in 2023.

## Significant growth of reconstruction of urban unsafe and old buildings financing

- The total approved credit line for the reconstruction of unsafe and old buildings increased by 34.38% in 2023.

## Issued sustainability bonds

- The remaining balance of sustainability bonds issued was NT\$3.5 billion at the end of 2023.

## Issued sustainable credit cards

- The "Lin-Yang Card" issued by the end of 2023 has allocated NT\$2,601,488 for consumer rebates to promote the domestic development of the badminton sport.

## Launched green and sustainable NTD time deposits

- The cumulative amount of green and sustainable NTD time deposits raised by the end of 2023 was NT\$4.5 billion.



## Sustainable Lending

### Responsible Lending

Land Bank implemented the "ESG Checklist for Corporate Obligors" from January 2022, and the "TESG Sustainability Indicators" database was officially launched in November 2023 to further collect information on the ESG performance of corporate clients of publicly-traded companies, with a view to improve the implementation efficiency of Land Bank's ESG Checklist. A total of 7,015 corporate loan cases were reviewed for the ESG checklist in 2023.

### ESG Syndicated Loan Cases

By incorporating the concept of sustainable development into its lending conditions, Land Bank will continue to provide guidance and support for corporate development and low-carbon transformation. In 2023, Land Bank arranged 9 ESG syndicated loan cases with an approved amount of NT\$12.256 billion; participated in 37 loans, with an approved amount of NT\$27.608 billion.

### Land Bank High Risk Industry Policies

Land Bank established the "2023 Credit Risk Exposure Limit Ratio Table by Sector (Including Highly Polluting/Energy-Consuming Industries)" to improve ESG audit mechanism by placing 23 industries, such as oil and gas mining industry, under control limits with daily monitoring and regular review.

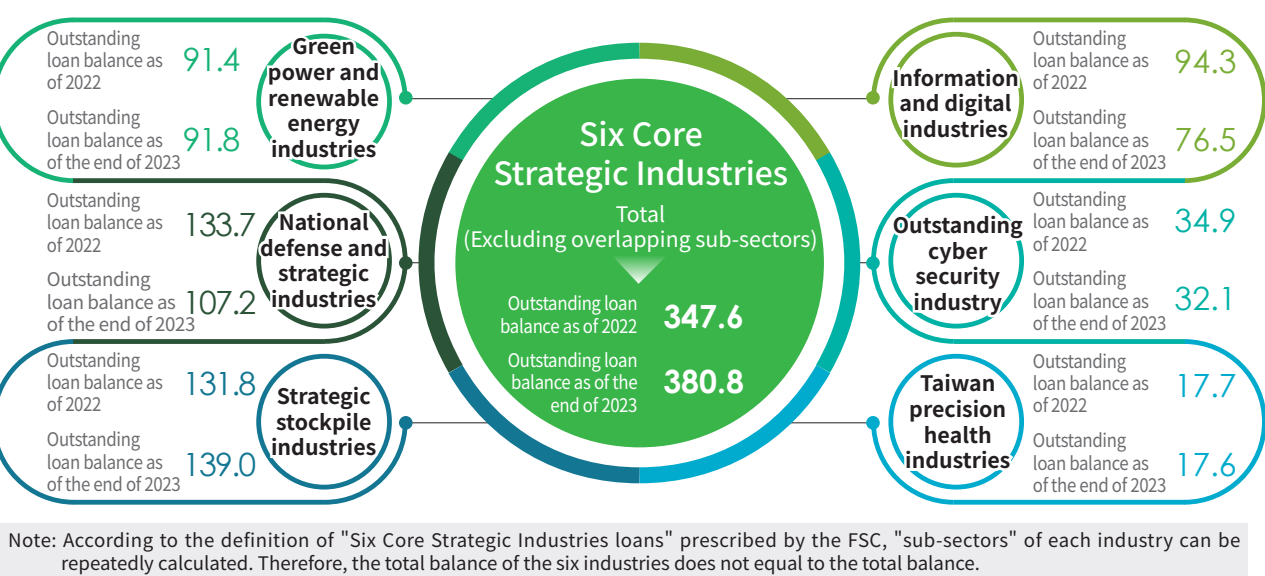
### Equator Principles

Land Bank has completed the signing of the Equator Principles and formulated relevant operating instructions as a basis for handling loan cases. In 2023, the Equator Principles training was held for 233 credit business employees from domestic and overseas branches with a total of 2 hours of training.

### Cooperate with the "Six Core Strategic Industrial Promotion Plan"

Land Bank fully cooperates with this plan launched by the government to promote lending to related industries. The balance at the end of 2023 was NT\$380.8 billion.

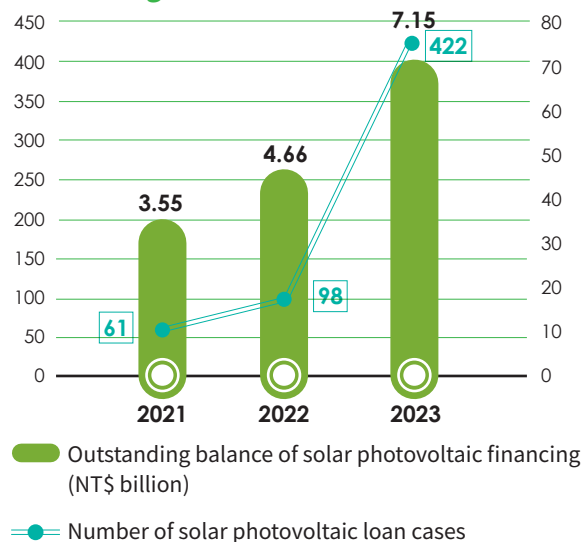
### + Outstanding loans for the Six Core Strategic Industries



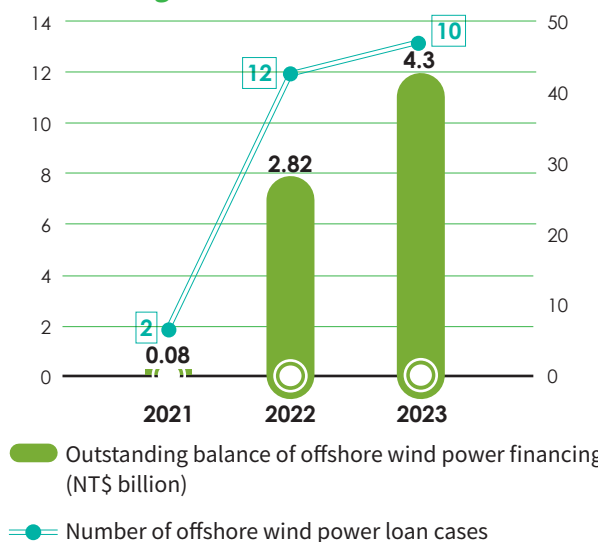
### Promote loans related to renewable energy

Land Bank actively promotes renewable energy financing and supports Taiwan's renewable energy industry. As of the end of 2023, there were a total of 422 solar photovoltaic loans with a loan balance of NT\$7.15 billion, and a total of 10 offshore wind power loans with a loan balance of NT\$4.3 billion (including surrounding facilities and infrastructure projects).

### + Implementation of solar photovoltaic financing



### + Implementation of offshore wind power financing





Construction Green Financing and Green Building Mortgage Loans

As of the end of 2023, a total of 88 construction green loans were undertaken, with a loan balance of NT\$16.5 billion. In addition, Land Bank launched the "Green Building Mortgage" preferential program in March 2023, targeting natural persons who apply for housing loans. Through the discounted handling fee, consumers are encouraged to choose eco-friendly green buildings when purchasing a home so that they can live in harmony with the environment. As of the end of 2023, the balance of green building mortgage loans was NT\$483 million.

Support Urban Renewal and Reconstruction of Urban Unsafe and Old Buildings

+ Total number of approved loans, total amount, and loan balance of urban renewal and reconstruction of unsafe and old building projects

Item		As of the end of 2023	Growth rate in 2023 compared with the end of previous year
Urban renewal	Total number of approved loans (Cumulative)	178	5.95%
	Total approved credit limit (Cumulative)	NT\$185 billion	6.32%
	Approved credit outstanding	NT\$52 billion	23.52%
Reconstruction of unsafe and old buildings	Total number of approved loans (Cumulative)	189	21.15%
	Total approved credit limit (Cumulative)	NT\$60.2 billion	34.38%
	Approved credit outstanding	NT\$33.1 billion	62.25%

Sustainable Investment

Incorporate ESG factors into investment assessments

New investments of Land Bank must be submitted to the Investment Review Committee for review. After being approved by the Chairperson, they will be submitted to the Board of Directors or the Executive Board for consideration. When evaluating investments in domestic stocks, Land Bank must convene an investment group meeting. Apart from the relevant laws and regulations, Land Bank also evaluates the effectiveness of its investments and risk analysis such as ESG alignment with government policies, economic development and the needs of the bank's business development. In addition, Land Bank would search for information on electricity consumption and greenhouse gas emissions through investee companies' annual reports or sustainability reports, and pay attention to the operating conditions and corporate governance of those to fulfill the supervisory role of a shareholder.

Investment Objectives for Land Bank	At least 60% of bonds (except public bonds, supranational bonds, public utilities, and bank guarantees) and equity investments are reviewed for inclusion of ESG factors.	
Category Objectives	Equity Investments	Bond Investments
	Different risk levels are assigned according to whether the individual company meets the ESG criteria. The classification criteria are based on the ESG and corporate governance-related information provided by the Taiwan Depository and Clearing Corporation (TDCC). The investment position meeting the top three tiers of the Corporate Governance Evaluation System of TDCC <sup>(Note 1)</sup> must be at least 60%.	The investment position for issuers or their parent companies whose Sustainalytics ESG rating <sup>(Note 2)</sup> below 30 points (inclusive) must be at least 60%.
Implementation Status of Land Bank	92.84% met the standards by the end of 2023.	72.74% met the standards by the end of 2023.
Note 1: The Corporate Governance Evaluation System is jointly compiled and released by the Taiwan Stock Exchange (TWSE) and the Taipei Exchange. It is divided into seven tiers according to a company's corporate governance performance, namely the top 5%, 6-20%, 21-35%, 36-50%, 51- 65%, 66-80%, 81-100%, the top 5% being the best performance.		
Note 2: Sustainalytics' ESG rating approach is based on risk perspective, i.e., the lower the Sustainalytics ESG score, the better. The rating is divided into five levels, with 0-10 being considered as negligible risk, 10-20 as low risk, 20-30 as medium risk, 30-40 as high risk, and 40 or more as severe risk.		

Investing in corporate green transformation

As of the end of 2023, the foreign currency position of Land Bank Green Bond investment was US\$102 million (issued by overseas companies) and the New Taiwan Dollar position was NT\$4.28 billion.

Sustainable Products

Green and sustainable deposits

The "Green and Sustainable NTD Time Deposit" program was launched in March 2023. One year after the official launch of the program, a third-party certification institution will be appointed to verify the green and sustainable deposit flows of Land Bank on an annual basis to ensure that the funds are properly used for green and sustainable projects.

Implementation of the "Green and Sustainable NTD Time Deposit" Program

Cumulative amount raised at the end of 2023 (Unit: NT\$) **4.5 billion**

Outstanding balance as of the end of 2023 (Unit: NT\$) **2.7 billion**

Sustainable insurance

Land Bank provides engineering insurance plans for the construction period of photovoltaic plants to diversify the risks associated with the green energy industry. It also provides property insurance, electronic equipment insurance, and business interruption insurance to help diversify the operational risks faced by businesses whose plants are completed and in operation.

Effectiveness of engineering insurance for the construction period of photovoltaic plants in the green energy industry

Year	Number of cases undertaken	Amount of insurance (NT\$)	Processing fee income (NT\$)
2021	4	17,300	2,538
2022	2	239,250	35,888
2023	112	1,517,269	204,455

Sustainable trusts

Trust category	Urban renewal		Reconstruction of urban unsafe and old buildings	
Item	Number of cases undertaken	Trust assets (NT\$ billion)	Number of cases undertaken	Trust assets (NT\$ billion)
2021	3	0.94	11	0.89
2022	9	8.86	14	1.71
2023	5	1.64	21	3.13

Sustainable funds

The number of ESG conceptual funds in 2023 was 143, accounting for 6.11% of all 2,340 funds on the market in that year.

Issued sustainability bonds

The remaining balance of sustainability bonds issued as of the end of 2023 was NT\$3.5 billion, and the total funds raised were used for green investment and social welfare investment projects.

Projects	Project Items	Sustainable Development Goals (SDGs)
Green Investment Projects	Renewable Energy and Energy Technology Development	<div><div>7 AFFORDABLE AND CLEAN ENERGY</div><div>13 CLIMATE ACTION</div></div>
Social Welfare Investment Projects	Basic Service Requirements	<div><div>4 QUALITY EDUCATION</div><div>11 SUSTAINABLE CITIES AND COMMUNITIES</div></div>
	Affordable Housing	<div><div>11 SUSTAINABLE CITIES AND COMMUNITIES</div></div>
	Projects that create jobs and reduce or prevent unemployment caused by socio-economic crises	<div><div>1 NO POVERTY</div><div>8 DECENT WORK AND ECONOMIC GROWTH</div></div>





4

# Customer Rights and Interests

## Top 25% in the Assessment of the Implementation of Treating Customers Fairly Principles

- For the five consecutive years, Land Bank has been ranked among the top 25% of banks in the FSC's Assessment of Implementation of Treating Customers Fairly Principles ("TCF Principles") by Financial Institutions.

## Customer service satisfaction reached 99.40%

- The average satisfaction rate with Land Bank services was 99.40%.

## Maintain the quality of information service management

- Passed ISO 20000-1:2018 Information Technology Service Management System reassessment certification.

## Award-winning digital capabilities

- Won the Taiwan Clearing House's ACH Batch Substitute Payment Business High Performance Award and Growth Award.
- Won the Inter-bank Service Innovation Award and the Special Contribution Award from FISC as an Excellent Institution for promoting electronic cash management business.
- Participated in the competition organized by FISC for the promotion of QR code payment and won third place for revitalizing QR code payment stores.

## Affirmation for inclusive and friendly services

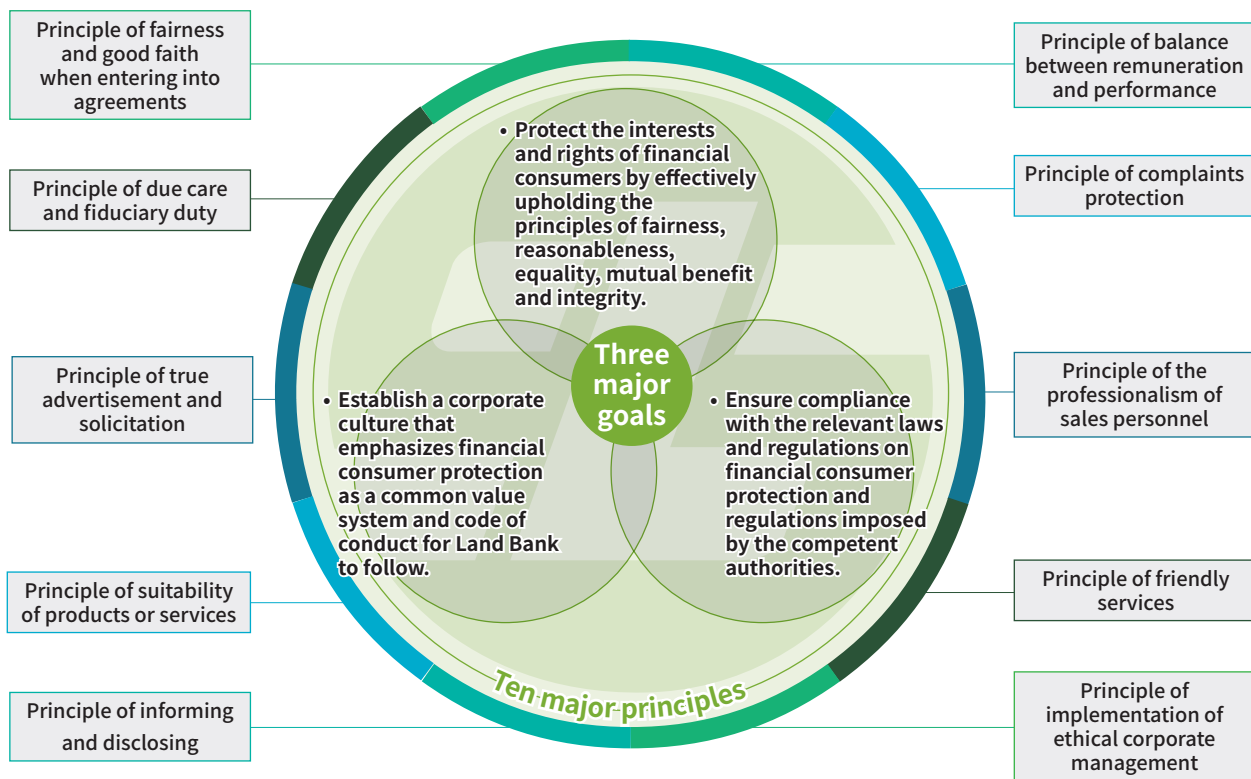
- Won the FSC's Special Award for Balanced Central-Region Development as a high-performing bank for SME lending.
- Won the Age-Friendly Award in Service Category of Want Want China Times Financial Services Evaluation Awards.

## Trust Award

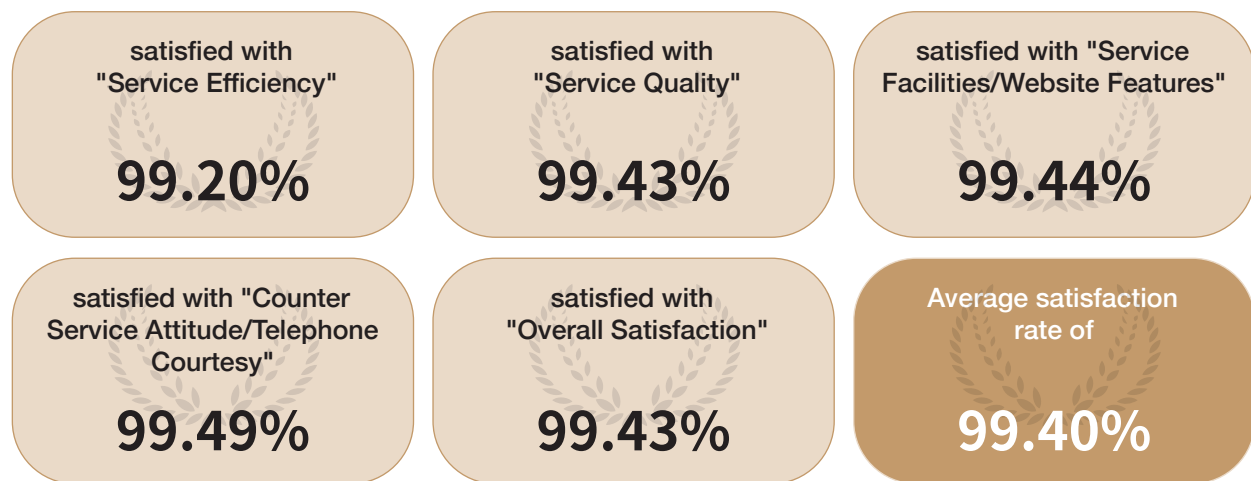
- Won Quality Award of the Best Charitable Trust Innovation Award presented by the Commercial Times' Trust Award.
- Won the High Performing Bank in Group A of the Elder Care Trust Award by FSC's Evaluation of Trust Enterprise Promoting Trust 2.0 Program (Phase 2).

## Customer relationship management

### Principles of Treating Customers Fairly



### Customer satisfaction



## Service quality management

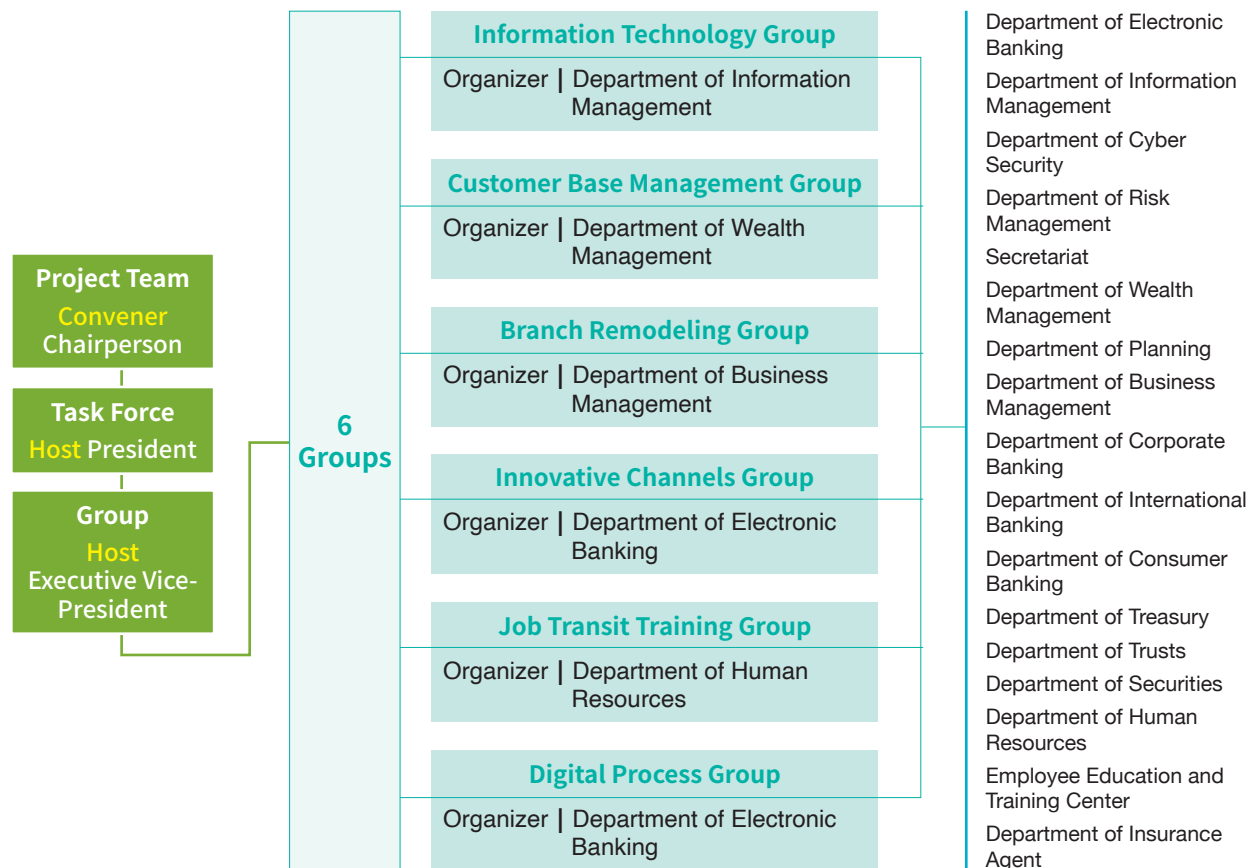
Land Bank has established an Information Technology Service Management System (SMS), completed the conversion certification of the new version of the international standard ISO 20000-1:2018 Information Technology SMS, and passed the reassessment verification in 2023 to strictly control the quality of Land Bank's information management.



## Digital finance

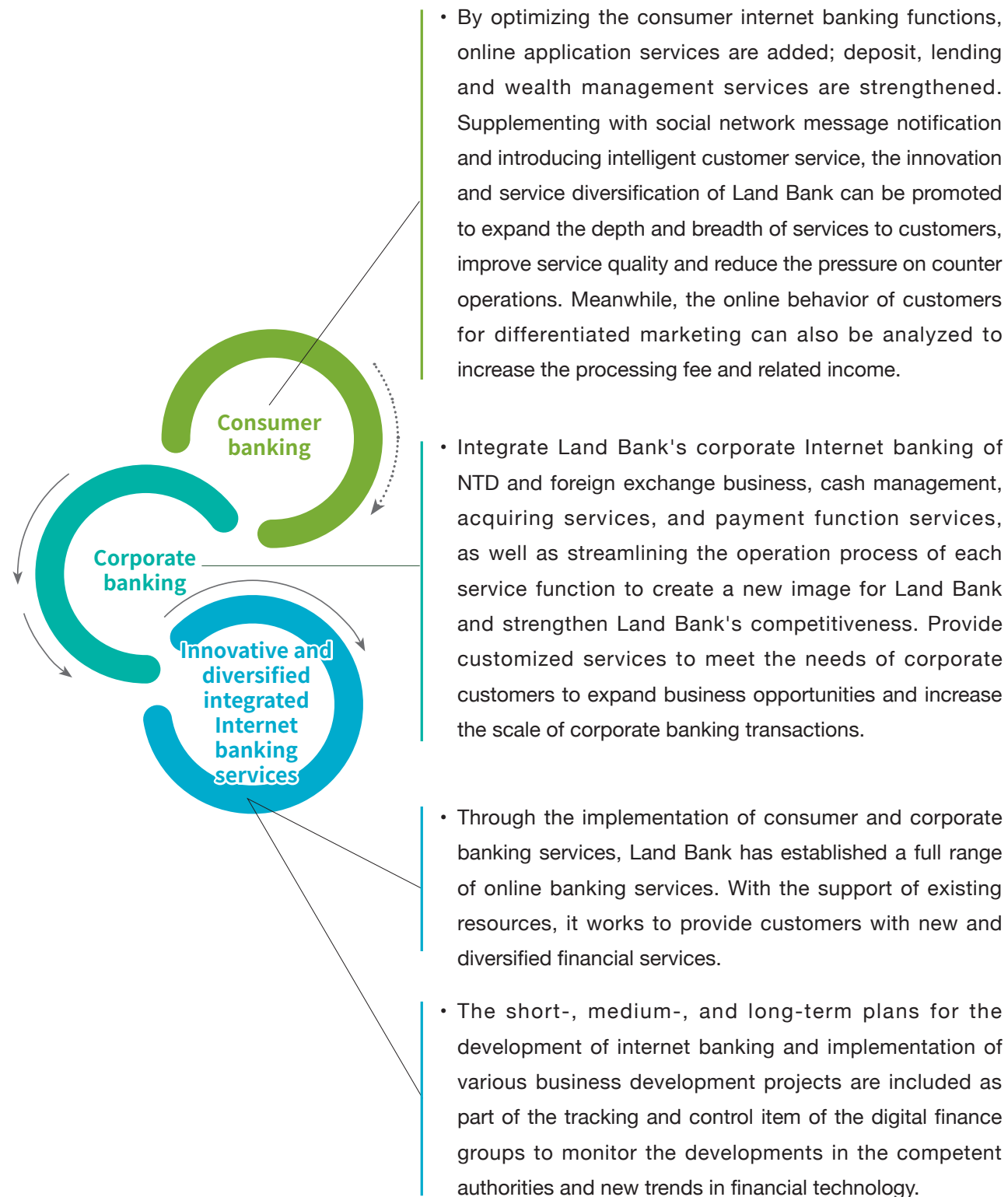
### Digital finance project team

#### The Organizational Chart of the Digital Finance Project Team





## Blueprint of Internet banking development



## Digital finance services

### Online insurance

Land Bank's consumer Internet banking launched the online insurance business in 2021. In 2023, the number of online insurance underwriting cases increased by 29.65% compared with the previous year.

#### + Implementation of Land Bank's online insurance products in 2023

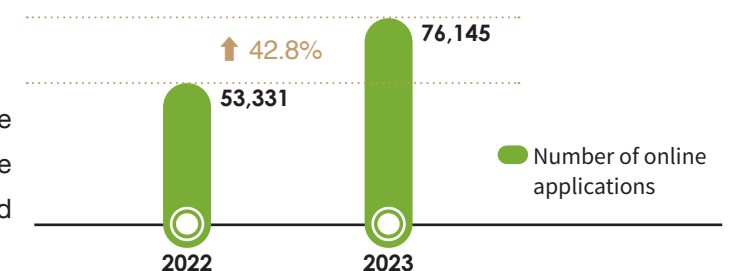
Product name	Number of cases undertaken in 2023	Amount of insurance (Unit: NT\$)	Processing fee income (Unit: NT\$)
Tokyo Marine Nawa "Driver's Omamori" Motorcycle Insurance	151	148,729	15,280
Tokyo Marine Nawa "Personal and Automobile Protection" Car Insurance	86	198,138	20,611
Tokyo Marine Nawa "Safety Omamori" Personal Travel Insurance	384	52,440	15,469

### Online loan and credit card applications

In 2023, an online application for credit card activation service was added, and a total of 36,862 applications were completed that year. In addition, an online lost or stolen credit card service was added to save customers' waiting time at the counter or the customer service call center.

### Online application for Worker Relief Loans

Land Bank has integrated the online application and warranty processes, and the number of applications in 2023 has increased by 42.8% compared with the previous year.



### Online mortgage and personal loan calculation

In 2023, a total of 9,193 online mortgage trial calculations and 15,859 online personal loan trial calculations were completed.

### Digital Deposit Accounts

Currency/ Year	2021	2022	2023
NTD	53,017	109,370	168,005
Foreign Currency	52,498	108,433	167,979





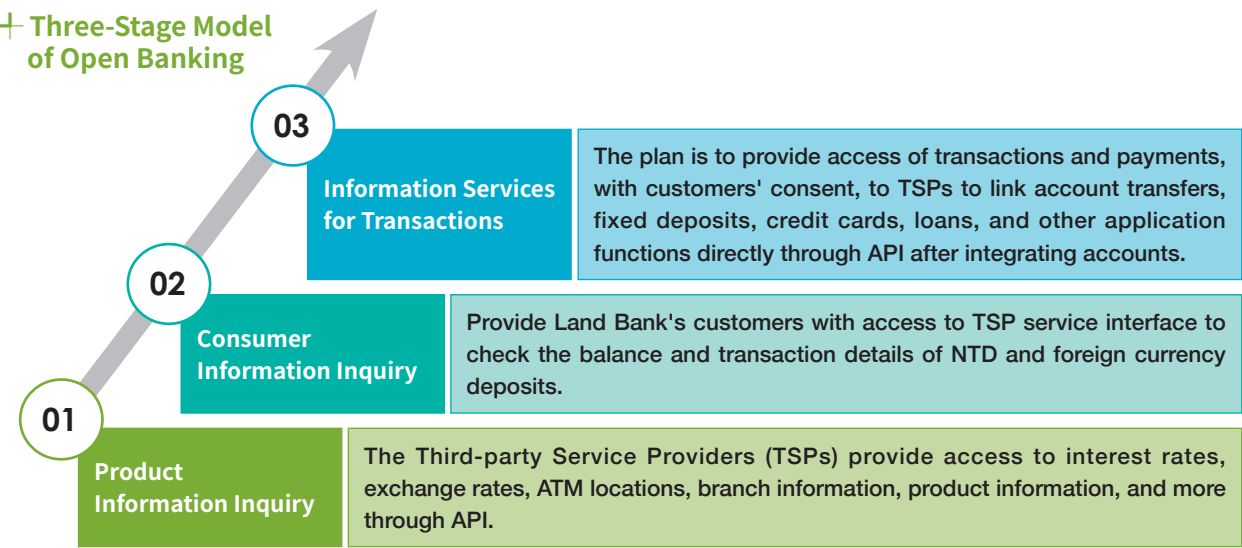
Artificial Intelligence Applications

Intelligent Customer Service

In 2023, the number of customer service chatbot visits reached 433,750 times.

Cross-Industry Alliance

Three-Stage Model of Open Banking



Financial Inclusion

Inclusive insurance

In response to an aging society, Land Bank has been offering small-amount life insurance since 2018, with easy-to-understand, low threshold, and cheap premiums features to satisfy basic protection needs for senior citizens.

Types of inclusive insurance	Number of approvals in 2023
Small-amount life insurance	97
Micro Injury Insurance	70

Charitable and Retirement Trust

In line with the FSC's "Trust 2.0 Program" and in response to current social changes, Land Bank has launched five major trusts, including the "Social Welfare Elder Care Trust," the "Social Welfare Charitable Elder Care Trust," the "Pre-opening Elder Care Trust/Insurance Trust," the "Social Housing and Renting Trust," and the "Integrated Service of the Elder Care Trust."

Land Bank Charitable and Retirement Trust Outcomes

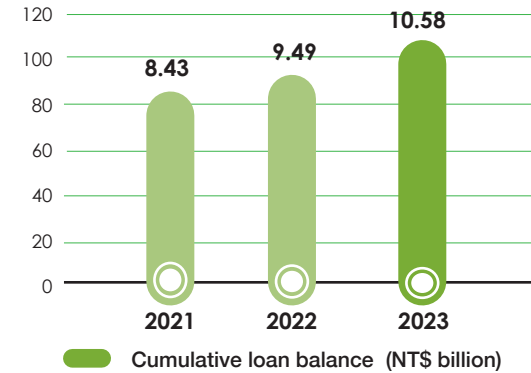
Unit: NT\$ million

Trust types	Cumulative assets up to 2022	Cumulative assets up to 2023
National Wills and Social Welfare Charitable Trusts	-	50
Diversified Elder Care Trust	Social Welfare Elder Care Trust	10.33
	Social Welfare Charitable Elder Care Trust	268.66
Pre-opening Elder Care Trust (including Insurance Trust )		13.48
Cross-Industry Alliance	Social Housing and Renting Trust	1.42
	Integrated Service of the Elder Care Trust	85.93

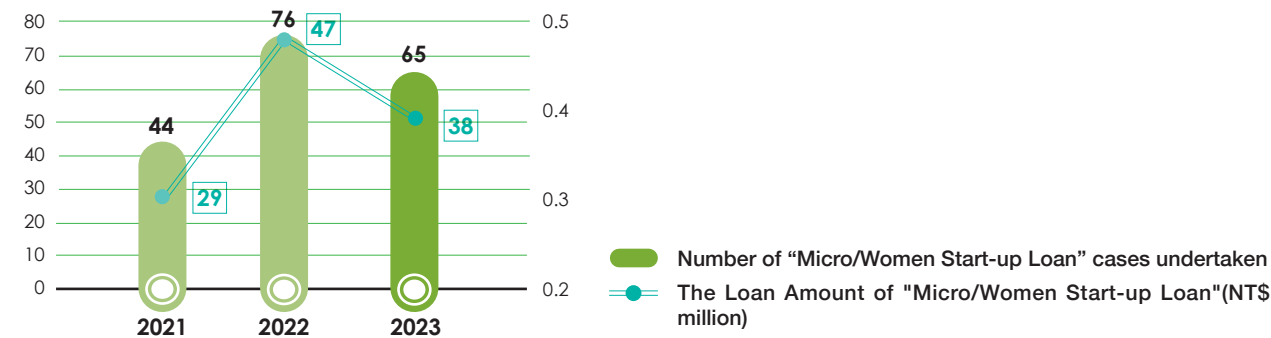
Senior Pension Loan

In 2023, the approved loan amount of Land Bank Senior Pension Loans increased by NT\$1.09 billion as compared with the previous year. The cumulative approved loan amount reached NT\$10.58 billion, representing approximately 0.1208% of the total mortgage business balance as of the end of the year, and the number of cases undertaken reached 2,210.

Senior Pension Loan



Micro/Women Start-up Loan





Young Entrepreneur Kickoff Loans

Item	2021	2022	2023
Number of "Young Entrepreneur Kickoff Loans" cases undertaken	496	293	156
The Loan Amount of "Young Entrepreneur Kickoff Loans" (NT\$ million)	489	322	156

Epidemic Relief Loans (As of the end of 2023)

Categories	Relief packages	Number of acceptances	Amount(NT\$ billion)
Corporate	Cooperate with ministries and government agencies and Central Bank's relief packages	39,000	667.5
	Relief loan for workers	60,440	6.04
Personal	Leniency for existing borrowers	6,877	54.14
	Deferral of credit card bill payment	1,775	0.13
Total number of individual relief customers		69,092	60.31

Debt Elimination Operation

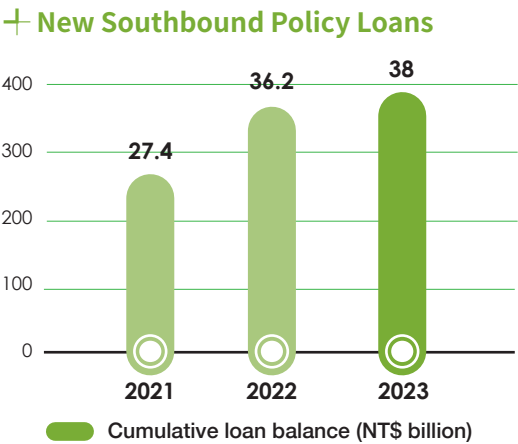
In 2023, there were 381 cases of pre-negotiation from Land Bank, and the amount recovered was NT\$52 million; there were 102 cases of mediation, and the amount recovered was NT\$6 million; there were 172 rehabilitated cases, and the amount recovered was NT\$16.1 million.

Corporate loans for SMEs

In 2023, Land Bank added NT\$6.3 billion in loans to SMEs. As of the end of 2023, Land Bank processed 20,100 SME loans, with a balance of NT\$616.8 billion, accounting for approximately 52.41% of the year-end balance of total corporate loans.

New Southbound Policy Loans

As of 2023, the New Southbound Policy Loan balance approved by Land Bank was NT\$38 billion.



Land Bank Friendly Financial Measures in 2023

Item	Content
Accessible counters	<p>Comprehensively set up and improve "accessible service counters."</p>
Provide remote sign language interpretation service for hearing-impaired customers	<p>1. To build the accessible environment for hearing-impaired customers, Land Bank cooperated with Taiwan Association of Sign Language Interpreters (TASLI) starting from March 2023 to provide remote sign language interpretation service through video calls in each branch.</p> <p>2. Set up a "Sign Language Interpretation Reservation Service" notice board and post it in a prominent place on the wall next to the main entrance of the business hall of each branch.</p>
Diversified and friendly banking services and measures	<p>1. QR codes are provided for important contracts, product advertisements, and press releases.</p> <p>2. The signboards in each ATM service area are equipped with QR codes to connect to the customer service chatbot.</p> <p>3. Consumer online banking and mobile banking apps have added biometric (fingerprint or facial recognition) identity and transaction verification functions.</p> <p>4. Accessible consumer online banking, accessible online ATMs, and mobile banking apps have added "reading assistance" and "voice assistant" functions.</p>
Customer care questions	<p>1. When dealing with credit-related business for senior citizens over 65 years old, take the initiative to ask questions with care and fill out a care inspection form.</p> <p>2. When accepting consumer loans (unsecured) and other businesses for young customers, take the initiative to ask questions with care and fill out a care inspection form.</p>
Education and training for providing friendly financial services	<p>1. In 2023, a total of 16 friendly finance-related lectures and a bank-wide "Friendly Finance Service Guidelines" training course were held.</p> <p>2. Encouraged employees to obtain the "Financial Planning Consultant for the Elderly" certificate, and won Breakthrough Award of Eldercare Financial Planning Consultant Trust Group Award by the Trust Association.</p>

Bilingual Branches

In 2023, Land Bank added 62 new bilingual branches and installed foreign language service notice boards in the branches. According to statistics, 89 branches among the existing 150 business units are bilingual branches, accounting for 59.3% of all branches. It is expected that by the end of 2027, all branches in Taiwan will be bilingual. In addition to bilingual branches, Land Bank currently has 3 Japanese branches to gradually improve its diversified and friendly financial services.



5

# Sustainable Environment

## TCFD Third Party Verification

- Land Bank passed the third-party verification of the TCFD report in 2023 and obtained Level 5: the highest level of certification of Excellence.

## Won awards for saving electricity by government

- Ranked first in the electricity conservation of public enterprise category of the MOEA's 2022 assessment of electricity performance management programs in government agencies and schools in September of 2023.

All domestic and overseas branches and offices passed the ISO 14064-1:2018 inventory and certification.

- All domestic and overseas branches and offices passed the greenhouse gas inventory (Scopes 1 and 2) and obtained the ISO 14064-1:2018 certification.

The Huaining Building headquarters passed the ISO 14001:2015 Environmental Management System certification.

- In 2023, the Huaining Building headquarters passed the Environmental Management System verification and obtained the ISO 14001:2015 certification.

The Huaining Building headquarters and two branches passed the ISO 50001:2018 Energy Management System certification.

- In 2023, the Huaining Building headquarters, Chaozhou Branch, and Fangliao Branch passed the Energy Management System verification and obtained the ISO 50001:2018 certification.

## Installing photovoltaic systems

- In 2023, the construction of rooftop solar power generation systems in Kaohsiung, Lingya, Taichung, and Taiping branches was completed, totaling the construction of rooftop solar power systems for 10 branches.

## Use of green electricity

- In 2023, Land Bank continued to respond to the government's renewable energy policy, using 120,000 kWh of green electricity.

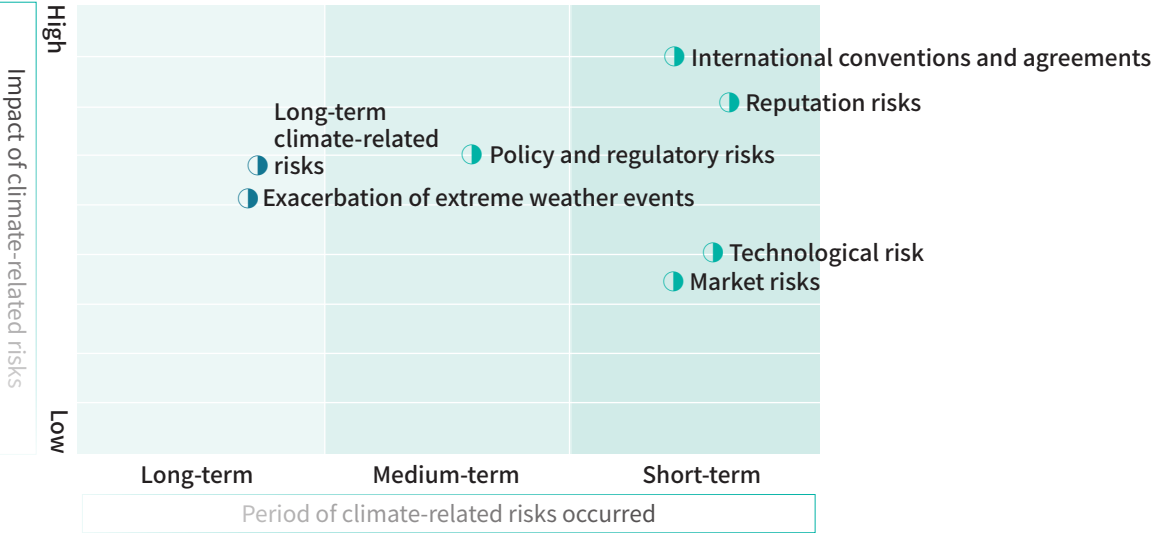


## Climate Change Management

In order to face the risks and opportunities brought by climate change and implement climate risk management, Land Bank established the “Task Force on Climate Change Management” under the Sustainable Development Committee's Sustainable Finance Group. Two meetings were held in 2023.

Land Bank has signed to follow Task Force on Climate-related Financial Disclosures (TCFD) in April 2022, and continues to introduce relevant disclosures under the four elements of TCFD, which are "governance", "strategy", "risk management", and "indicators and targets". The third-party verification certification was completed in December 2023 and Land Bank obtained Level 5: the highest level of certification of Excellence. For complete climate-related financial disclosure information, please visit the Sustainable Development Section on Land Bank's official website.

### Land Bank climate-related risk matrix



#### Physical risks

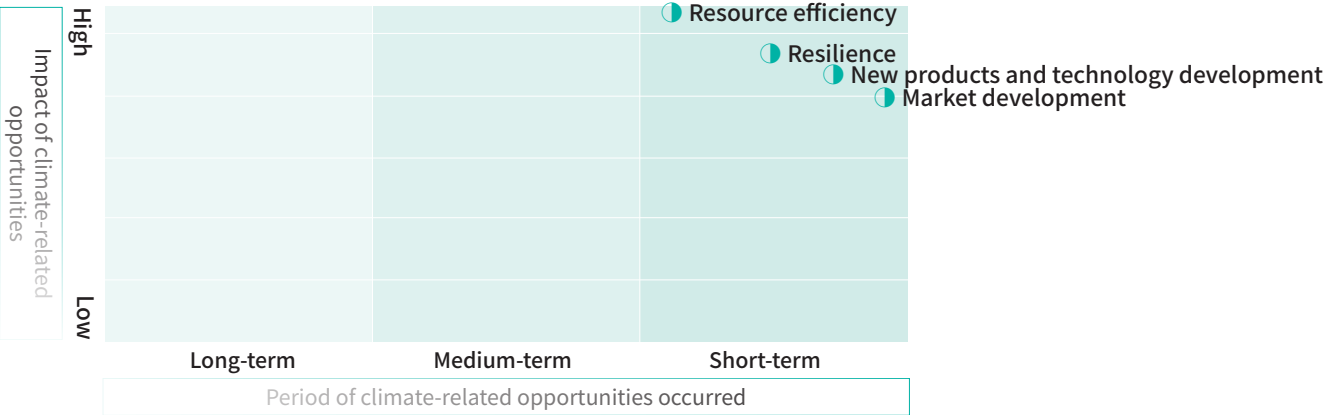
Risk ranking	Risk items
⑥	Long-term climate-related risks
⑦	Exacerbation of extreme weather events

Note: Short-term risk: Estimated to occur within 4 years; Medium-term risk: Estimated to occur in 4 to 15 years; Long-term risk: Estimated to occur in more than 15 years

#### Transition risks

Risk ranking	Risk items
①	International conventions and agreements
②	Reputation risks
③	Technological risk
④	Policy and regulatory risks
⑤	Market risks

### Land Bank climate-related opportunities matrix



Opportunity Ranking	Climate Opportunity Items
①	Resource efficiency
②	Resilience
③	New products and technology development
④	Market development

Note: Short-term opportunity: Estimated to occur within 4 years; Medium-term opportunity: Estimated to occur in 4 to 15 years; Long-term opportunity: Estimated to occur in more than 15 years.

## Low carbon operations

Land Bank's Huaining Building headquarters passed the third-party certification of ISO 14001:2015 Environmental Management System in 2023. In addition, the Huaining Building headquarters, Chaozhou Branch, and Fangliao Branch also passed the third-party certification of ISO 50001:2018 Energy Management System in 2023, and the goal is for three more branches to pass the Energy Management System certification in 2024.



ISO 14001:2015 Environmental Management System Certificate



ISO 50001:2018 Energy Management System Certificate



Greenhouse gas management

In 2023, Land Bank set the average annual reduction of greenhouse gas (GHG) (Scopes 1 and 2) emissions at 4.2% compared to the base year (2021) with reference to the Science-Based Targets (SBTs). The goal of reducing emissions by 42% by 2031 has been incorporated into Land Bank's ESG Promotion Blueprint.

In addition, in accordance with the "The Global GHG Accounting and Reporting Standard for the Financial Industry" launched by PCAF, Land Bank prioritizes the following investment and loan positions for financial carbon emission calculation based on the materiality principle and the availability of information. The results of the 2023 inventory are as follows:

- 1. Loan position: The financial carbon emissions of commercial loans, commercial real estate financing, and personal mortgage loans are approximately 3.4503 million MTCO<sub>2</sub>e.
- 2. Investment position: The financial carbon emissions of NTD corporate bonds (excluding sustainable bonds), stocks (excluding ETFs), and investee companies are approximately 0.3842 million MTCO<sub>2</sub>e.

+ Greenhouse gas emissions of Land Bank's branches and offices

Item		2021 (All domestic branches and offices)	2022 (All domestic and international branches and offices)	2023(All domestic and international branches and offices)
Direct emissions	Category 1 (Scope 1) (Direct greenhouse gas emissions and removal) (CO <sub>2</sub> e in metric tons)	2,547.4025	2,662.8425	2,650.0460
Energy indirect emissions	Category 2 (Scope 2) (Indirect GHG emissions from imported energy) (CO <sub>2</sub> e in metric tons)	15,856.0688	14,210.9980	13,435.1506
Category 1 + Category 2 (CO <sub>2</sub> e in metric tons)		18,403.4713	16,873.8405	16,085.1966
GHG emissions intensity (CO <sub>2</sub> e in metric tons / NT\$ million)		0.58	0.51	0.46
Carbon emissions per capita (CO <sub>2</sub> e in metric tons / person)		3.225	2.934	2.788
Other indirect emissions	Category 4 (Scope 3) (Indirect GHG emissions from the products used by Land Bank's branches and offices) (CO <sub>2</sub> e in metric tons)	2,896.6921	2,459.4818	2,652.5388
Total carbon emissions (CO <sub>2</sub> e in metric tons)		21,300.163	19,333.322	18,737.735
Percentage of inventory branches and offices (%)		95.09	100	100
Percentage of verified branches and offices (%)				



Gas and electricity energy management

Item	Energy usage			2023 compared with previous year
	2021	2022	2023	
Power consumption (kWh)	26,263,282	25,187,718	24,431,930	-3%
Fuel consumption (liters)	223,499	221,127	209,418	-5.30%

Renewable energy usage

Land Bank aims to continue to set up solar energy branches as a sustainable goal and hopes to increase the proportion of renewable energy use. In 2023, four branches, Kaohsiung, Lingya, Taichung, and Taiping, built rooftop solar power generation systems, and such systems are under construction in another five branches. A total of 10 branches have completed construction of such. As of the end of 2023, the cumulative power generation capacity was approximately 1.1 million kWh, and the carbon was reduced by 548.22 MT. The amount sold to Taipower in 2023 was NT\$1.6308 million.

In 2023, Land Bank's Huaining Building headquarters used 120,000 kWh of green electricity. In the future, Land Bank will continue to purchase green electricity, targeting operating bases with large electricity consumption.

## Nangang Branch “Greenhouse Gas Voluntary Reduction Project”

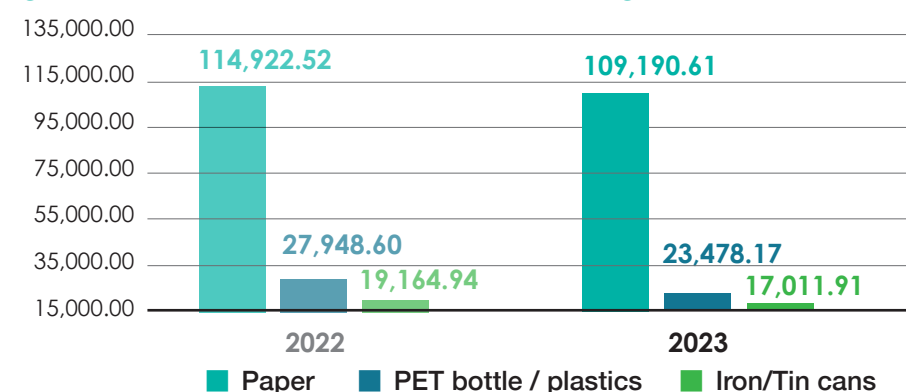
Land Bank has applied for registration on December 29, 2023, and the project underwent review and obtained approval by the Ministry of Environment's review meeting on April 30, 2024. It has become the first carbon rights project passed in Taiwan after the amendment of the Climate Change Response Act, and the total greenhouse gas reduction is estimated to reach 110 MTCO<sub>2</sub>e.

## Water Resource Management

Item \ Year	2021	2022	2023	2023 compared with previous year
Water consumption (cubic meters)	194,004	190,104	186,371	-1.96%
Number of employees (people)	5,768	5,752	5,769	-
Water consumption per capita (cubic meters / people)	約 33.63	約 33.05	約 32.31	-2.25%

## Waste management

### + Recycling volume of various typesof resources (Unit: kg)



### + Decrease ratio in 2023 compared with previous year (%)



## Promotion of paperless processes Effectiveness of e-business operation

Online application for loan and credit card	<p>Effectiveness of online application for loan and credit card in 2021-2023</p> <table><thead><tr><th>Year</th><th>Number of applications</th><th>Paper saved (sheets)</th></tr></thead><tbody><tr><td>2021</td><td>23365</td><td>57741</td></tr><tr><td>2022</td><td>29463</td><td>56371</td></tr><tr><td>2023</td><td>30403</td><td>58695</td></tr></tbody></table>	Year	Number of applications	Paper saved (sheets)	2021	23365	57741	2022	29463	56371	2023	30403	58695
Year	Number of applications	Paper saved (sheets)											
2021	23365	57741											
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2023	30403	58695											
Credit card electronic bill	<p>Effectiveness of credit card electronic bill in 2021-2023</p> <table><thead><tr><th>Year</th><th>Proportion of e-billing to total billing volume (percentage)</th><th>Number of electronic bills sent (in ten thousand)</th></tr></thead><tbody><tr><td>2021</td><td>23</td><td>30</td></tr><tr><td>2022</td><td>26</td><td>41</td></tr><tr><td>2023</td><td>28</td><td>39</td></tr></tbody></table>	Year	Proportion of e-billing to total billing volume (percentage)	Number of electronic bills sent (in ten thousand)	2021	23	30	2022	26	41	2023	28	39
Year	Proportion of e-billing to total billing volume (percentage)	Number of electronic bills sent (in ten thousand)											
2021	23	30											
2022	26	41											
2023	28	39											
Online insurance business	<p>The number of online insurance application transactions was 621 in 2023.</p>												
Digitalization of securities services	<p>The percentage of electronic securities transactions in 2023 was 81.6% and the usage rate of securities e-statements was 48.32%.</p>												





6

# Employee Care

## Create a friendly workplace and childcare environment

- The Workplace Education and Childcare Center of the Taichung Branch was registered in November 2022 and officially started operation in February 2023.

## Pay attention to talent development

- Employees received an average of 57 training hours in 2023.

## Implementation of the parental leave system

- The reinstatement rate of Land Bank employees on unpaid parental leave in 2023 was 100% for both male and female employees.

## Provision of employee leave subsidies

- Leave subsidies were distributed to 4,833 employees in 2023, with a cumulative amount of approximately NT\$57.55 million.

## Provision of psychological support for employees

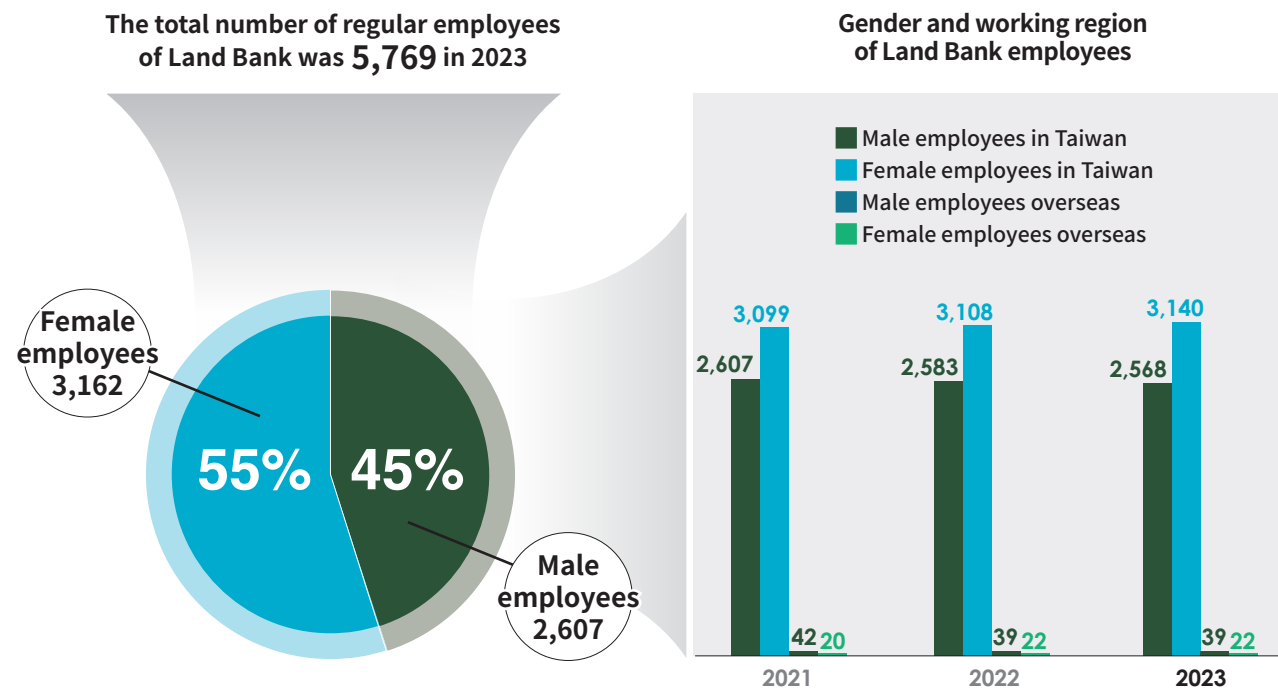
- Continue to provide employee counseling services, and three lecture sessions on "Psychological Stress Adjustment for Fresh Graduates in the Workplace" were held in the pre-employment course for new employees.

## Implementation of gender equality

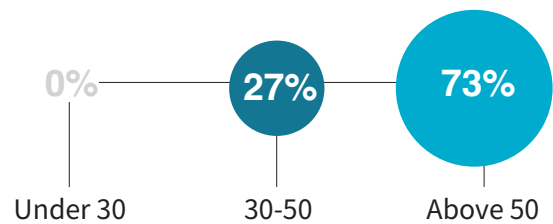
- Won the Gender Equality Leader Award at the 16th Taiwan Corporate Sustainability Awards (TCSA) in 2023.



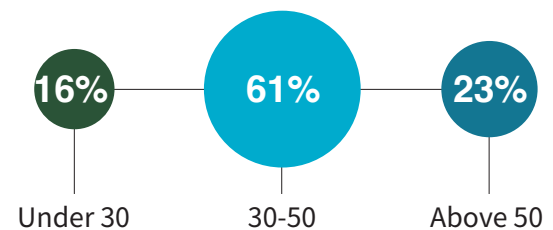
## Employee composition, diversity, and inclusiveness



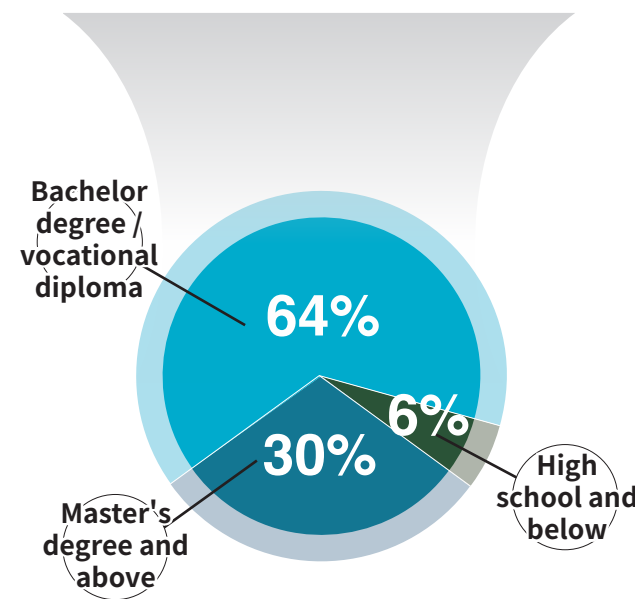
Age distribution of the management in 2023



Age distribution of non-management employees in 2023



Educational background of regular Land Bank employees (including Taiwan and overseas) in 2023



## Talent Recruitment and Retention

### + New and resigned employees in Taiwan in 2023

Gender	New employees				Resigned employees *			
	Male		Female		Male		Female	
Age Distribution	Number of people	New employee ratio *	Number of people	New employee ratio	Number of people	Employee turnover ratio *	Number of people	Employee turnover ratio
Under 29	68	1.18%	157	2.72%	11	0.19%	18	0.31%
30-49	26	0.45%	30	0.52%	9	0.16%	8	0.14%
Above 50	1	0.02%	0	0.00%	2	0.03%	1	0.02%
Total	95	1.65%	187	3.24%	22	0.38%	27	0.47%

Note 1: New employee ratio: Number of new employees in the current year/Number of employees at the end of the current year

Note 2: Resigned employees: Excluding retirees, deceased employees, and short-term contract staff

Note 3: Employee turnover ratio: Number of resigned employees in the current year/Number of employees at the end of the current year

## Employees' salary structure

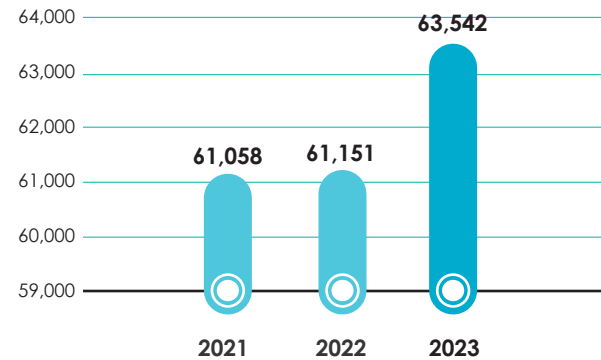
### + Average basic salary of male and female employees at each rank and salary ratio between male and female employees (NT\$/month)

Year	2021			2022			2023		
Position	Female	Male	Salary ratio	Female	Male	Salary ratio	Female	Male	Salary ratio
Vice President and above	153,554	158,878	1:1.03	157,036	158,282	1:1.01	164,962	162,223	1:0.98
Assistant manager / Manager level	131,893	125,928	1:0.95	131,348	124,137	1:0.95	136,983	128,753	1:0.94
Section manager level	94,622	94,337	1:1	93,358	94,353	1:1.01	96,911	99,130	1:1.02
Regular employees	59,711	60,805	1:1.02	60,672	61,750	1:1.02	62,723	64,590	1:1.03

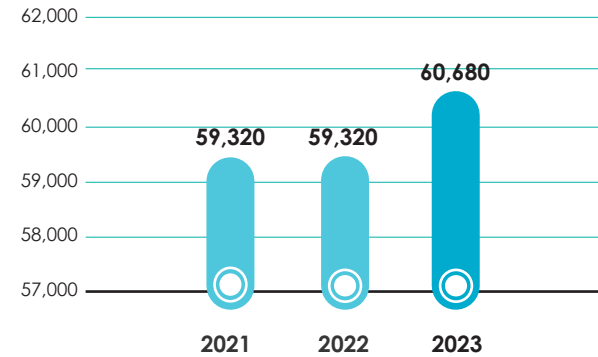
Note: The salary ratios in this table are based on monthly salaries (female:male), and the salary of female employees is 1.



Average salary of full-time non-managerial employees of Land Bank in the last three years (NT\$/month)



Median salary of full-time non-managerial employees of Land Bank in the last three years (NT\$/month)



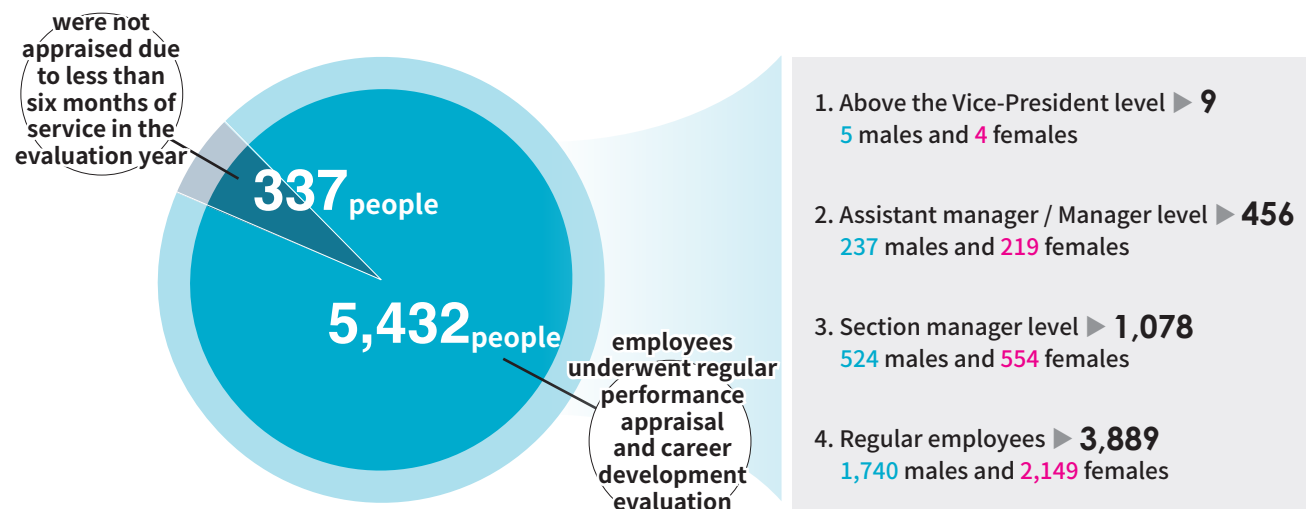
Note: "Non-managerial employee in the past three years" is defined as a full-time employee of Land Bank who has not hold a position of section manager, deputy section manager, associate manager, or higher.

## Employee Benefits Policies

Land Bank has established a corporate union in accordance with the Labor Union Act to actively promote employees' rights and interests, labor-management cooperation, and working conditions, as well as to assist in collecting union dues and providing official leaves and other assistance necessary for union activities. In order to protect the rights and obligations of both employers and employees and improve the management system, Land Bank has formulated work rules in accordance with the Labor Standards Act, the Act of Gender Equality in Employment, and civil servants-related laws, and has negotiated and signed the collective bargaining agreement with the corporate union. At the end of 2023, the number of employees covered by the collective bargaining agreement was 5,584, accounting for approximately 97% of all employees.

## Performance evaluation

A total of 5,432 employees were subject to regular performance appraisal in 2023, accounting for 94.16% of total employees.



## + Number of non-managerial employees and average annual spending on employee benefits (Unit: NT\$ thousands)

Year	Number of employees at the end of the year	Number of managerial employees	Number of non-managerial employees	Spending on employee benefits	Spending on managerial employee benefits	Average annual spending on employee benefits
2021	5,768	191	5,577	9,611,049	450,459	1,643
2022	5,752	194	5,558	9,607,317	456,256	1,646
2023	5,769	194	5,575	10,012,398	475,495	1,711

Note 1: Employee benefits represent employment expenses (including salaries, overtime compensation, allowances, bonuses, retirement benefits, pensions, welfare payments, salary advance payments, and cost-sharing of insurance expenses for retirees, spouses, and dependents of employees).

Note 2: The managerial position referred to in "non-managerial employees" encompasses managers and above.

## ■ Promotion measures for gender equality and maternity protection in the workplace

Land Bank promotes the maternal health protection plan and implements maternal health protection measures such as holding interviews with occupational physicians, and performing risk classification management and work suitability assessment for female employees during pregnancy and within one year postpartum. In 2023, 61 female employees and 15 male employees applied for parental leave without pay. The reinstatement rate for both male and female employees who took unpaid parental leave reached 100%.

## + Statistics of parental leaves

	2021		2022		2023	
	Male	Female	Male	Female	Male	Female
Employees eligible for parental leave during the year (A) *	183	221	186	244	183	258
Actual number of parental leave applicants during the year (B)	11	48	17	62	15	61
Application rate (B/A)	6.01%	21.72%	9%	25%	8%	24%
Number of employees on parental leave due to be reinstated in the current year (C)	8	38	12	47	17	47
Number of employees reinstated in the current year (D)	8	38	12	47	17	47
Reinstatement rate (D/C)	100%	100%	100%	100%	100%	100%
Number of employees reinstated in the previous year (E)	9	43	8	38	12	47
Number of employees reinstated in the previous year for a full year (F)	8	41	8	37	12	47
Retention rate (F/E)	88.9%	95.4%	100%	97.40%	100%	100%

\* Note: Employees eligible for parental leave during the year refer to the number of applicants for paternity leave and maternity leave in the current year and the previous two years.





## ■ Educational and training in 2023

Item		Education and training hours					
		2022			2023		
		Male	Female	Total	Male	Female	Total
Vice President and above	Training hours	44	177	221	151.3	256.9	408.2
	Number of attendees	4	5	9	5	4	9
	Average training hours per person	11.00	35.40	24.56	30.26	64.23	45.36
Assistant manager / Manager level	Training hours	15,820	13,997	29,817	18,965	16,303	35,267
	Number of attendees	240	219	459	238	219	457
	Average training hours per person	65.92	63.91	64.96	79.68	74.44	77.17
Section manager level	Training hours	35,418	33,835	69,253	38,458	41,155	79,614
	Number of attendees	554	562	1,116	524	550	1,074
	Average training hours per person	63.93	60.20	62.05	73.39	74.83	74.13
Regular employees	Training hours	72,165	93,163	165,328	91,923	123,765	215,689
	Number of attendees	1,845	2,323	4,168	1,840	2,389	4,229
	Average training hours per person	39.11	40.10	39.67	49.96	51.81	51.00
Total number of employees	Training hours	121,624	142,994	264,618	149,498	181,480	330,978
	Number of attendees	2,622	3,130	5,752	2,607	3,162	5,769
	Average training hours per person	46.39	45.68	46.00	57.34	57.39	57.37

## ■ Cultivating sports talents and promoting sports for all

	Badminton Team	Tennis Team	
Year of establishment	1976	1997	
Funds invested in 2023	42.73 million	6.26 million	
Male team members	39	0	Including reserve team members
Female team members	25	7	
Representative sports stars	Wang Chi-Lin, Lin Chun-Yi, Su Li-Yang, Lee Fang-Jen, Lee Fang-Chih	Liang En-shuo	
Total number of team members	64	7	

## ■ Occupational Safety and Health Committee

Land Bank has set up an Occupational Safety and Health Committee which meets once every three months to review the effectiveness of occupational safety and health management, and to discuss, coordinate, and recommend safety and health-related issues. Four occupational safety and health training seminars were held in 2023 which garnered 664 participants.

Seminar on "Prevention of Illegal Infringement in the Execution of Duties"	Occupational safety and health manager training	Fire management training	Emergency medical technician (EMT) training
356 (At least 2 participants from each unit)	123 (Including 49 people in initial training and 74 people in recurrent training)	113 (Including 62 people in initial training and 51 people in recurrent training)	72 (Including 53 people in initial training and 19 people in recurrent training)



7

# Social Participation

## Promotion of Social Inclusion

- Won the 16th TCSA - Social Inclusion Leader Award in the Sustainability Best Performance of Specific Category evaluation from TAISE.
- Participated in the Financial Services Charity Carnival to publicly disseminate financial knowledge, prevent financial fraud, and perform charity. The event attracted a total of 34,500 visitors.

## Consecutive wins of sports awards

- Won the Sports Activist Award by the Sports Administration, MOE for 15 years in a row.

## Support for charity procurement

- Actively implemented charity procurement actions for fruits and vegetables such as atemoyas and pomelos. A total of approximately NT\$1.57 million were invested to purchase nearly 3,000 boxes of fruits and vegetables.

## Dedication to Social Donations

- In response to the earthquake relief in Turkey, a donation of NT\$2.4 million was made for post-disaster reconstruction and livelihood needs.
- Donated NT\$100,000 to the Financial Services Industry Education Charity Fund established by the Taiwan Financial Services Roundtable (TFSR) to issue education scholarships and provide financial education courses.

## Cultivation of tennis and badminton sports

- The funding for training outstanding tennis and badminton players amounted to about NT\$48.98 million in travel expenses, dietary expenses, and training equipment.
- Collaborated with 10 colleges and universities on badminton and tennis cooperative education; hosted three "I'm Here for Badminton" charity education events.



## Sport Promotions

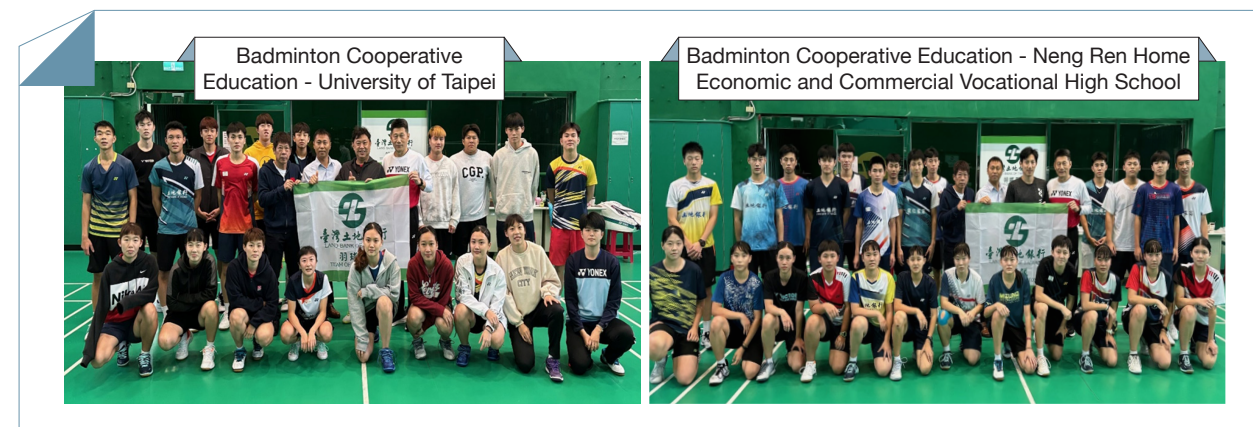
For 15 consecutive years since 2009, Land Bank won the Ministry of Education's Sports Activist Award in the categories of "Gold Award for the Sponsorship Category," "Long-term Sponsorship Award" and "Gold Award for the Promotion Category."



### Land Bank has been cultivating the "cradle of national players"

The Land Bank badminton team has repeatedly achieved great results in domestic and foreign competitions. Currently, a total of two singles players and five doubles players on the team are among the top 50 in the world.

### Land Bank Badminton and Tennis Cooperative Education



### Land Bank Sports Charity Promotion Activities

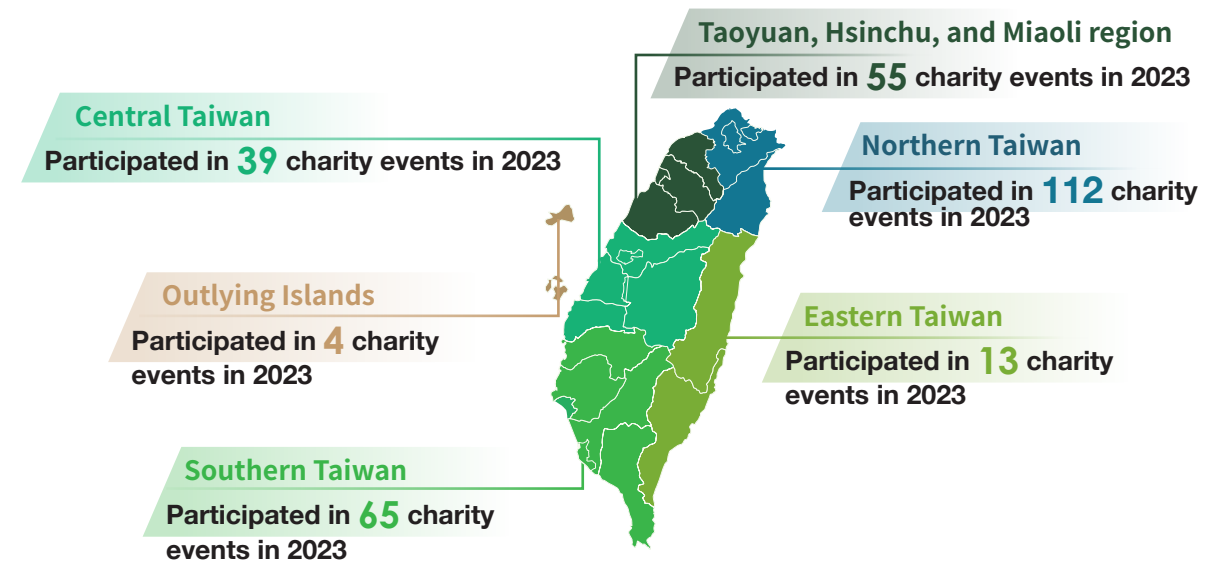
Land Bank held three "I'm Here for Badminton" events and a series of public charity educational activities in 2023, with a total of more than 400 participants.

Land Bank regularly holds badminton summer camps every year, inviting current national badminton players from Land Bank to serve as coaches to encourage young students to engage in healthy leisure activities during the summer vacation. In 2023, Land Bank cooperated with the Taiwan Fund for

Children and Families (TFCF) in New Taipei City to provide children from disadvantaged families with opportunities to join the event and provide them with a variety of supplies such as rackets, sweatshirts, and backpacks.

## Community building

Land Bank encourages its branches to care for the community and promote public welfare activities throughout Taiwan to fulfill its corporate social responsibility by incorporating the results of the branches' public welfare activities into its evaluation and rating mechanism.



## Charity procurement

Charity Procurement Item	Seller	Volume procured (boxes)	Amount procured (NT\$)
Buying atemoyas to support local communities	Pre-order platform of the Agricultural Technology Research Institute	1,100	600,000
Supporting local delicious pineapples	Pre-order platform of the Agricultural Technology Research Institute	1,500	750,000
The fragrance of pomelo during the Mid-Autumn Festival	Taiwanese local fruit farmers	320	228,500





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