



DBS Bank (Taiwan) Ltd
2023 Sustainability Report

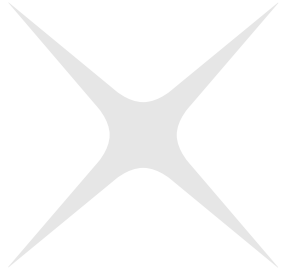
From Ambition to *Action*

Building a Sustainable Advantage





Table of Content



CEO Message



CEO Message 4

1 Sustainable Governance



- 1.1 DBS Bank (Taiwan)'s Sustainability Strategy: Three Key Sustainability Pillars 8
- 1.2 Stakeholder Engagement Policy and Material Topics Analysis 9
- 1.3 Corporate Governance 12
- 1.4 Risk Management 15

About DBS Bank (Taiwan)



About DBS Bank (Taiwan) 5
Sustainability Performance Highlights 6
Honors and Recognition 6

2 Responsible Banking



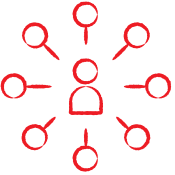
- 2.1 Responsible Finance 17
- 2.2 Low Carbon Transition 21
- 2.3 Financial Inclusion and Digital Innovation 28

3 Responsible Business Practices



- 3.1 Workplace Diversity, Equity and Inclusion 31
- 3.2 Friendly and Healthy Workplace 32
- 3.3 Low Carbon Operations 39
- 3.4 Sustainable Procurement 40
- 3.5 Cyber security and technology resilience 41
- 3.6 Data Governance 43
- 3.7 Financial Crime Prevention 44
- 3.8 Fair Dealing 45

4 Impact Beyond Banking



- 4.1 Champion Business for Impact 48
- 4.2 Investing Resources to Strengthen Community Impact 49
- 4.3 Employee Volunteerism 51

Appendix



GRI Index 52
SASB Index 57
TCFD Index 59
Independent Assurance Statement 60

About This Report

Reporting Period and Scope

This report covers the performance and achievements in economic, social, and environmental dimensions for DBS Bank (Taiwan) Ltd. It contains information for the financial year 1 January to 31 December 2023, unless otherwise stated. The scope of this report includes climate-related financial disclosures (Task Force on Climate-related Financial Disclosures, TCFD) and responsible financing content for DBS Bank Ltd, Taipei Branch. In 2023, DBS completed the acquisition of Citigroup Inc.'s consumer banking business in Taiwan (Citi Consumer Taiwan). The scope of this report includes Citi Consumer Taiwan for employee-related data, and selected initiatives, but excludes operational environmental data as integration of reporting systems is still underway. Previously, DBS Bank (Taiwan) voluntarily disclosed sustainability information by issuing a sustainability report and an ESG performance summary every alternate year. Starting from 2023, an annual sustainability report will be prepared and publicly disclosed. The previous sustainability report was issued in September 2022.

In this report, the term "nine priority sectors" refers to the nine sectors identified by DBS Group based on GHG emission intensity and transition opportunities. These sectors include Power, Oil & Gas (O&G), Automotive, Steel, Aviation, Real Estate, Shipping, Food & Agribusiness (F&A), and Chemicals.



Principles of Report Preparation

This report is approved by the Chief Executive Officer of DBS Bank (Taiwan) with the endorsement from Taiwan Sustainability Council (TSC), in accordance with, and taking reference to the following guidelines:

- The Task Force on Climate-related Financial Disclosures (TCFD) recommendations by the Financial Stability Board (updated October 2021)
- The Global Reporting Initiative (GRI) Standards 2021 (updated July 2021)
- The Sustainability Accounting Standards Board (SASB) standards based on the three SICs includes within the Financials sector most aligned with our mix of businesses: Commercial Banks (FN-CB), Consumer Finance (FN-CF), and Mortgage Finance (FN-MF)
- The Guidelines for Domestic Banks' Climate Risk Financial Disclosure
- Taiwan Stock Exchange (TWSE) Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies
- The Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies

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CEO Message

2023 was a crucial year for DBS Bank (Taiwan), marking not only our 40th anniversary in Taiwan but also the successful completion of the integration with Citi Consumer Taiwan, propelling us to become the largest foreign bank in Taiwan. This milestone signifies our commitment and development in the market. As our business expands, our corporate social responsibility also grows. In recent years, global geopolitical turbulence and rising inflation have posed economic challenges for the world around us. We also witnessed the impact of climate change on the economy and society, particularly so on impoverished populations. These challenges test the wisdom and determination of all sectors in promoting sustainable development. DBS Bank (Taiwan) upholds three pillars as we actively promote sustainability: Responsible Banking, Responsible Business Practices, and Impact Beyond Banking.

Responsible Banking

We incorporate sustainability into our investment and financial services. Besides conducting ESG due diligence to manage related risks, we integrate corporate clients' funding needs with sustainability, offering sustainability-linked loans, green loans, and pioneering blue loans, which support operational funding for clients' projects related to sustainable water and marine resources. Our sustainable financing amount stood at around NTD 75.2 billion as of December. Additionally, as a long-term partner for Taiwan's small and medium enterprises (SMEs) and social enterprises, we support their development through various digital services and "Social Enterprises Banking Package".

Responsible Business Practices

DBS Bank (Taiwan) continues to integrate environmental and social considerations into our daily operations. In our procurement, we uplifted our practices by incorporating sustainable procurement principles and ethical supply chain practices into our contracts. By 2023, our operations in Taiwan achieved 100% carbon neutrality (excluding the former Citi offices and branches) and actively promoting the use of renewable energy. Following the merger of Citi Consumer Taiwan, the bank also inventoried the increased operational locations and further set new scope and targets for renewable energy. Recognising our employees as our most valuable asset and taking into consideration the impact of inflation in recent years, a one-off special lump sum payment of NTD 17,000 to junior staff was provided in early 2024. Looking ahead, we aim to foster a diverse, equal, and inclusive corporate culture to enhance sustainable competitiveness.

Impact Beyond Banking

DBS Bank (Taiwan) has long been supporting social enterprises and SMEs through the grant programs. In 2023, we launched the DBS Foundation's "Impact Ecosystem," facilitating exchange and resource cultivation for social enterprises and SMEs to enhance their operational capabilities. To further contribute to local communities, in 2023, we collaborated with Vox Nativa Taiwan to provide equal opportunities for education for children in Nantou. Additionally, we partnered with iLong-Term Care, providing caregiving consultation and advice to improve mental and psychological well for family caregivers and the elderly. Together with PleySchool, we developed a bullying-prevention board game with an aim to develop empathy among children. We continued to work with Food Bank to address food surplus issues and to provide assistance in building a large warehouse in Hualien, contributing to a food impact of nearly 700,000 kilograms in 2023.

Furthermore, DBS Group has committed up to SGD 1 billion (approximately NTD 24 billion) over the next 10 years to improve lives and livelihoods of the low-income and underprivileged, promote financial inclusion and foster a more inclusive society. We will continue to work with clients and partners across sectors to leverage corporate collaboration, develop innovative financial products and services that drive sustainability, and develop our vision to be the best bank for a better world.



About DBS Bank (Taiwan)

Company Name: DBS Bank (Taiwan) Ltd

Establishment Date: Approved for establishment in Taiwan on 9 September 2011 and commenced operations on 1 January 2012

Address: 15th and 17th Floors, No. 32 and No. 36, Songren Road, Xinyi District, Taipei

Capital: NTD 84.25 billion

Total Assets: Over NTD 876.51 billion

Number of Employees: 5,433

Industry: Banking and Finance Industry

DBS is a leading financial services group in Asia with a presence in 19 markets. Headquartered and listed in Singapore, DBS is in the three key Asian axes of growth: Greater China, Southeast Asia and South Asia. The bank's "AA-" and "Aa1" credit ratings are among the highest in the world.

Recognised for its global leadership, DBS has been named ["World's Best Bank"](#) by Global Finance, ["World's Best Bank"](#) by Euromoney and ["Global Bank of the Year"](#) by The Banker. The bank is at the forefront of leveraging digital technology to shape the future of banking, having been named ["World's Best Digital Bank"](#) by Euromoney and the world's ["Most Innovative in Digital Banking"](#) by The Banker. In addition, DBS has been accorded the ["Safest Bank in Asia"](#) award by Global Finance for 15 consecutive years from 2009 to 2023.

In October 2016, DBS Group announced the acquisition of ANZ's retail and wealth management businesses in Taiwan, Singapore, Hong Kong, China, and Indonesia, and then completed the business transfer of the Taiwan market in December 2017. Furthermore, in January 2022, DBS announced the acquisition of Citi Consumer Taiwan, which was completed in August 2023. By the end of 2023, DBS Bank (Taiwan) had 76 operational locations across Taiwan.

Taiwan is one of the six core markets for DBS Group, which will continue to invest in Taiwan, and introducing the most advanced and innovative financial products to help customers seize opportunities. Looking ahead, DBS Bank (Taiwan) will continue to deepen its presence in the market, cultivate local talent, and leverage its industry influence to promote sustainability, realising the vision of "Live more, Bank less."



Sustainability Performance Highlights

Responsible Banking

Reached
NTD 75.2 billion
in sustainable financing, net of repayments

Reached
an outstanding balance of
NTD 23.6 billion
in loans to SMEs

Implemented
the enhanced version of the ESG Risk Assessment Questionnaire (ERQ) and internal ESG risk scoring (ERS) in July 2023

Responsible Business Practices

Achieved
94%
in employee engagement

Conducted
176,338
hours of employee training

Reached
NTD 250 million
in green procurement in 2023, a 127% increase from the previous year

Impact Beyond Banking

Delivered
16,270 employee volunteering hours
Benefited
5,368 individuals

Spent
NTD 11,480,000
on purchasing products and services from social enterprises

Invested
nearly **NTD 50 million** in community activities

Honors and Recognition

DBS Bank (Taiwan) Awards

Name of Award	Awarding Organisation
CSR & ESG Awards: Foreign Company - First Prize	Global View Magazine
Sustainability Award - Foreign Company	Taiwan Institute for Sustainable Energy (TAISE)
Country Awards for Sustainable Finance: Best Blue Loan - Taiwan	The Asset
Best Sustainability Award	Excellence Magazine
Best CSR Award	Wealth Magazine
Excellence in Corporate Social Responsibility Awards: Foreign Company - Sixth Place	CommonWealth Magazine

DBS Group Awards, Indices, and External ESG Evaluations

Name	Organisation
Bloomberg Gender Equality Index Constituent (2018-2023)	Bloomberg
FTSE4Good Developed Index	FTSE Russell
S&P Global Sustainability Yearbook	S&P Global
World's Best Bank for Corporate Responsibility	Euromoney

1

Sustainable **Governance**

Good corporate governance is the cornerstone of DBS Bank's (Taiwan) sustainable development. We emphasise transparency, integrity, and responsibility to ensure our business operations meet the highest ethical and regulatory standards. Through enhanced risk management and internal control, we strive to build long-term trust relationships with our key stakeholders.



1.1 DBS Bank (Taiwan)'s Sustainability Strategy: Three Key Sustainability Pillars

Born in Asia and grown with Asia, DBS Group has accompanied the development of key industries in the region for over half a century. Through numerous groundbreaking innovations, DBS has transformed the landscape of the banking industry. Looking forward to the next phase, the core strategy of DBS Bank (Taiwan) aligns with the Group's approach via three pillars:

 <h2>Responsible Banking</h2>	 <h2>Responsible Business Practices</h2>	 <h2>Impact Beyond Banking</h2>
<p>DBS Bank (Taiwan) is committed to supporting clients to be more sustainable and transition towards low-carbon business models, integrating sustainability into financing solutions and investment opportunities, and democratising banking services to meet our customers' specific needs.</p>	<p>DBS Bank (Taiwan) continues to embed environmental and social factors in our business operations.</p>	<p>DBS Bank (Taiwan) is dedicated to nurturing businesses that embody the Triple Bottom Line, supporting social welfare, and expanding positive societal impact to create a more inclusive future.</p>
<p>DBS Bank (Taiwan) sees sustainability as an active value driver that offers new opportunities, builds resilience against ESG risks and strengthens trust with our stakeholders. Across the three pillars of our sustainability strategy, we have set metrics and targets and developed initiatives to drive sustainable outcomes. We report on our approach and performance against our material ESG factors in the following chapters of this report.</p>		





1.2 Stakeholder Engagement Policy and Material Topics Analysis

DBS Bank (Taiwan) follows DBS Group's identification of stakeholders and combines local practices in Taiwan, thereby summarizing five types of stakeholders. DBS continues to engage and communicate with key stakeholders as shown in the following table:

Stakeholder	Communication channels/methods/frequency	Communication achievements in 2023	Key issues of concern	Responding chapter
Parent company	<ul style="list-style-type: none">Quarterly sustainability committee meetingsRegular and ad-hoc communications with Taiwan regulatory authorities regarding their requirements and gaps with the parent company's policiesParticipation in relevant meetings in alignment with the Group's operational development strategy	<ul style="list-style-type: none">Through quarterly TSC meetings, report DBS Bank (Taiwan)'s sustainability strategy, action plans, and sustainability performance to the parent companyRegularly report to the parent company on DBS Bank (Taiwan) breaching any laws and regulationsDepartments regularly report to the parent company on DBS Bank (Taiwan)'s financial status, business performance, risk management, market opportunities, strategic planning, technological innovation, and progress on material topics management measures	<ul style="list-style-type: none">Corporate governance and integrity managementDeveloping our peopleData governanceFinancial crime preventionInformation security and tech resilienceClimate changeFinancial inclusion	<ul style="list-style-type: none">1.3 Corporate Governance2.1 Responsible Finance2.2 Low Carbon Transition2.3 Financial Inclusion and Digital Innovation3.1 Workplace Diversity, Equity and Inclusion3.2 Friendly and Healthy Workplace3.3 Low Carbon Operations3.5 Cyber Security and Technology Resilience3.6 Data Governance3.7 Financial Crime Prevention
Employee	<ul style="list-style-type: none">Daily online morning meetings at branchesMonthly corporate union meetingsQuarterly online staff townhall and labour-management meetingsAnnual My Voice employee engagement surveysPeriodic distribution of employee experiences surveys and Citi Consumer Taiwan pre/post-merger opinion polls (Integration Pulse Check)Employee feedback platforms and e-learning platforms	<ul style="list-style-type: none">4 labour-management meetings conducted in 20231,976 responses collected from the My Voice survey in 20232 Integration Pulse Check surveys conducted in 2023 regarding Citi Consumer Taiwan merger, with a total of 3,355 employee feedback questionnaires collected14 large-scale education and training sessions were held for nearly 3,000 new employees within two months after completing the merge of Consumer Banking business from Citi Taiwan	<ul style="list-style-type: none">Developing our peopleDiversity, equity and inclusionEmployee engagement and culture	<ul style="list-style-type: none">3.1 Workplace Diversity, Equity and Inclusion3.2 Friendly and Healthy Workplace
Client	<ul style="list-style-type: none">Establishment of DBS iService, 24-hour clients' service hotline, and online feedback formAnnual clients' satisfaction surveysPeriodic organisation of themed seminars inviting clients' participation	<ul style="list-style-type: none">In 2023, the satisfaction score for SME banking customers (Aon Survey) reached a record high of 4.68, marking a continuous improvement for 6 consecutive yearsThe loyalty score from the 2023 consumer finance customer survey reached 4.41, an increase compared to 2022Prior to the merger with Citi Consumer Taiwan, nearly 170,000 former Citi customers completed pre-registration on the DBS digital platforms digibank / Card+	<ul style="list-style-type: none">Information security and tech resilienceData governanceCustomer experience and fair dealing	<ul style="list-style-type: none">3.5 Cyber Security and Technology Resilience3.6 Data Governance3.8 Customer Experience and Fair Dealing
Society	<ul style="list-style-type: none">Regular annual volunteer activities in collaboration with charitable and non-profit organisationsAnnual organisation of significant social innovation events such as the Asia Business Impact Awards and co-hosting the Asia-Pacific Social Innovation Summit	<ul style="list-style-type: none">In 2023, total volunteer service hours reached 16,270 hours, benefiting 5,369 individualsIn 2023, two Taiwanese companies, Renouvo and Greenvines, received the DBS Foundation Business for Impact Grant Award	<ul style="list-style-type: none">Financial inclusionImpact Beyond Banking	<ul style="list-style-type: none">2.3 Financial Inclusion and Digital Innovation4 Impact Beyond Banking
Competent authority ¹	<ul style="list-style-type: none">Monthly compilation of operational data and revenue announcements as required by competent authorities, and submission of reports to competent authoritiesAnnual evaluations in accordance with competent authoritiesProviding data as required for inspections by competent authoritiesPeriodic participation in policy seminars and roundtable discussions	<ul style="list-style-type: none">Regular publication of financial statements, annual reports, sustainability reports, TCFD reports, etc., in accordance with regulatory requirementsProviding relevant information for regulatory supervision and audits, and participating in seminars, briefings, and training sessions organized by competent authorities and related entitiesIn 2023, reporting progress and proposed measures regarding the merger of Citi Consumer Taiwan to the Director-General of the Banking Bureau	<ul style="list-style-type: none">Financial crime preventionInformation security and tech resilienceData governanceResponsible financeFinancial inclusionClimate change	<ul style="list-style-type: none">2.1 Responsible Finance2.2 Low Carbon Transition2.3 Financial Inclusion and Digital Innovation3.3 Low Carbon Operations3.5 Cyber Security and Technology Resilience3.6 Data Governance3.7 Financial Crime Prevention

¹ The competent authority includes Taiwan Academy of Banking and Finance and other relevant organisations.

Materiality Assessment Process

Review and identification

Topics prioritisation

Topics validation

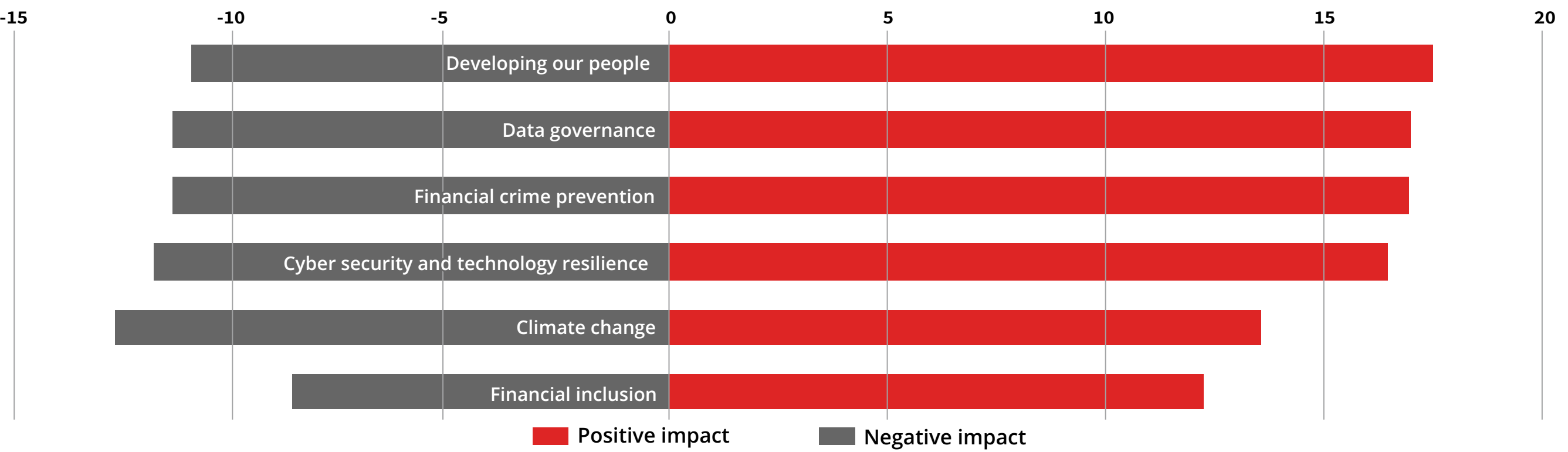
- Based on DBS Group's material topics - per its Strategic ESG Priorities and ESG Fundamentals – DBS Bank (Taiwan) considered the development of the Taiwanese market and practical circumstances, and after internal discussions and expert recommendations, produced a list of material topics for this year (see table below).
- Compared to the Group, we made a few changes: we added "Responsible Finance," "Corporate Governance and Ethical Management," and "Risk Management" to our list of material topics; we merged the original "Diversity, Equality, and Inclusion" and "Human Rights" into "Human Rights, Diversity, Equity and Inclusion," and "Employee Volunteerism" and "Supporting Social Enterprises and the Community" into "Impact Beyond Banking." Additionally, we have renamed and expanded "Fair Dealing" to "Customer Experience and Fair Dealing." Considering that our tax policies and governance adhere to DBS Group standards, we have removed "Responsible Tax" from our list of material topics.

- Senior managers evaluated the six Strategic ESG Priorities, assessing the positive and negative impacts of each topic on the environment, economy, and people, as well as the likelihood of their occurrence, and discussed and ranked the topics in the list.

- The six Strategic ESG Priorities serve as the basis for the preparation of this report. The results of the prioritisation of the Strategic ESG Priorities, along with this year's sustainability report, were submitted to the Sustainability Committee for approval².

Based on the Group's 2023 Strategic ESG Priorities, senior managers evaluated the severity of impact and likelihood of occurrence (rated from 1 to 5). The scores of severities of impact and likelihood of occurrence were then multiplied and summed to quantify positive and negative impacts. DBS Bank (Taiwan)'s 2023 material topics are then ranked according to the severity of these impacts:

Assessment of Positive and Negative Impacts of Material Topics



² In comparison to the previous sustainability report published in 2021, the identification method for material topics was revised in 2023 into Strategic ESG Priorities and ESG Fundamentals, as mentioned above, therefore there are considerable differences in materiality between the two years.

DBS Bank (Taiwan) 2023 Material Topics List

Strategic ESG Priorities

Strategic ESG Priorities are the focus of DBS Group's sustainability strategy, representing material topics that are most relevant to DBS Group's business risks and opportunities, and where the Group can have the greatest positive impact on sustainable development.

Developing our people	Cyber security and technology resilience
Data governance	Climate change
Financial crime prevention	Financial inclusion

ESG Fundamentals

ESG Fundamentals are the cornerstone of DBS Group's sustainable development strategy, supporting our ability to create long-term value and ensuring that we operate as a responsible and sustainable enterprise.

Diversity, equity and inclusion	Sustainable procurement
Employment engagement and culture	Responsible finance
Impact beyond banking	Corporate governance and ethical management
Customer experience and fair dealing	Risk management
Low carbon operation	



Topic	Impacts on Economy / Environment / People	Impacts on Value Chain Stakeholders					Management Measures and Response Actions (Corresponding Sections)	2023 Performance Metrics	Corresponding to GRI and SASB Indicators
		Parent company	Employee	Client	Society	Competent authority			
Developing our people	<p>Positive: The company takes employee salaries and benefits, and talent development and empowerment seriously. It understands that reasonable systems attract and retain outstanding talent. Diverse educational training enhances workforce efficiency, optimizes service efficiency and quality, and strengthens market competitiveness.</p> <p>Negative: Neglecting employee salaries, benefits, and training may lead to talent attrition, impacting service quality, customer satisfaction, and reducing competitiveness.</p>	●	●	●			3.2.2 Developing Our People	<ul style="list-style-type: none">As of the end of 2023, a total of 46 employees with disabilities were employedFor six consecutive years, awarded "Best Employer in Taiwan" by the authoritative Asian human resources publication, HR AsiaTotal employee training hours amounted to 176,338 hoursThe 2023 employee engagement survey showed an engagement rate of 94%	GRI2-7, 2-8 401-1, 404-1~3, 405-2
Data governance	<p>Positive: The company rigorously manages personal data flow and access rights to ensure the security of financial services, reducing the risk of data breaches.</p> <p>Negative: Inadequate control over data flow and access rights may lead to unauthorized personnel in contact with sensitive information or customer privacy, damaging corporate image and operations, affecting customer satisfaction, trust, and potentially leading to legal issues.</p>	●	●	●	●	●	3.6 Data Governance	<ul style="list-style-type: none">In 2023, there were no significant incidents related to personal data breaches	GRI418-1, FN-CF/CB 230a.1
Financial crime prevention	<p>Positive: The company is committed to preventing financial crime, ensuring lawful operations, and safeguarding against money laundering, fraud, and combatting terrorism financing, enhancing stakeholder trust, investment willingness, and fostering a positive brand image.</p> <p>Negative: Failure to implement preventive measures may result in improper financial transactions, legal penalties, harm to customer relationships, integrity of operations, and reduced willingness for investment and collaboration.</p>	●		●	●	●	3.7 Financial Crime Prevention	<ul style="list-style-type: none">In 2023, a total of NTD3,787,000 in fraud was successfully preventedIn 2023, there were 5,198 hours of education and training related to the prevention of financial crimes	GRI2-23~27 GRI205-2
Cyber security and technology resilience	<p>Positive: The company plans, monitors, and implements information security management operations, regularly conducts cybersecurity education training, strengthens information security risk management, which helps maintain internal system efficiency and financial market stability, reducing the impact of external hacker attacks.</p> <p>Negative: Insufficient security mechanisms or training may lead to employee complacency, resulting in external hacker attacks and financial service interruptions. This could further damage the company's reputation and customer interests, and even lead to potential lawsuits and customer loss.</p>	●	●	●		●	3.5 Cyber Security and Technology Resilience	<ul style="list-style-type: none">Completed key projects such as multi-factor authentication and micro-segmentation implementation to enhance cybersecurityConducted 12 social engineering drills in 2023No major cybersecurity incidents occurred in 2023	FN-CB 230a.2 FN-CF 230a.3
Climate change	<p>Positive: The company incorporates climate change into management practices, financing and investment activities, and operational goals. This helps evaluating climate risks and opportunities, and adjusting development strategies and financial impacts, such as reducing energy consumption, expanding climate-related investments, and adjusting fund allocations in advance.</p> <p>Negative: Failure to incorporate climate change management may increase energy consumption, operational costs, miss climate opportunities, and increase the risk of losses.</p>	●	●	●	●	●	1.3.2 Governance of Sustainability 2.1 Responsible Finance 2.2 Low Carbon Transition 3.3 Low Carbon Operations	<ul style="list-style-type: none">To continuously improve climate and ESG risk management, an enhanced ESG Risk Questionnaire (ERQ) was launched in 2023As of the end of 2023, the balance³ of sustainability-related financing loans reached NTD 20.3 billion	GRI201-2, 305-1~5
Financial inclusion	<p>Positive: The company values financial inclusion, formulating policies and launching products and services to meet the needs of vulnerable groups, enhancing corporate image and exerting positive social influence</p> <p>Negative: Neglecting financial inclusion, such as not offering accessible financial services, may hinder vulnerable groups' access to various affairs, potentially reducing corporate image, customer satisfaction, and trust.</p>	●		●	●	●	2.3 Financial Inclusion and Digital Innovation	<ul style="list-style-type: none">As of the end of 2023, DBS Bank (Taiwan) had business loans to SMEs totalling NTD 23.6 billion, accounting for 42% of the total provided by all foreign banksIn 2023, in collaboration with Junyi Academy Foundation, a "Financial Literacy" section was established, producing over 50 financial literacy videos for junior and senior high school students, benefiting a total of 53,000 students in 2023	GRI203-2 FN-CB 240 a.1 FN-CB 240 a.4

³ This includes sustainability-linked loans, renewable energy loans, and blue loans, totaling for both DBS Bank (Taiwan) and DBS Bank Ltd, Taipei branch.

1.3 Corporate Governance

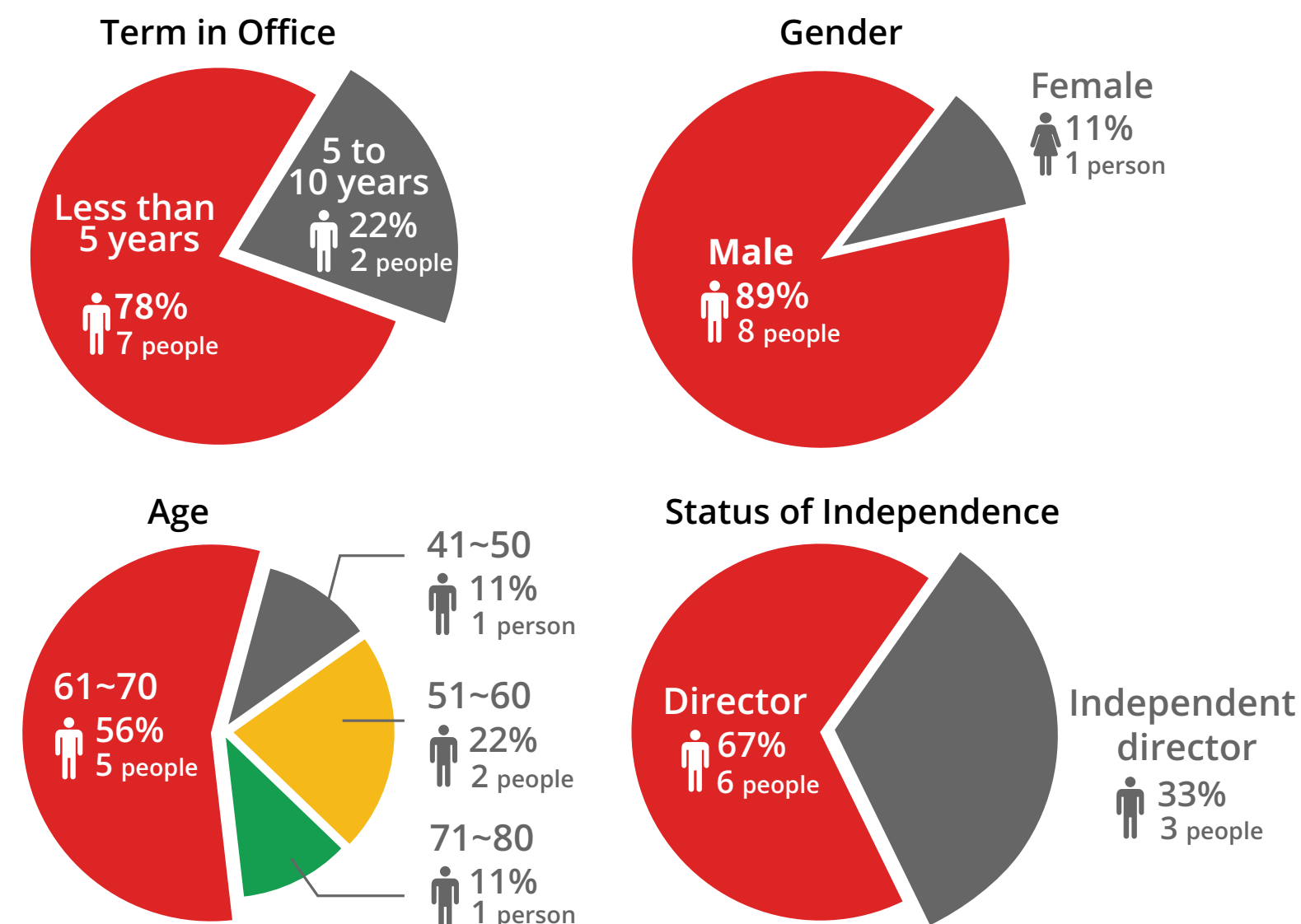
Good Board governance and robust oversight are crucial for driving long-term corporate value. DBS Bank (Taiwan) adheres to the Group's corporate governance strategy and implement local governance structures with high standards. The Board of Directors is ultimately responsible for the Bank's development and sustainable growth strategy. Through corporate governance framework and effective board operations, we demonstrate safe and sound banking operations to fulfil our mission and discharge our responsibility as Asia's safest bank.

1.3.1 Board Operations and Composition

The Board of Directors is the highest governance body of DBS Bank (Taiwan), responsible for overseeing the management mechanisms of the bank's business and daily operations. It also monitors specific risk areas through various designated functional committees. Our CEO is responsible for managing bank operations based on Board resolutions, business developments and shareholding status of internal parties, and internal policies such as Terms of Reference for Independent Directors and Terms of Reference for Audit Committee of DBS Bank (Taiwan). The Board holds Board meetings regularly. In 2023, 8 meetings were held with Board members' attendance rate of 98.61%. All significant decisions are disclosed in the bank's annual report under "Material Resolutions of Shareholders Meetings and Board Meetings." [↗](#)

The composition of the Board of Directors is as follows:

The diagram illustrates the composition percentages (Board member term, gender, age, and status of independence)



- For detailed information on Board members, please refer to the annual report under "Information of the Directors, General Manager, Vice President, Assistant Vice President, and the heads of all the bank's divisions and branch units." [↗](#)

Audit Committee Operations

To strengthen governance and enhance the functionality of the Board of Directors at DBS Bank (Taiwan), an Audit Committee was established as a functional committee under the Board. Comprising three independent directors, the Audit Committee operates under the "Terms of Reference of Audit Committee" which outlines Audit Committee's duties and meeting procedures. The Committee, led by its convener, convenes regular and ad-hoc meetings throughout the year to assist the Board in overseeing corporate governance implementation. In 2023, the Committee held a total of 6 meetings with attendance rate of 100%.

- Details of the Audit Committee's operations can be found in the annual report under "Corporate Governance Implementations." [↗](#)

Board and Functional Committee Effectiveness Evaluation

DBS Bank (Taiwan) conducts effectiveness evaluation on its Board of Directors and Audit Committee on an annual basis. Each director is invited to complete an effectiveness evaluation questionnaire, and the consolidated results are then reported to the Board. Evaluation aspects include Board composition and structure, understanding of goals and tasks, enhancement on decision-making quality, internal control systems, awareness of director's roles & responsibilities, Board members' selection and continuous on-job trainings, engagement in the bank's operations, and operations of Audit Committee. The 2023 Board Effectiveness Evaluation was completed in January 2024, and the evaluation results and Directors' written feedback have been presented to the Board. In addition, the Bank's Implementation Guide on Board Effectiveness Evaluation was approved on 13 March 2024 Board meeting, which sets out the guiding principles to the Board of Directors in conducting its annual evaluation on the Board and its functional committees.

Board of Director Professionalism Development

The Board arranges annual training sessions with various topics based on the latest international corporate governance trends and developments. Training topics encompasses risk management, climate change, information security, fair dealing, and anti-money laundering measures, etc. to strengthen directors' professional knowledge and keep abreast of the latest international governance trends. In 2023, the total training hours for directors amounted to 81 hours, with an average of 9 hours of training per director.

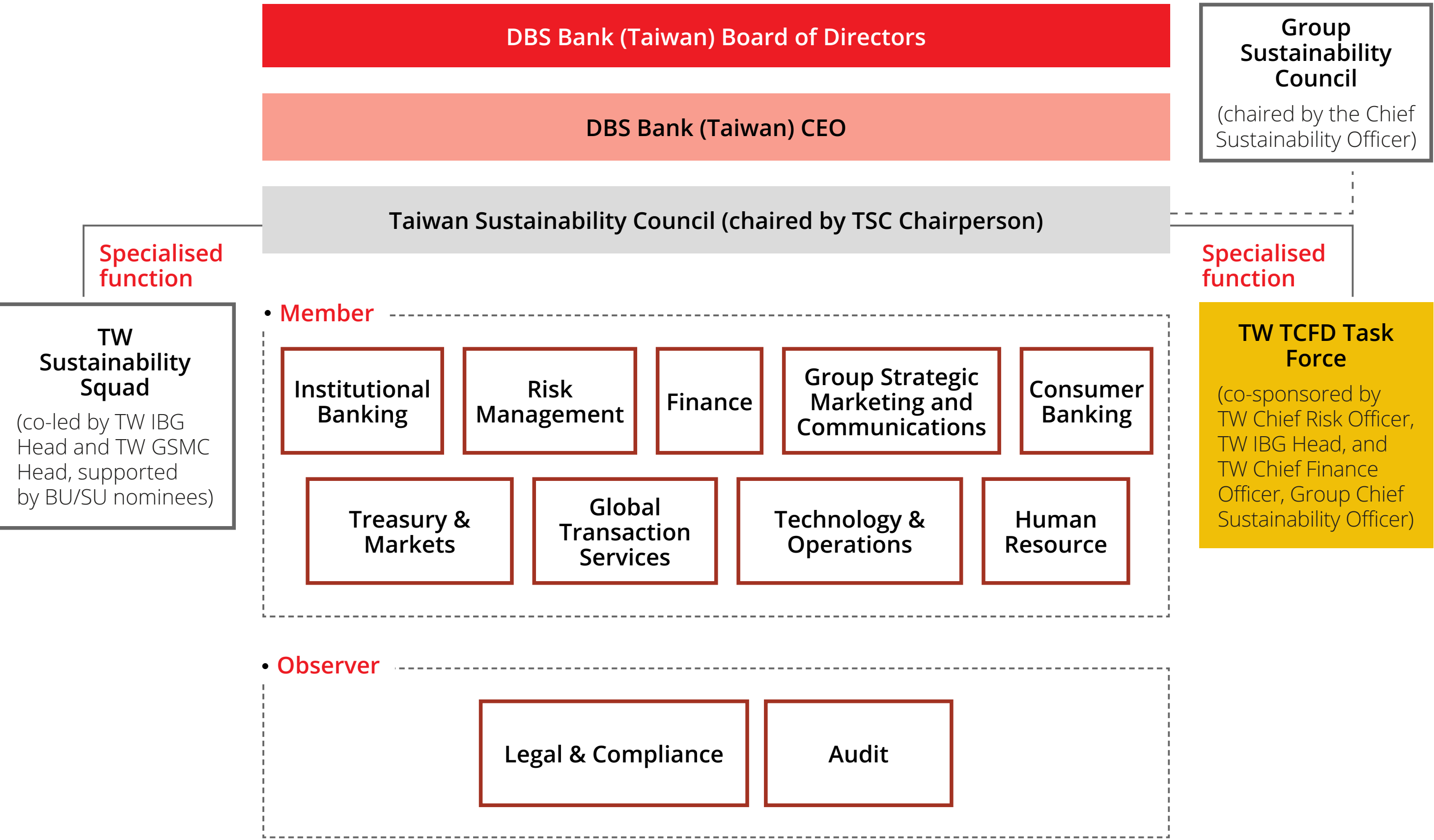
Board of Directors and Executive Remuneration Management

Regarding remuneration of the Board of Directors at DBS Bank (Taiwan), other than Independent Directors, employees serving as directors are not entitled to additional remunerations for his/her directorship. The remuneration for Independent Directors is approved by the annual general meeting.

- For detailed information on the policies and status of director and executive remuneration management at DBS Bank (Taiwan), please refer to the annual report under "Remuneration to Board of Directors, Independent Directors, General Manager, Assistant General Managers, and Consultants." [↗](#)

1.3.2 Governance of Sustainability

Framework and Responsibility



Board of Directors

The Board takes the ultimate responsibility for ESG and climate risk management. The Board provides guidance, oversight and management of ESG related policies and targets, and considers identified climate risks and opportunities when developing strategies. The TSC shall report to CEO and the Board on the latest progress and results of climate and ESG-related strategy execution, with additional escalations as necessary, ensuring qualitative and quantitative measures consistent with our risk appetite. In 2023, the Board of Directors approved five sustainability-related resolutions, including the preparation and publication of TCFD report, revisions to the Responsible Financing Standard to incorporate enhanced ESG risk assessment and, integration of ESG risk questionnaires (ERQ) and mandatory checks into credit processes, updating sector guidelines for nine priority sectors, and delegating the approving authority to the Credit Risk Committee for setting ESG risk monitoring metrics.

Chief Executive Officer (CEO)

The CEO adheres to decisions made by the Board and is empowered to approve the appointment of the Chairperson of TSC, collaborate with the TSC and the Group Sustainability Council (GSC) to establish performance indicators, and provide guidance and oversight on material ESG and climate risk-related issues.

Taiwan Sustainability Council (TSC)

The TSC was established in 2022. The Chairperson of TSC was appointed by the CEO, with members constitutes from various business and supporting units. The TSC meets quarterly. Its primary responsibilities include overseeing climate and ESG related matters, setting key sustainability performance metrics and targets, and jointly monitoring performance and outcomes with the DBS Group. Additionally, two dedicated task forces, the TW TCFD Task Force and the TW Sustainability Squad, report to the TSC on a quarterly basis (for the roles of the two task forces, please refer to the organisational chart).

The TSC is required to report sustainability plans, including climate-related issues, to the Board of Directors regularly. In accordance with regulatory requirements, TSC reports environmental risks and their management to the CEO when necessary. It has completed its reporting duty to the Board for 2023. In addressing environmental risks, including climate change, the TSC not only reviews the effectiveness and implementation of climate risk management policies and mechanisms on a regular basis but also ensures resilience in response to strategies under different climate scenarios. It collaborates closely with the GSC to assist in formulating group-level climate strategy guidelines and deploying them in Taiwan.

1.3.3 Integrity and Compliance

Integrity Management

We value integrity in our operations, and both directors and employees adhere to various guidelines. DBS Bank (Taiwan) has established the Fair Dealing and Conduct Committee to oversee fair treatment of clients and integrity in operations. The Legal and Compliance reports quarterly to the Board on internal employee misconduct and disciplinary actions, ensuring the practice of fair dealing and integrity. In 2023, DBS Bank (Taiwan) was not involved in any corruption, bribery, fraud, insider trading, antitrust violations, anti-competitive practices or other breaches of integrity.

Policies and Codes of Conduct:

- **DBS Bank Code of Conduct:** Defines standards for interactions and communications with clients, business partners, and shareholders. It rigorously outlines principles and standards including Professional Conduct, Confidentiality, Conflicts of Interest, Fair Dealing with Clients, and Whistleblowing. This includes the standards that DBS Bank (Taiwan) must adhere to in dealings with government agencies, private organisations, and individuals, as well as requirements for anti-bribery and anti-corruption. The management team is responsible for integrating these standards into bank operations and ensuring all staff adhere to them diligently.
- **Code of Conduct for Board of Directors:** Requires directors to uphold the principle of integrity, prevent conflicts of interest, maintain confidentiality, and prohibit unfair dealings while performing their duties.
- **DBS Bank Group Anti-Bribery and Corruption Policy:** We adhere to the Group's anti-bribery and corruption policy, including risk assessments, due diligence, control and supervision, gift and entertainment guidelines, and reporting mechanisms. Through clear policies and standards, it defines the forms of bribery and corruption and prohibit improper conduct.

Whistleblower System - Establishment of Independent Investigation Unit

In our Code of Conduct, we have established a "Whistleblowing" principle. Any individual can utilise various internal reporting or complaint channels, including the Speak Up webpage, written forms, phone, internal and external emails, to report incidents such as theft, fraud, corruption, bribery, conflicts of interest, financial statement fraud, misconduct, unethical behaviour, or serious policy violations. Reports can be directed to the internal independent investigation unit, various levels of management, HR, and audit departments, with the whistleblower's identity kept confidential. Alternatively, individuals can report through independent channels provided by external organisations with whom we collaborate, ensuring confidentiality and anonymity. The content of these reports, processed by independent services, is submitted to the head of the unit.

Compliance with Laws and Regulations

To ensure compliance with financial laws and regulatory requirements, our Legal and Compliance Group, responsible for planning, managing, and executing compliance systems conducts regular compliance training across departments. This includes training for new employees on legal compliance and common deficiencies found in financial inspections. In 2023, a total of 5,957 individuals participated in compliance-related educational training sessions, accumulating 7,523 training hours.



1.4 Risk Management

DBS Bank (Taiwan) has an integrated approach in identifying and monitoring various risks across all departments, through its comprehensive risk management policies and framework. This approach ensures a robust risk manage process that mitigates impacts from risks. The ultimate responsible body for risk management at DBS Bank (Taiwan) lies with the Board of Directors, supported by the Audit Committee, which oversees and manages all types of risks. They regularly review the appropriateness of risk management objectives in response to external economic conditions as well as internal organisation and operational situations, adjusting as necessary according to the Bank's scale and complexity of business operations. The Board also authorises the establishment of the Credit Risk Committee, Market & Liquidity Risk Committee, Operational and Technology Risk Committee¹, and Operational and Technology Risk Committee to coordinate and supervise respective risks. The Asset and Liability Committee oversees the adequacy of capital, and reports periodically to the Board and Audit Committee. For detailed risk management policies, objectives, measures, and risk appetite, please refer to the Risk Management section of the annual report. [↗](#)

Specific risk mitigation measures implemented in 2023 in response to various risks associated with the Citi Consumer Taiwan acquisition:

Risk type	Management & Supervising Units	Key Performance and Response Measures for 2023
Credit risk	Credit Risk Committee	Regarding Citi Consumer Taiwan acquisition, the integration of consumer banking's credit assets was completed, and post-merger control and monitoring is following existing portfolio management practices
Operational risk	Operational and Technology Risk Committee	Assisted various units in conducting risk assessments for outsourced operations and approval processes for new products related to the Citi Consumer Taiwan merger
Market risk	Market & Liquidity Risk Committee	In response to changes in the asset-liability structure after the Citi Consumer Taiwan merger, impact analyses of market risks have been conducted, and limit controls have been established
Liquidity Risk	Market & Liquidity Risk Committee, Asset and Liability Committee	In response to changes in the asset-liability structure after Citi Consumer Taiwan merger, impact analyses of liquidity risks have been conducted, assumptions have been revised, and limits have been adjusted to optimize asset-liability allocation

¹ The Operational Risk Committee has been renamed as Operational and Technology Risk Committee in March 2024 to cover the supervision of technology risk management.

Establishing a Risk Management Culture

To ensure that employees thoroughly understand the importance of risk management, DBS Bank (Taiwan) launches annual training courses on risk management, conveying the latest concepts to its staff. Departments also conduct periodic risk management training sessions relevant to their business operations, reminding employees to integrate risk management principles into their daily tasks. In 2023, a total of 5,584 individuals participated in risk management education courses, accumulating a total training duration of 20,639 hours.

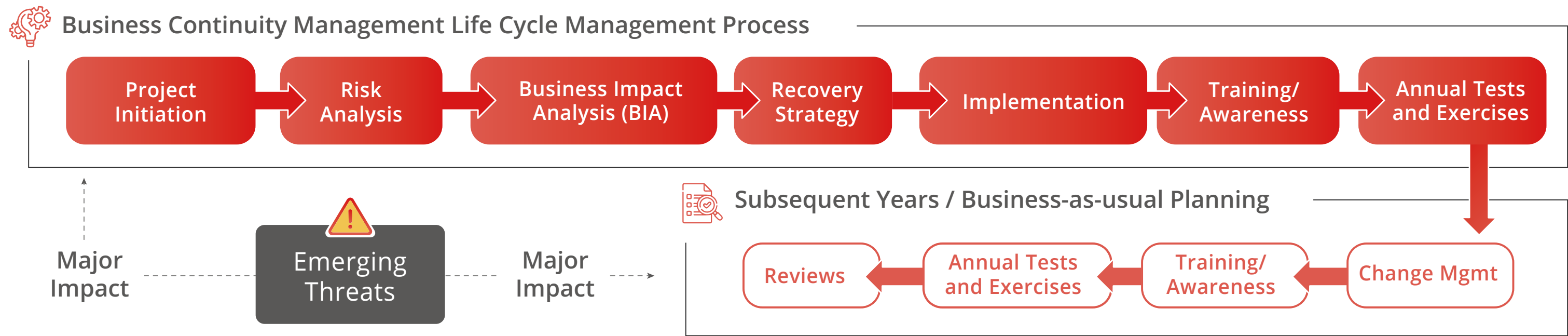
Business Continuity Management (BCM)

To ensure the operational resilience of financial services, DBS Bank (Taiwan) has put in place a Business Continuity Management (BCM) Policy and framework. The BCM Policy provides essential guidance to address unforeseen circumstances such as natural or man-made disasters, malicious attacks, and unexpected system shutdowns.

DBS Bank (Taiwan)'s BCM framework is built according to the international standard ISO 22301. The various departments conduct disaster recovery drills at different locations, incorporating verification of actual business operations into the respective drills.

Each department is required to conduct annual business impact analysis (BIA) to accurately determine key business functions, the severity of interruptions, required resources/dependencies and recovery priorities in order to develop feasible business recovery strategies. The business continuity management plans are then reviewed, updated and tested annually. For significant changes which may affect the viability of the business continuity plans such as newly implemented initiatives or new regulatory requirements etc., relevant departments are required to update and test their BCPs within 3 months upon the major changes.

Below details the Business Continuity Management Life Cycle Management Process exists in DBS Bank (Taiwan):



In the event of man-made or natural disasters causing system outages, DBS Bank (Taiwan) has established a backup system infrastructure to prevent disruptions to critical business operations. Annual disaster recovery drills of alternate backup systems are conducted for relevant departments to strengthen the capabilities of contingency response during disasters, ensuring uninterrupted information system services.

In 2023, DBS Bank (Taiwan) deployed the following Business Continuity Management (BCM) activities:

- One tabletop exercise meeting conducted under the supervision of DBS Bank (Taiwan) Crisis Management Committee to simulate the scenario of personal data breach incident.
- One DBS Bank (Taiwan) Crisis Management Committee meeting convened to manage and oversee the significant incident actually occurred on October 14, 2023, in DBS Bank headquarter.
- One exercise of the Business Continuity Plan conducted by all departments across the Bank.
- One bank-wide exercise for employees on the staff recall/reporting mechanism.
- One IT disaster recovery drill conducted for alternate backup systems.
- Fire evacuation drills conducted twice a year at all business and office premises.
- One unit-level tabletop exercise conducted by each department across the Bank.

2

Responsible **Banking**



As a bank, the largest impact we create is through our financing activities. It is critical that we continually strengthen our capabilities to support a more sustainable, just, and prosperous society. A key priority is accelerating climate action, given its urgency and how it is linked to other environmental and socio-economic challenges. At DBS Taiwan, we support businesses in their low-carbon and transition plans as part of our client engagement on financing activities. At the same time, we practised financial inclusion by making banking accessible to the financially vulnerable groups.

2.1 Responsible Finance

DBS Bank (Taiwan) has established the Responsible Financing Standard, which applies to all corporate lending and advisory activities, capital market products and services, and investments. The Standard was established to actively promote the practice and development of responsible finance. In addition to conducting ESG due diligence on potential ESG risks, we strive to become our clients' best partner in their sustainability journey through engagements by offering sustainable-linked loans blue loans, and green loans, working together to create a sustainable and profitable future.

2.1.1 Responsible Finance Management Process

In accordance with the Responsible Financing Standard, our sector policies and corresponding sector guides, DBS Bank (Taiwan) evaluates clients' ESG risk profiles when taking lending and investment decisions. In scenarios where there are specific ESG-related prohibited activities¹ and/or the identified ESG concerns are not sufficiently mitigated or may present material credit and/or reputational risks to DBS, the credit application will be declined.

To maintain our ESG governance and risk management, DBS Bank (Taiwan) regularly reviews our Responsible Financing Standard in coordination with the Group and updates relevant standards and policy documents to ensure alignment between our ESG strategies and approaches to responsible financing and credit risk management. Sector Guides, which provide a more structured approach to assess ESG risks as part of our overall financing decisions, are also updated for our priority sectors, taking into consideration mandatory requirements and emerging best practices.

2.1.2 Enhancing ESG Risk Assessment

ESG Due Diligence

ESG due diligence remains an integral part of DBS Bank (Taiwan)'s lending and capital market approval process and entails assessing and monitoring our customers' lending and investment² exposures. It also allows us to engage customers on environmental and social topics to gain insights into their low-carbon transition plans and explore financing opportunities to support these initiatives.

In July 2023, DBS Bank (Taiwan) introduced an enhanced ESG Risk Questionnaire (ERQ) in accordance with the Group's policy, strengthening ESG risk assessment process. The ERQ evaluates not only material negative environmental and social incidents but also examines counterparties' GHG emissions and their exposure to climate transition and physical risks, assessing their readiness for low-carbon transition and climate adaptation capabilities. Additionally, sector-level ERQ questionnaires tailored for the nine priority sectors help gauge specific sectors' level of exposure to climate risks.

ERQ assessments are mandatory for new credit applications, annual credit reviews, and in instances where there are material negative ESG news or incident(s) on the counterparty/customer groups. Responses to the ERQ combined with sector-level climate risk inputs will provide an overall ESG Risk Score (ERS) for our customers. The ERS will determine if escalation or further review is required. (For details on the complete climate and ESG risk assessment processes for clients, refer to section 2.2.3 Climate Risk Management and Scenario Analysis [🔗](#))

Equator Principles

DBS Group is a signatory to the Equator Principles and has established an internal implementation guideline at a group level. DBS Bank (Taiwan) adheres to the Group's policies and has implemented relevant risk management frameworks. We prudently assess and manage environmental and social risks in applicable project finance, including topics regarding biodiversity and GHG emissions, among other associated factors. Accordingly, we continue to enhance our control processes and post-transaction monitoring.

Case of Equator Principles: Changhua County Offshore Wind Farm Syndicated Loan

In 2023, DBS Bank (Taiwan) participated in an offshore wind farm syndicated loan project comprising 16 banks. The site is located approximately 45 to 70 kilometres off the coast of Changhua County. Due to its proximity to the natural habitat of the endangered species, the Indo-Pacific Humpback Dolphin, the project was classified as an A-category project, indicating high-risk due to potential significant adverse environmental and social impact, or involving diverse, irreversible, or unprecedented effects. Relevant environmental and social due diligence was carried out on a quarterly basis, while on-site inspection was performed by a third-party organisation every year. As of December 2023, the latest Environmental and Social Due Diligence Report has been obtained from an independent third-party organisation.



Source: Hai Long Offshore Wind

¹ Including 1. Deforestation of High Carbon Stock (HCS) and High Conservation Value (HCV) forests; 2. Illegal logging; 3. Land clearance by burning; 4. Human rights violations, including forced or child labour; 5. Violating rights of local communities or activities that operate in locations of significant social conflicts; 6. Production and movement of weapons whose normal use violates basic humanitarian principles; 7. Trading wildlife or wildlife products in violation of the Convention on International Trade in Endangered Species of Fauna and Flora (CITES); 8. Shark finning, trading (wholesale or retail) or serving shark fin at eateries, and deriving material revenue from such activities; 9. Adversely affecting UNESCO World Heritage Sites, national or international protected areas; 10. Pure play thermal coal borrowers, except for their non-thermal coal activities or for the purpose of decarbonising.

² The "investment" refers to debt securities investment held in DBS Bank (Taiwan)'s banking book that require specific issuer limits.

Sustainable Engagement Initiatives

As part of our client engagement strategy, DBS Group takes into consideration climate and ESG issues, aligning them with our net zero carbon goals. We encourage our clients to adopt actions towards net zero carbon emissions and set reduction targets. We also introduce the latest international ESG trends, policies, financial products, and carbon trading platforms to clients, fostering industry-wide actions in their sustainability journey. To enhance effective client engagement for our relationship managers, we have streamlined internal processes and leveraged digital tools to accelerate our asset portfolio towards net zero emissions.

Dialogue with industry	<p>DBS Bank (Taiwan) maintains active dialogue with sector coverage teams and sustainable finance experts. This ensures ESG considerations and clients’ decarbonisation plans are at the forefront of our Relationship Managers’ (RM) minds. To help teams stay abreast of industry developments, market trends, government legislations, and technological advancements, we invite knowledgeable partners, industry associations, or governance bodies to conduct learning sessions for our RMs and Credit Risk Managers (CRMs).</p> <p>Additionally, we have launched the Responsible Finance e-Learning module since 2020, which is not only mandatory for all RMs, its foundational concepts are integrated into compulsory training programs for newly hired colleagues to complete within three months of joining, ensuring a comprehensive understanding of responsible finance principles.</p>
ESG Risk Questionnaire (ERQ)	<p>We have progressively enhanced our ERQ, which guides RMs to evaluate ESG risks and opportunities consistently, forming the basis for more informed client engagements. This enables the bank to gain clearer insights on our customers' risk management measures as well as financing and transition needs.</p>
Digital tool	<p>DBS Group’s Climate Analytics Tool (CAT) is developed to generate insights on the simulated emissions performance trends of a client over the short, medium, and long-term. This facilitates more in-depth and forward-looking conversations to guide our clients in operationalising their decarbonisation plans more effectively. Additionally, a portfolio management function helps industry and segment heads, as well as with senior leaders within the bank to stimulate how various factors could impact a sector’s emissions performance.</p>

In 2023, on the financing side, DBS Bank (Taiwan) engaged with over 30 large corporate clients on ESG issues. On the investment side, we actively participated in shareholder meetings and exercised voting rights, supporting 11 cases of ESG-related shareholder proposals, achieving a 100% approval rate.

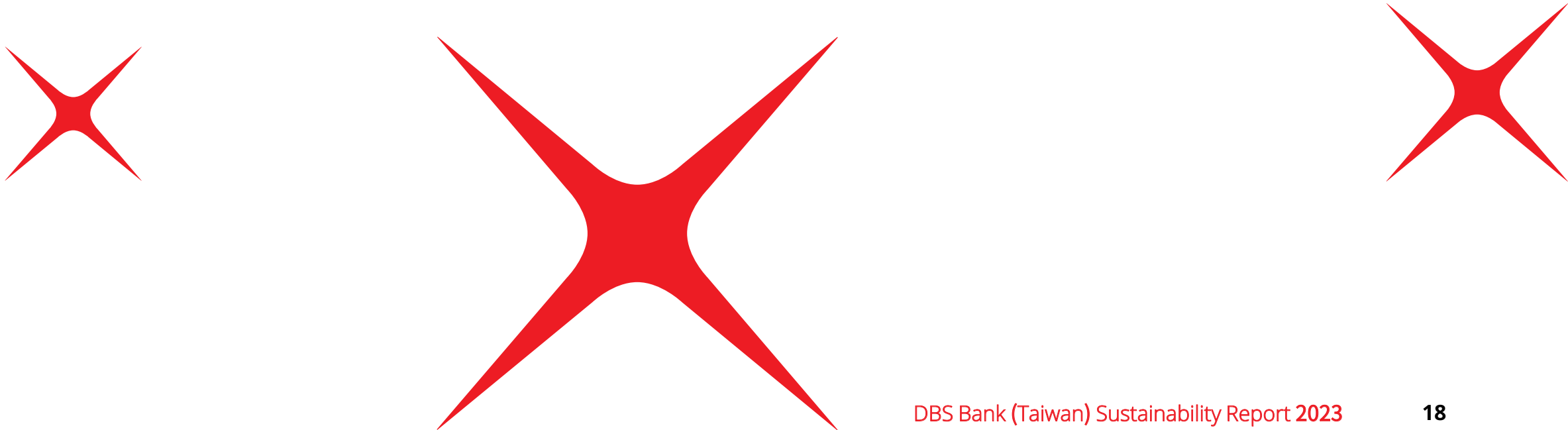
ESG Engagement Success Case: A Semiconductor Company

By participating in meetings with the company's chairman and senior management team, DBS Bank (Taiwan) discussed closely with our clients on mutual sustainability goals and strategies. In response to the company's 2050 net zero target, DBS Bank (Taiwan) designed appropriate and effective sustainable-linked targets for the company's expansion financing project. DBS Bank (Taiwan) also shared practices on carbon credits’ investments and carbon offsetting, facilitating the clients’ engagement with Climate Impact X (CIX), a carbon exchange platform based in Singapore. As a result of this engagement, by the end of 2022, the company participated in a carbon credit auction facilitated by CIX and secured voluntary carbon credits from one of the world's largest blue carbon projects.

Building Sustainability Capabilities

Through comprehensive training programs, DBS Bank (Taiwan) supports employees in building a sustainable mindset. Since 2022, we have rolled out climate change-related capacity building sessions every year, to ensure frontline RMs and CRMs understand climate-related risks and measures related to client engagement. In 2023, we conducted six Climate Activation Workshops for 140 RMs of Institutional Banking Group and CRM, ensuring that internal stakeholders stay abreast of the opportunities and risks brought by climate change to industries, as well as its impact on the bank's credit policies and their implementation, supporting both the company and its clients in advancing towards net zero emissions goals.

In 2023, our training efforts totalled 1,190 hours. We also collaborated with accounting firms to conduct a series of workshops focusing on the nine priority sectors, to enable our frontline staff in understanding the cost and impact of climate change via the ERQ. This approach enables us to provide tailored financial planning and advice, assisting corporate clients in preparation for net zero emission goals. Looking ahead to 2024, we aim for each employee to achieve a minimum of 3 hours of sustainability training in climate and sustainability-related capacity building programs.



2.1.3 Responsible Finance Practices

DBS Bank (Taiwan) is committed to long-term sustainability development, aligned with international best practices and local policies. We provide sustainable-linked loans, blue loans, green loans, among others, to support corporates' efforts in transitioning towards low-carbon plans and achieving net zero targets.

Number of cases of responsible financing DBS Bank (Taiwan) participated in 2022 & 2023 and the outstanding loan balance

Item	2022		2023	
	Number of cases participated	Outstanding loan balance (NTD million)	Number of cases participated	Outstanding loan balance (NTD million)
Sustainability-linked loan	15	3,962	15	1,131
Blue loan	2	600	2	3,035
Green loan	12	15,905	11	16,143
Total of sustainability-related financing	29	20,467	28	20,309
Ratio of sustainability loan to total corporates credit outstanding	0.7%	7.7%	0.9%	7.7%

Note: The scope of statistics for sustainability-linked loans, blue loans, green loans, and total corporates credit outstanding covers DBS Bank (Taiwan) and DBS Bank Ltd, Taipei Branch.

Sustainability-Linked Loans

To encourage clients integrating sustainability into their business operations and achieve sustainable development goals, DBS Bank (Taiwan), in collaboration with AUO Corporation, introduced Taiwan's first corporate loan linked to international sustainability indices in 2019. This initiative received positive market response and in turn, encouraged more clients to participate. As of December 2023, we have signed 25 sustainability-linked loan agreements, with the accumulated loan amount reaching approximately NTD 71 billion. Through sustainability-linked loans, DBS Bank (Taiwan) not only offers preferential interest rates to corporate clients but also assists them in actively participating in sustainable development throughout their business growth. Together, we aim to enhance the sustainability mindset of Taiwan's industries and expand positive environmental and social impact.

Case of Sustainability-Linked Loan: Ørsted Energy

DBS Bank (Taiwan), along with 14 other banks, collaborated with offshore wind power leader Ørsted on a Sustainable Performance Linked Revolving Loan Agreement, totalling NTD 25 billion, where DBS Bank (Taiwan) served as a lead arranger. Ørsted Energy utilised the funds for investments in offshore wind power equipment and green energy development. Throughout the loan period, DBS Bank (Taiwan) continuously monitored relevant sustainability indicators and offered discounted loan rates based on performance achievements. This partnership with Ørsted Energy contributes to Taiwan's renewable energy development and efforts towards achieving net zero emissions goals.

Blue Loans

DBS Bank (Taiwan) has been a pioneer in the financial sector by introducing corporate blue loans, aimed at funding specific projects related to sustainable water resources, marine resources sustainability, clean water supply, marine-friendly products, or marine ecosystem conservation. We regularly monitor the use of funds and project outcomes. DBS Bank (Taiwan) has successively signed 3-year, NTD 1 billion blue loan projects with Far Eastern New Century Corporation and AUO Corporation, collaborating with clients to sustainably develop water resources and marine ecosystems.

Case of Blue Loan: Far Eastern New Century and AUO Corporation

In 2022, DBS Bank (Taiwan) partnered with Far Eastern New Century, jointly signing and launching Taiwan's first "Blue Loan" project, becoming pioneers in this field. This project provided support for the operational funding needed for Far Eastern New Century's future blue projects and expand financing channels for the development of a more diversified blue economy initiative. Following the signing of the first blue loan project with Far Eastern New Century, DBS Bank (Taiwan) also signed a 3-year, NTD 1 billion blue loan agreement with AUO Corporation, with the funds earmarked for installing water purification equipment at AUO Corporation's Kunshan plant. As a long-term partner to both Far Eastern New Century and AUO Corporation, DBS Bank (Taiwan) continues to innovate new financing models, allowing funds to be directly invested in projects related to effective and innovative initiatives in marine and water resources. These initiatives aim to increase momentum for sustainable development and inspire more enterprises to participate, and jointly contribute to the sustainability of water resources and marine environment.



Green Loans

Since 2018, DBS Bank (Taiwan) has actively participated in financing Taiwan's first offshore wind project, "Formosa I," making it the first case for a foreign bank to support Taiwan's renewable energy development through project financing. We have gradually built trust among businesses, becoming a preferred partner for foreign and local investors seeking project financing opportunities. As of the end of 2023, we have participated in financing 15 large-scale green energy projects in Taiwan, including 10 solar energy projects and 5 offshore wind projects, totalling approximately NTD 33 billion with a total installed capacity of 3.8 GW. DBS Bank (Taiwan) will continue to pursue financing opportunities in relation to renewable energy, supporting green energy development and energy sustainability with concrete actions.

Consumer Banking

DBS eco card series
Since 2020, DBS Bank (Taiwan) begins to launch the "DBS eco card" series. These cards are made of non-toxic and eco-friendly material, PLA, and we collaborated with card manufacturers certified for carbon neutrality. The eco card series offers low-carbon transportation benefits such as discounted Tesla charging fees, Gogoro battery fees, and enhanced consumer rewards for social enterprises and SMEs. This aims to encourage clients to jointly contribute to and bring positive impact on environmental sustainability.



Number and percentage of DBS eco cards in circulation in 2023

Name of credit cards	Number of cards in circulation in 2023	Percentage of total cards in circulation for DBS Bank
DBS cash eco card (including DBS cash business eco card)	199,303	6%
DBS cash eco ez card	638,642	19%
DBS cash eco select card	756,702	24%
DBS cash eco select plus card	107,852	3%
DBS cash eco world business card	10,085	0.30%
DBS eco card series in total	1,712,584	51.56%

³ The ESG funds sold by DBS Bank (Taiwan) require fund companies to disclose their ESG investment processes in the Request for Information (RFI) documents to prevent greenwashing.

ESG Wealth Management

DBS Group is committed to helping more clients enhance sustainable and ESG investment opportunities, achieving both social responsibility and profitability goals. In 2020, DBS Private Bank set a target for sustainable investment assets under management (AUM) to exceed 50% by 2023, a goal achieved by the end of 2021 and maintained since then. Responding to the group's vision and goals, DBS Bank (Taiwan) continued to increase its ESG funds³ compliant with regulatory standards in 2023, reaching 43 products, with accumulated sales amount exceeding NTD 110 million, aiming to provide clients with comprehensive guidance on sustainable fund options.





2.2 Low Carbon Transition

DBS Bank (Taiwan) prioritises climate change as a key agenda and is committed to leveraging the finance sector’s influence in cash management and investment advice. We jointly promote sustainability in line with DBS Group's net-zero targets.

2.2.1 Climate Strategy and Actions

To operationalise our climate strategy and commitment to net zero, DBS Group has established a dedicated steering committee which provides oversight across policies, processes, and platforms. The Group also committed to reporting its progress against the net zero targets on an annual basis, and to review the targets and approach at least every five years. DBS Bank (Taiwan) follows the Group’s path by implementing climate strategies in Taiwan and publishes significant outcomes every year. (For detailed content on DBS Group's comprehensive climate strategy, please refer to the 2023 DBS Group Sustainability Report, pp. 16-20 [↗](#).)

DBS Group Climate Strategy



DBS Bank (Taiwan) follows strategies and plans consistent with the Group, focusing on client engagement and developing climate opportunities to actively implement DBS' climate strategy in Taiwan, striving to achieve the net zero commitment.

Client Engagement

As part of our client engagement strategy, we integrate climate mitigation and adaptation considerations into our sector strategies and account planning processes. We embed our ambition and commitment to net zero in our client engagement, while recognising limitations and challenges different sectors face in their business operations. Through the implementation of the enhanced ESG Risk Questionnaire (ERQ), we actively conduct ESG due diligence on clients, forming the basis for more informed client engagements. This allows us to group clients into archetypes, based on their level of maturity in their sustainability journey, and offer financing solutions and advice tailored to their needs.

Additionally, the Climate Analytics Tool (CAT) was developed to support RMs to generate insights on the simulated emissions performance trends of a client over the short, medium, and long-term. This facilitates more in-depth and forward-looking conversations to guide our clients in operationalising their decarbonisation plans more effectively. The CAT has been tailored for our priority sectors, covering Power, Oil & Gas, Real Estate, Steel, and Aviation, with plans for the other sectors to be completed in 2024. For more details and cases on client engagement, please refer to Section 2.1.2 "Incorporating ESG Factors into Investment and Financing Processes - Sustainable Engagement." [↗](#)

Developing Climate Opportunities

DBS Bank (Taiwan) is committed to uncovering potential opportunities brought about by climate change and exploring new paths for sustainable development jointly with our clients. We offer practical and innovative financing solutions for our clients to implement their sustainability strategies. Our sustainable financing is deployed principally through sustainability-linked loans, green loans, and blue loans. With increasing momentum around the need we continue to create positive environmental and social impact through financial products. For more details and cases, please refer to Section 2.1.3 "Responsible Finance Practices." [↗](#)

Climate-Related Metrics and Targets

DBS Bank (Taiwan) aligns with DBS Group's 2050 net zero commitment and sustainability-related financing metrics and targets, tracking performance and outcomes annually to effectively manage and achieve the Group's collective sustainability targets. DBS Group commits to achieving SGD 50 billion in sustainable financing loans by 2024. The Group’s sustainable financing commitment (including DBS Bank (Taiwan)), net of repayment, was around SGD 70 billion (approximately NTD 1.6 trillion) as of December 2023. As of the end of 2023, DBS Bank (Taiwan) has provided a total effective limit of NTD 75.2 billion in sustainability-linked loans, blue loans, and green loans.¹ To fulfil the commitment to the Net-Zero Banking Alliance, DBS Group monitors and reports the progress against the sector targets annually. Since 2022, the Group has set seven Scope 3 emission reduction targets and two data coverage targets. Collectively, the Group's commitment covers a total of nine priority sectors, including Power, Oil & Gas, Automotive, Aviation, Shipping, Steel, Real Estate, Food & Agribusiness, and Chemicals. Altogether, these nine priority sectors are recognised as some of the most carbon-intensive sectors in the real economy and collectively account for a majority of global GHG emissions. DBS Bank (Taiwan) and other core markets follow consistent targets and pathways set by DBS Group, to support the Group in joint efforts to achieve the net-zero goal. For more information on DBS Group's data, scenario settings, metrics, targets, and the latest achievements in 2023 for the nine priority sectors’ scope 3 financed emissions, please refer to the 2023 DBS Group Sustainability Report, pp. 25-35. [↗](#)

¹ Including sustainable financing totals for DBS Bank (Taiwan) and DBS Bank Taipei Branch.



2.2.2 Identification of Climate-Related Risks and Opportunities

Climate risks are considered critical risks by DBS Group. Climate change may affect the bank's major risk management areas—market, liquidity, operational, reputation, and credit risks. Among these, credit risk and reputation risk are assessed by DBS Group as most impacted by climate change, and were incorporated into the Risk Appetite Statement (RAS) of DBS Group and DBS Bank (Taiwan) in 2022. On the other hand, potential physical climate risks may increase operational risks, arising from inadequate internal process, people, system, or external events causing business disruptions and negative impact on operational sites, staff, and systems. Reputation risks will generate integrative impact in extreme situations where other risk management measures have all failed.

In summary, DBS Bank (Taiwan) follows DBS Group's identification of climate risks, states how each risk and opportunity affect our own operations and credit business and explains corresponding actions and measures.

Transmission Channels of Transition Risks

Climate-related risk types	Potential operational, strategic, or financial impact	Period of impact ²	Corresponding risks	Aspect of impact	Corresponding actions and measures
Policies and Regulations Technology Market	Transition to net-zero brings changes to public policies, disruptive innovative technologies, and shifts in consumer preferences. These may impact corporate clients' business in terms of production, unit costs, retail prices, capital expenditures, and asset values across various climate scenarios. Furthermore, it could affect clients' credit ratings and the expected loss for the Bank.	Short, mid, and long-term	Credit risks	Financing	DBS Group employs scenario analysis to quantify the risk positions of various sectors and corporate clients. Based on the results, it establishes decarbonisation pathways, metric and targets for nine priority sectors, and continuously enhances risk management processes to mitigate the impact of climate risks on the Bank. DBS Bank (Taiwan) follows strategies and measures consistent with the Group's approach.
Reputation	Regulatory bodies, non-governmental organisations, and other stakeholders are increasingly pressuring banks to adopt responsible financing approaches for specific sectors such as coal-fired power plants and palm oil. Failure to proactively manage climate-related issues could lead to reputational risks.	Short, mid-term	Reputational risk	Financing	Adhering to DBS Group's policy, DBS Bank (Taiwan) has implemented the ESG Risk Questionnaire (ERQ) since 2023 to enhance due diligence on ESG or climate risk disclosures from credit clients. For clients that have identified high risks yet are unable to manage or mitigate these risks, the Bank will implement mechanisms to reassess the relationships with them. DBS Group has also committed to completely cease financing the coal industry ³ by 2039. ↗

Transmission Channels of Physical Risks

Climate-related risk types	Potential operational, strategic, or financial impact	Period of impact	Corresponding risks	Aspect of impact	Corresponding actions and measures
Acute Chronic	Acute climate events and chronic climate pattern changes may potentially impact borrowers' operations (for instance, supply chain disruptions due to flooding), profitability, and the asset value of collateral. This could lead to repayment difficulties for borrowers, thereby impacting the expected loss for the Bank.	Mid, long-term	Credit risk	Financing	DBS Bank (Taiwan) references DBS Group's climate scenario analysis methodology and the Financial Supervisory Commission (FSC)'s requirements for climate change scenario analysis, which quantifies the impact of physical risks on the retail real estate mortgage loan portfolio.
Acute	Due to intensified climate change, the frequency and scale of flooding have increased, leading to operational risks such as asset damage at operational sites, system failures, or business interruptions. This could result in negative impact or losses affecting workplaces, employees, systems, and crucial business records.	Mid, long-term	Operational risk	Own operations	DBS Bank (Taiwan) complies with regulatory requirements by conducting regular business continuity management drills. DBS Group also ensures relevant equipment to ensure the uninterrupted continuity of critical banking operations during unforeseen disruptive events, thereby mitigating financial impact.

Climate Opportunities

Climate opportunities items	Descriptions of climate opportunities items	Period of impact	Level of impact	Opportunities corresponding strategies
Products and services	Launching and continually expanding sustainable and low-carbon products and services in institutional banking financing.	Short-term	Mid to high	For more details, please refer to Section 2.1.3 "Responsible Finance Practices." ↗
	Launching sustainable or environmentally friendly personal finance products or services.	Short-term	Mid to high	
	Providing advisory services to assist high-carbon industries in decarbonisation and transition.	Mid, long-term	Mid to high	The Climate Analytics Tool (CAT) developed by DBS Group can simulate short-term, medium-term, and long-term trends in clients' carbon emissions. It guides clients to more effectively implement carbon reduction plans.

² Short-term: events that may occur within 5 years. Medium-term: events that may occur within 5 to 20 years (inclusive). Long-term: events that may occur within 20 to 30 years.

³ For more details, please refer to the DBS Group 2023 Sustainability Report, p.22.

2.2.3 Climate Risk Management and Scenario Analysis

Climate Risk Management

Integrated Climate and ESG Risk Management Framework

Adhering to DBS Bank (Taiwan)'s Responsible Financing Standard, we integrate climate and ESG risks into our existing credit risk management processes through a three-lines model framework. Responsibilities for climate risk management across these lines are clearly defined:

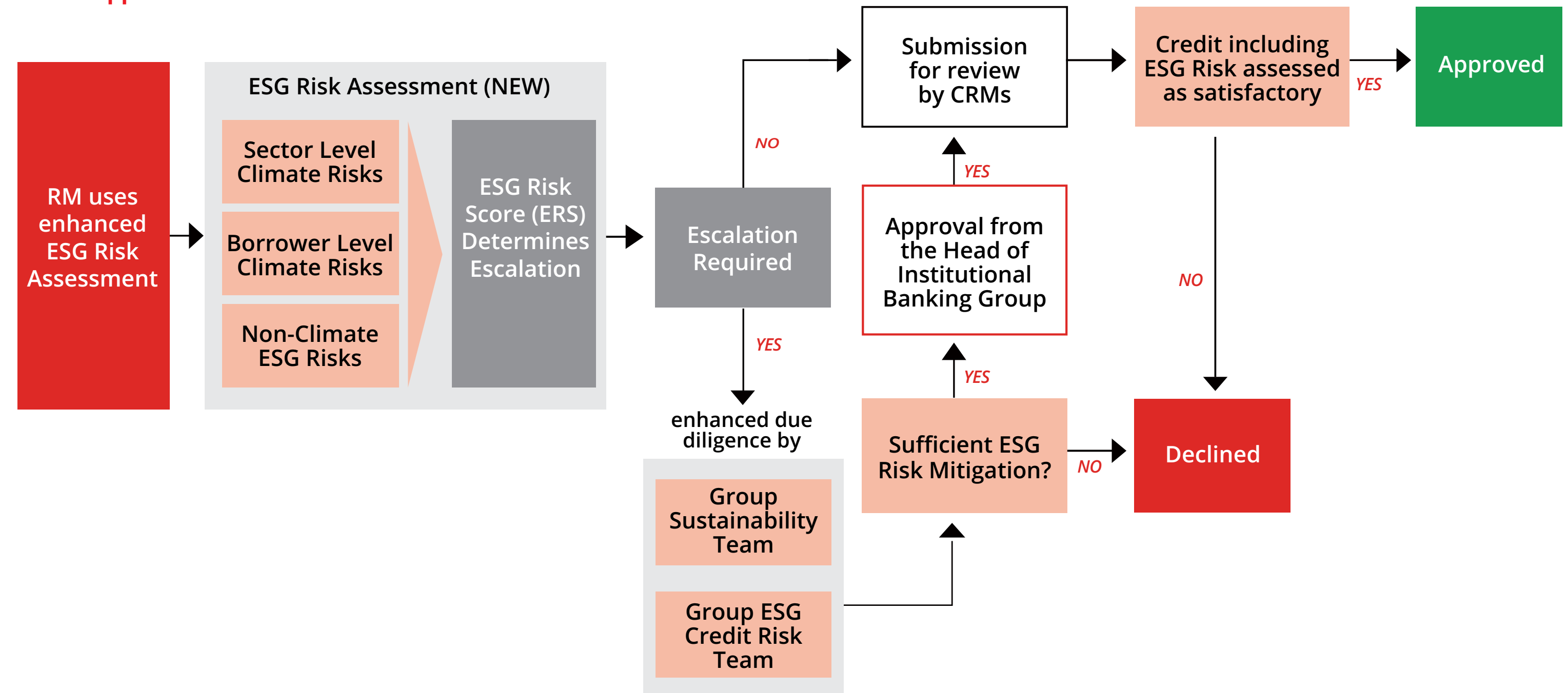
- The business unit act as the first line by conducting an ESG risk assessment via ESG Risk Questionnaire (ERQ), covering climate and ESG risks, prior to any new credit application and post transaction monitoring.
- As the second line, Risk Management Group is responsible for monitoring business units' implementation of climate and ESG risk management and reporting material ESG issues to the Credit Risk Committee with business units, while Legal & Compliance is responsible for ensuring adherence to applicable rules and regulations.
- Audit serves as the third line of control, which independently assesses the effectiveness of climate and ESG risk management through audit reviews and provides recommendations for improvements as needed.

To continuously enhance our capabilities in managing climate and ESG risks and to mitigate ESG risks, CRM as the second line in DBS Bank (Taiwan) can consult with a Group ESG Credit Risk team which was established by DBS Group in early 2023 by providing guidance when handling transactions involving high climate and ESG risks. (For details on ESG due diligence and ERQ questionnaire, please refer to section 2.1 "Responsible Finance." [↗](#))

Climate Risk Appetite

DBS Bank (Taiwan) has established a risk appetite process to support strategic and operational needs. A qualitative statement of environmental risks has been incorporated into the DBS Taiwan Risk Appetite Policy. This is to strengthen our active management on reputational risk and potential credit risks emerging from environmental factors, with focus on managing portfolio exposures to material climate transition and physical risks.

Credit Approval Process Flow for ESG Risk Assessment



Climate Resilience and Scenario Analysis

DBS Bank (Taiwan) adheres to the scenario analysis methodology developed by DBS Group, and the "Plan for Domestic Banks to Perform Climate Change Scenario Analysis Operations" published by the Financial Supervisory Commission (FSC) to conduct climate risk scenario analysis.

DBS Group's Climate Scenario Analysis (CSA) model translates the effects of policy and regulation changes, technology development and changes in consumer preferences, as defined by a set of standard climate scenarios (for example, from the Network of Central Banks and Supervisors for Greening the Financial System (NGFS)) into impact of key financial drivers identified for each sector. The CSA is based on a bottom-up approach where relevant company and industry information such as company financials and emissions data are used to determine the impact on the company's credit rating, and to identify climate-related transition risks. Meanwhile, DBS Bank (Taiwan) follows DBS Group's consistent methodology, assessing physical risk impact based on scenarios from the Intergovernmental Panel on Climate Change (IPCC) Shared Socioeconomic Pathways (SSPs). Acute risks and chronic risks are also included in our analysis. (For details of DBS Group's methodology to climate scenario analysis modelling, please refer to the 2023 DBS Group Sustainability Report, pages 23, 24, and 105 [↗](#).)

In the DBS Group's 2023 sustainability report, the Group conducted scenario analysis on transition risks in the real estate sector, and physical risk of the real estate portfolio with their underlying assets located in Singapore and Hong Kong. In this section, DBS Bank (Taiwan) applies the same methodology to analyse and disclose information on the transition and physical risks of high credit concentration sectors⁴ in Taiwan, including Real Estate and Telecommunications, Media, and Technology (TMT) sectors. Additionally, in line with the FSC's Plan for Domestic Banks to Perform Climate Change Scenario Analysis Operations, the scenario analysis covering domestic and international credit exposures and banking book investments positions is collectively disclosed in this report.

Climate Scenario Analysis for High Credit Concentration

To review and manage the impact of climate transition and physical risks on our major corporate portfolios, DBS Bank (Taiwan) conducts climate scenario analysis specifically for high credit concentration sectors, Real Estate and Telecommunications, Media, and Technology (TMT), by using DBS Group's methodology and data from an external data provider.

⁴ Refers to sectors accounting for more than 8% credit outstanding of DBS Bank (Taiwan).
⁵ The eight hazard types include: coastal flooding, river (fluvial) flooding, extreme heat, extreme cold, tropical cyclone, wildfire, water stress, and drought.

Scenario Analysis of Transition Risks

Sector	Transition risks and impact	Corresponding measures
Real Estate	Given the low emission intensity reported by our customers in the real estate sector compared to other priority sectors, the proportion of carbon costs is likely to be relatively low as compared to the total operating costs, resulting in minimal financial impact arising from climate transition risk. Under the NGFS Net Zero scenario, we assessed the transition risk of the real estate sector to be immaterial.	DBS Bank (Taiwan) will continue to engage our customers and support them in achieving decarbonisation by providing advisory services and financing.
Telecommunications, Media and Technology (TMT)	Due to the relatively low emission reported by companies within the TMT sector, the transition risk of the TMT sector was assessed to be low.	

Scenario Analysis of Physical Risks

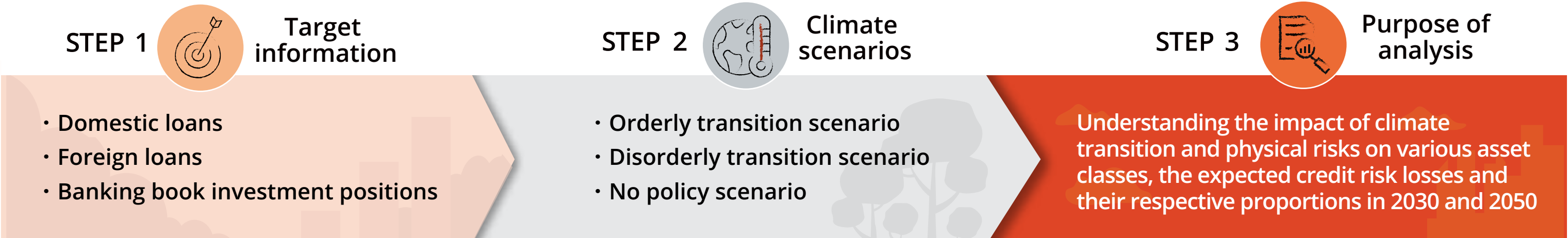
Physical risks can impact the financial strength of our borrowers through damage to property and disruption to operations. DBS Bank (Taiwan) leveraged on the above-mentioned Group's methodology with data from an external data provider and analysed our Real Estate and TMT portfolio with their underlying property assets (such as headquarters, factories and datacentres) to understand the potential impact our borrowers may face. Across eight hazard types⁵ analysed, we observe potential climate physical risk exposure from typhoons on our borrower's assets, while minimal exposure from other hazards is observed. However, due to the robust disaster prevention and emergency measures in place among Taiwanese enterprises, the impact of typhoons is relatively low.



FSC’s Operation Plan for Domestic Banks to Perform Climate Change Scenario Analysis

To assess the potential impact of climate change risks on credit and banking book investment operations, DBS Bank (Taiwan) conducted scenario analysis on the physical and transition risks based on the FSC’s Operation Plan for Domestic Banks to Perform Climate Change Scenario Analysis. We evaluate the severity of risks under different scenarios to assess our risk exposure and capability to manage climate change risks effectively. This initiative aims to enhance resilience and seize business opportunities.

Climate Scenario Analysis Process



Climate Scenario Analysis Results

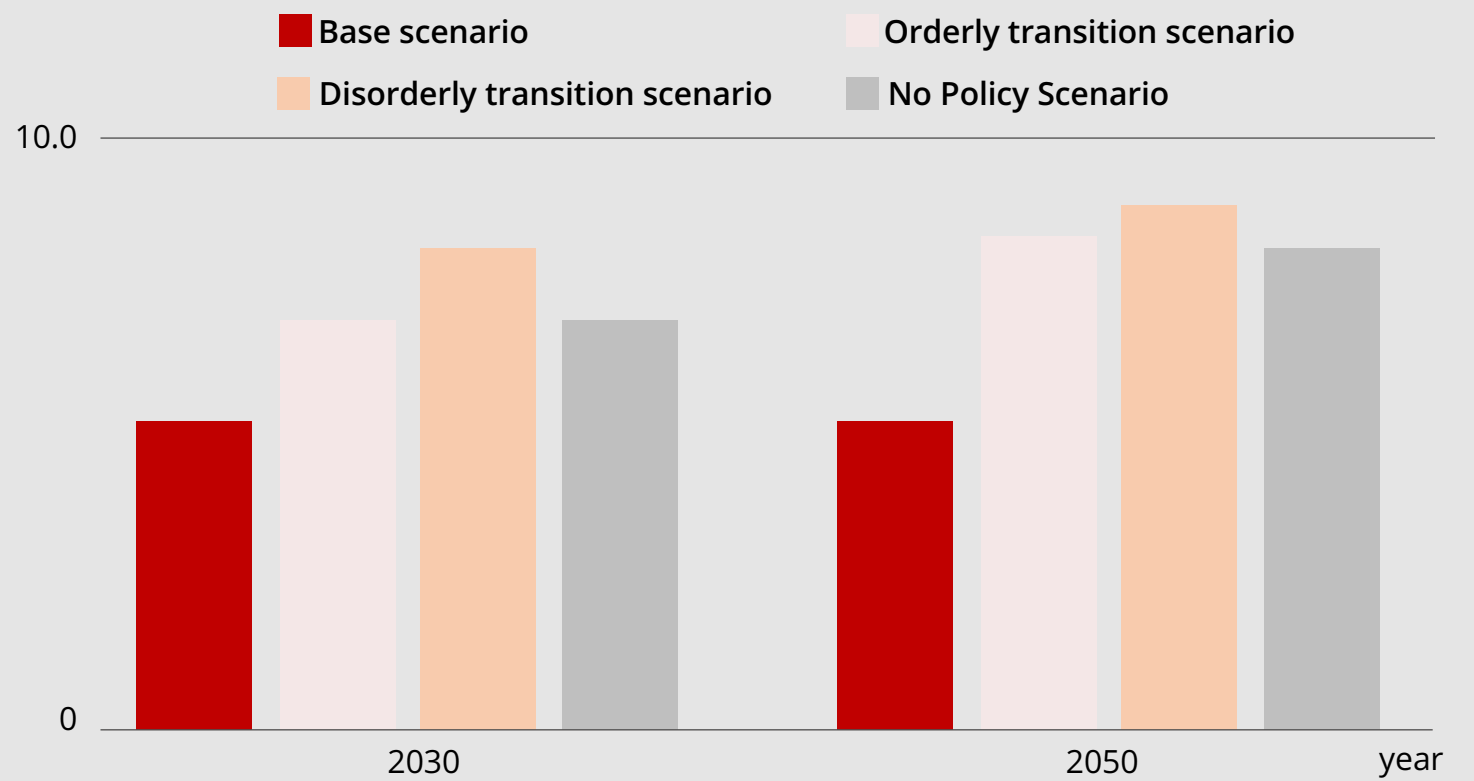
The following climate scenario analysis is conducted in accordance with the relevant requirements established by the FSC in the "Plan for Domestic Banks to Perform Climate Change Scenario Analysis Operations" and the "Appendix File of Climate Change Scenario Analysis Parameters."

Scenario	Description
1. Orderly Transition Scenario	This scenario evaluates the gradual global transition towards achieving net-zero emissions by 2050, corresponding to NGFS's "Net Zero 2050" scenario and IPCC's "RCP2.6" scenario. To achieve this goal, countries globally incrementally strengthen carbon pricing or taxation and other policies to facilitate transition. Due to varying regional commitments to carbon reduction and economic development, the intensity of carbon pricing policies differs across regions.
2. Disorderly Transition Scenario	This scenario describes delays in global transition initiation or challenges encountered during policy implementation processes, while aiming to achieve net-zero emissions by 2050. This scenario corresponds to NGFS's "Delayed Transition" scenario and IPCC's "RCP2.6" scenario.
3. No Policy Scenario	This scenario assumes that, besides current policies, countries do not implement additional carbon reduction policies. Under climate change, this scenario poses the highest physical risks, assessing potential risks for banks. It corresponds to NGFS's "Baseline" scenario and IPCC's "RCP8.5" scenario.

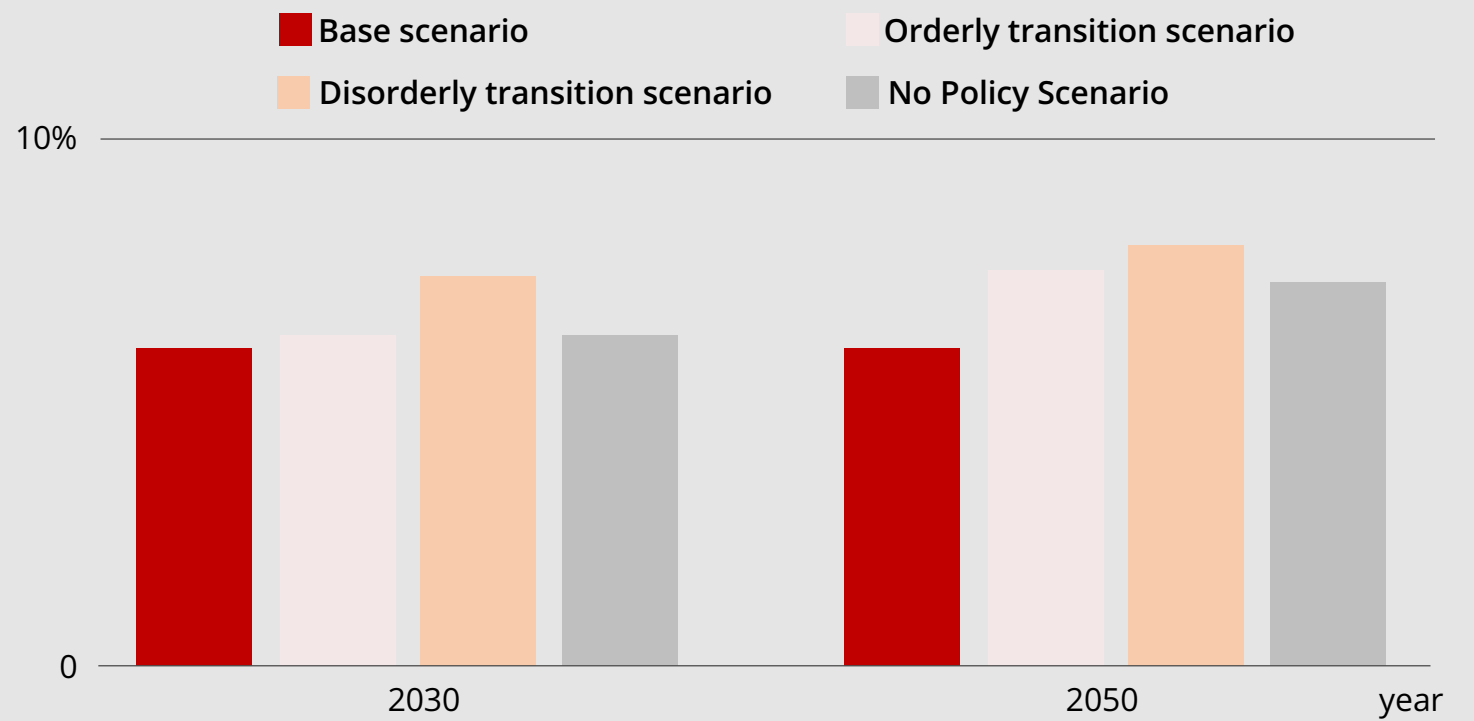
Ratio of Expected Credit Risk Losses to Net Worth and Baseline Year’s Earnings Before Tax

Through comprehensive analysis of six projected losses across three scenarios and two timeframes, risk of losses resulted from climate risk is deemed manageable. Transition risks primarily impact investment and financing activities associated with high emissions intensity sectors, following by impact of physical risk on loans secured by properties. It revealed insignificant financial impact. Among these, the disorderly transition scenario will result in the highest loss ratio in 2050, while the orderly transition scenario falls between the no policy and disorderly transition scenario. Since both orderly and disorderly transition scenarios have the same physical risks and the no policy scenario only considers physical risks without taking into account transition risks, the no policy scenario resulted in the lowest expected losses out of the 3 scenarios. Additionally, comparing the default rate and loss ratio between orderly and disorderly transitions shows that policy guidance can effectively reduce expected losses from climate transition risks.

The ratio of expected losses from credit risks to earnings before tax



The ratio of expected losses from credit risks to net value



Limitations of Climate Risk Scenario Analysis

Climate risk scenario analysis is an important tool to assess the resilience of a bank's business models and strategies to a range of plausible climate-related pathways, and to determine the impact of climate-related risk drivers on the overall risk profile. The outcome of scenario analysis can also be used to access the risk implications of various decarbonisation pathways and deviations therefrom.

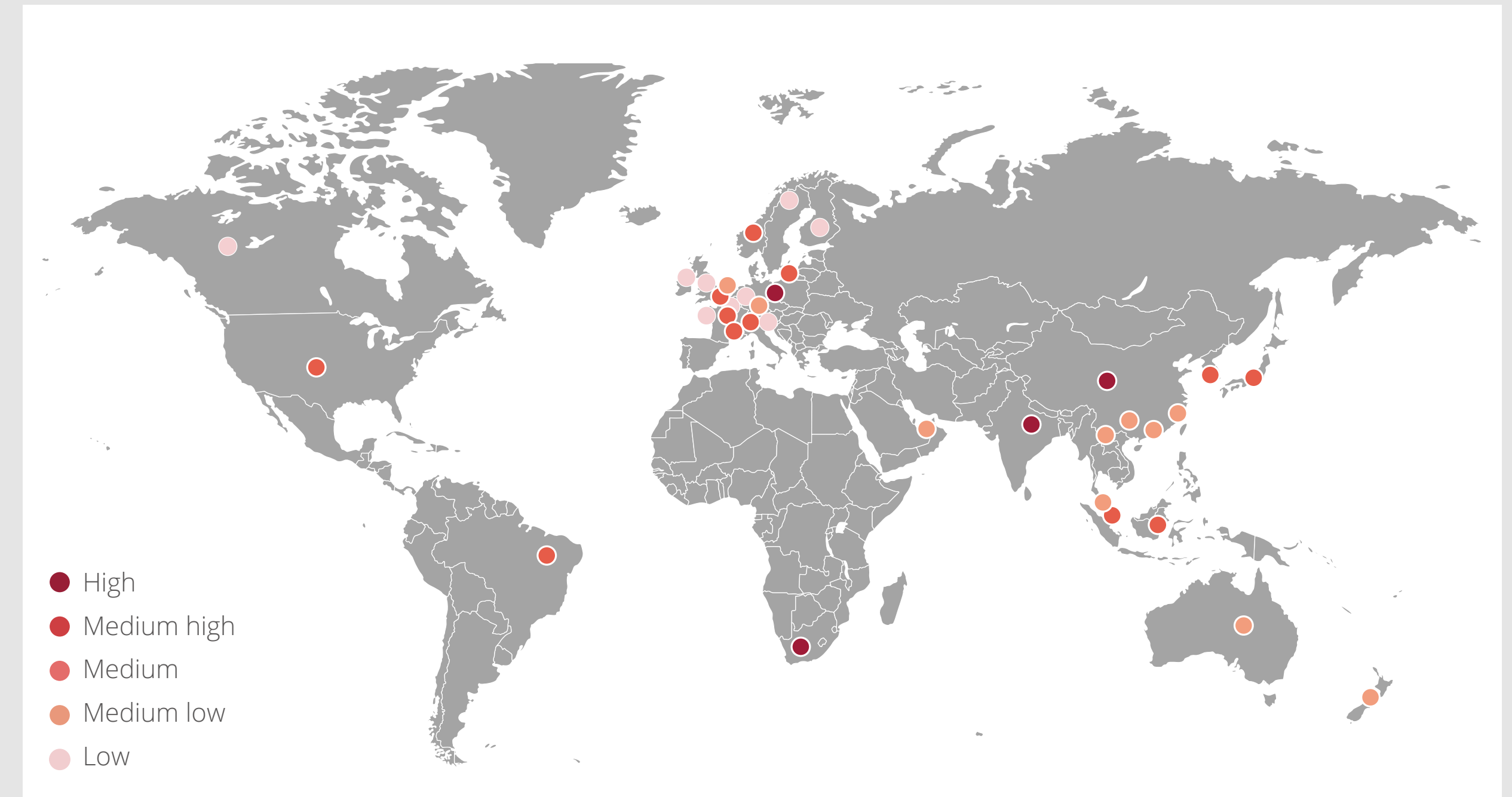
Meanwhile, since the area of climate scenario analysis and the associated modelling is still evolving and an industry standard has yet to emerge, it is important that the uncertainties and limitations associated with climate scenario analysis are understood to ensure that the results are interpreted and used appropriately.

1. Climate scenarios: With the growth in scenario analysis use cases, and as industry practitioners and regulators gain more insights therefrom, ongoing updates and improvements of the scenarios are expected. Users will need to understand the implications and adjust the models accordingly.
2. Extended horizon: Time horizons of over 30 years are typical of scenario analysis (e.g., transition risk analysis typically goes to at least 2050 to align with net-zero goal horizon, while physical risk analysis can be of a longer horizon). This is much longer than typical business planning horizons, with uncertainties arising from technological development, demographic change, and climate tipping point events, among others.
3. Data: Bottom-up firm level analysis requires granular data such as absolute emissions or intensity for various scopes of a firm's activities, which currently varies in terms of availability, granularity, and accuracy.

By adopting the FSC's advanced methodology, the greenhouse gas emissions of a target enterprise can be used to analyse the impact of carbon costs more precisely on the target in the future. The grid analysis method can also be incorporated to accurately present the granular differences of flooding trends across various regions in Taiwan to avoid overestimating/underestimating the impact of flooding. Current analysis adopts the mechanisms and assumptions required in the FSC's scenario analysis. Therefore, limiting consideration on the level of emissions, transition plan, and various action measures taken by individual customers in response to climate change. Results of the scenario analysis should only be viewed as preliminary insights based on the assumptions made by the FSC. With the focus on climate risk scenario analysis by the industry and regulators, it is expected that continuous effort will be invested to address such limitations over the next couple of years.

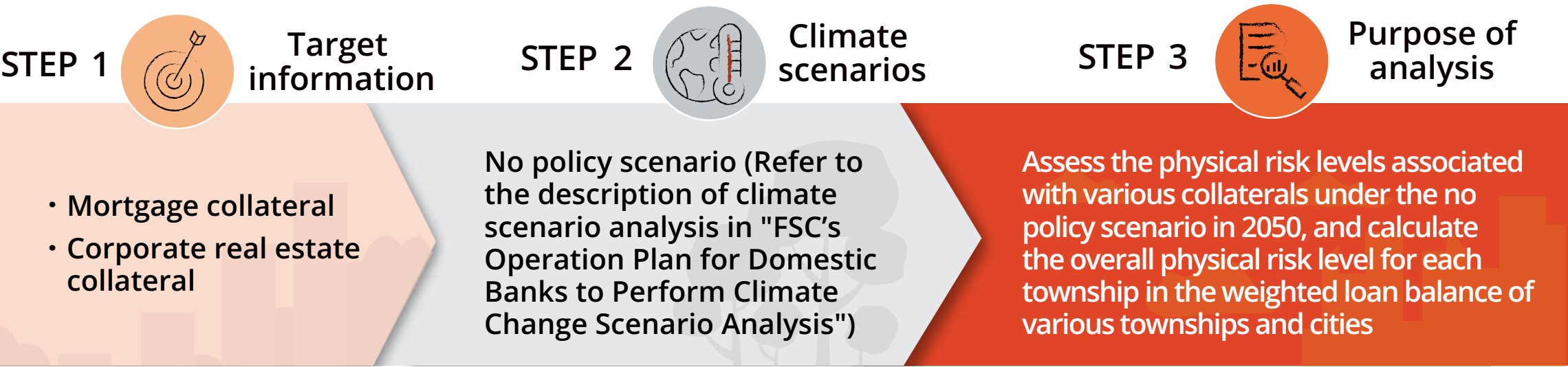
Transition Risk Assessment

Based on the FSC's scenario analysis model, we assessed the transition risk associated with the operating countries of our corporate clients and the investment targets in our banking book. The analysis revealed that exposure to countries classified as high transition risk accounted for 1.4% of our total corporate credit exposure.



Physical Risk Scenario Analysis (Mortgages and Corporate Real Estate Collateral)

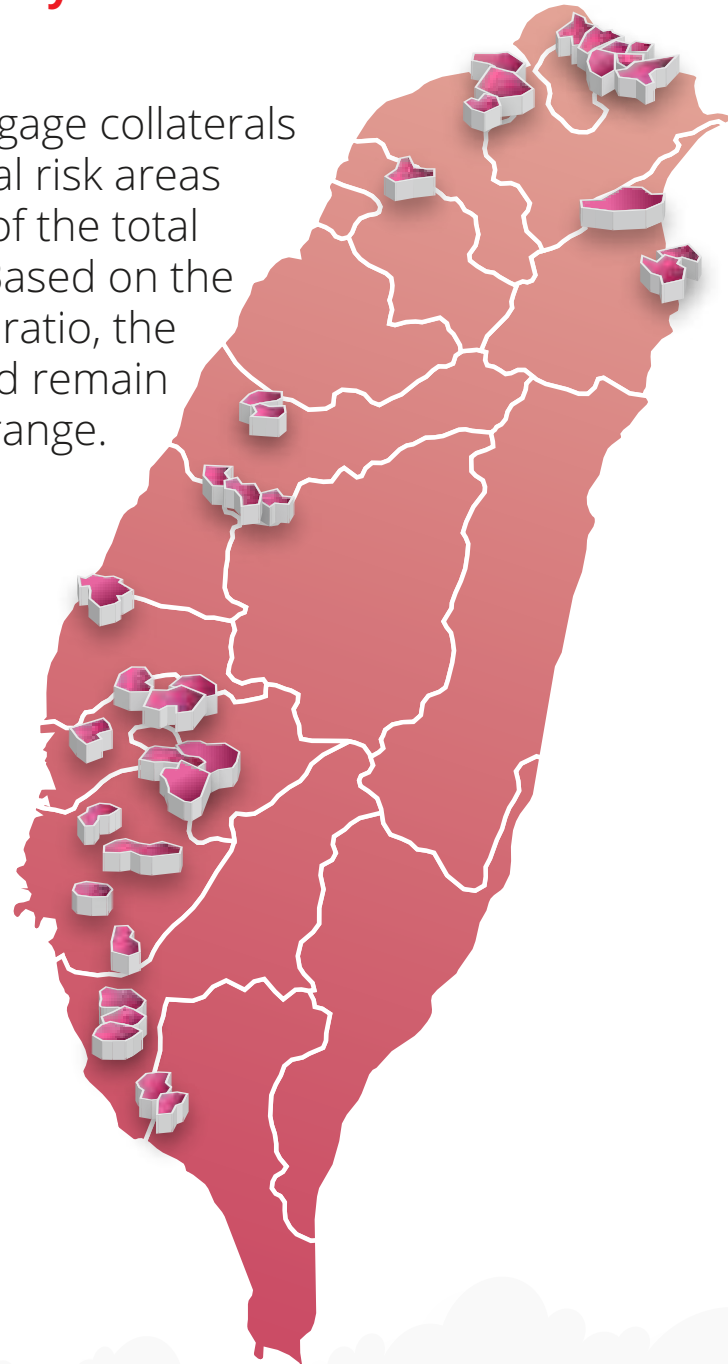
Climate Scenario Analysis Process



Climate Scenario Analysis Results

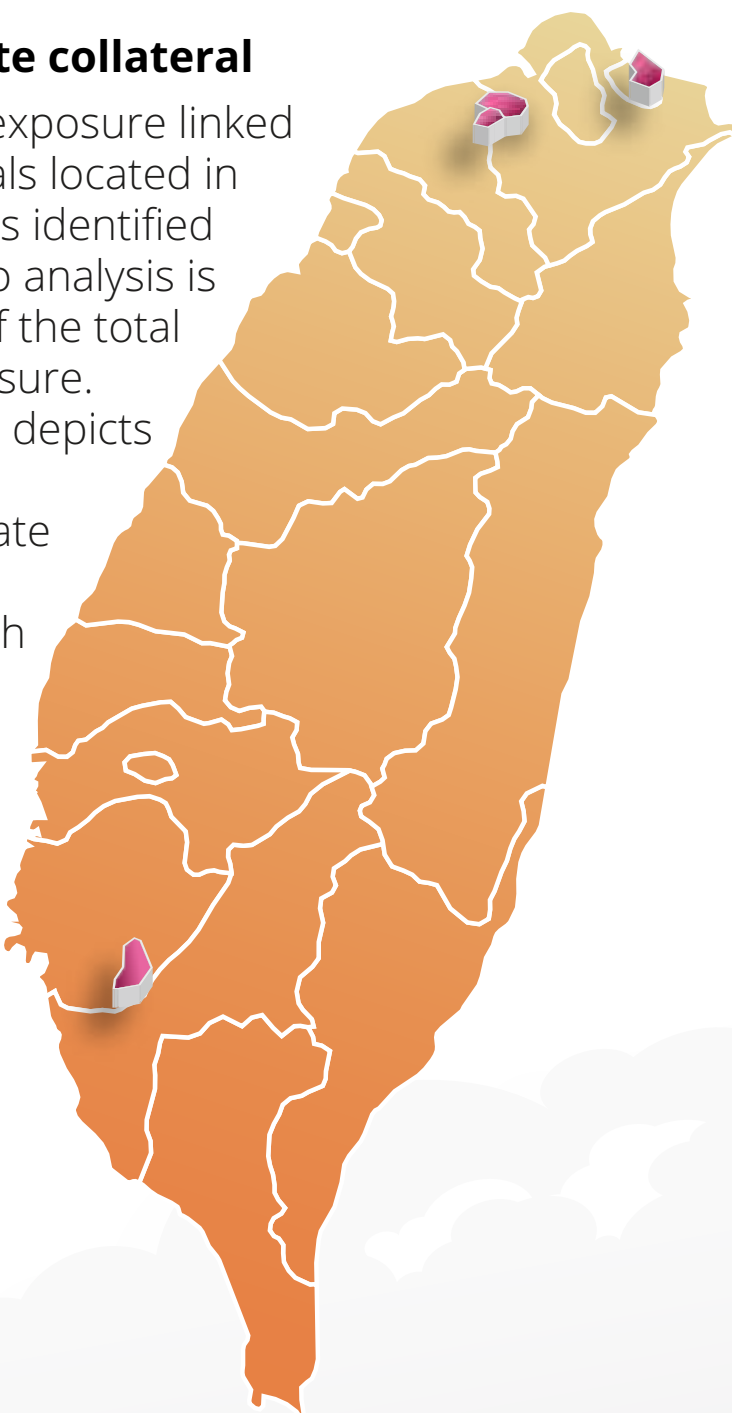
Mortgage collateral

The exposure of mortgage collaterals located in high physical risk areas accounted for 13.5% of the total mortgage exposure. Based on the average loan-to-value ratio, the potential losses should remain within a manageable range.



Corporate real estate collateral

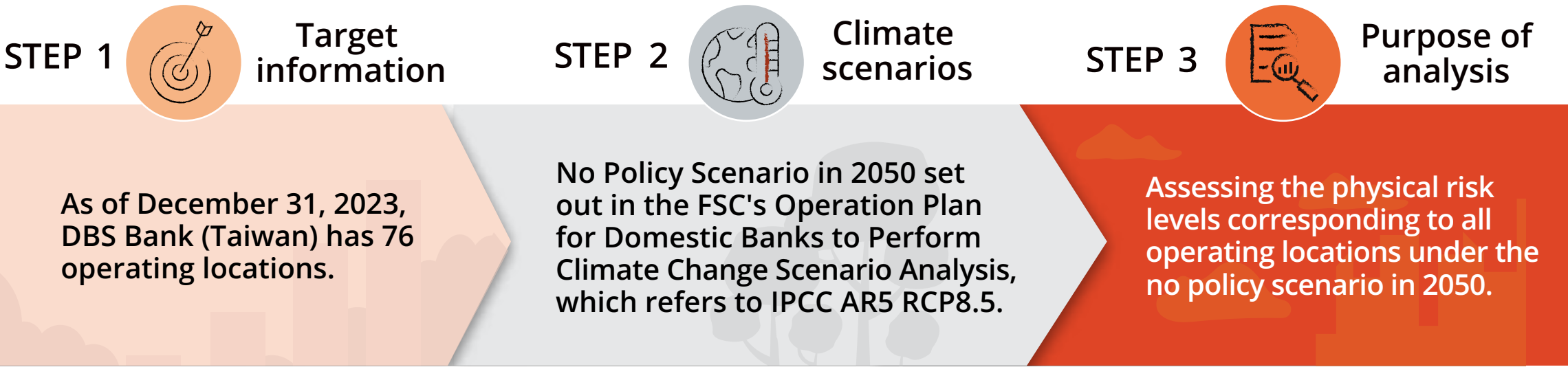
The corporate credit exposure linked to real estate collaterals located in high physical risk areas identified in the climate scenario analysis is approximately 0.4% of the total corporate credit exposure. The following diagram depicts the township and city distribution of corporate real estate collaterals located in areas of high physical risk.



In addition to credit and banking book investment positions, we also conduct physical risk scenario analysis for our operating locations to understand the exposure to physical risks in our operations.

Physical Risk Scenario Analysis (The Bank's Operating Locations)

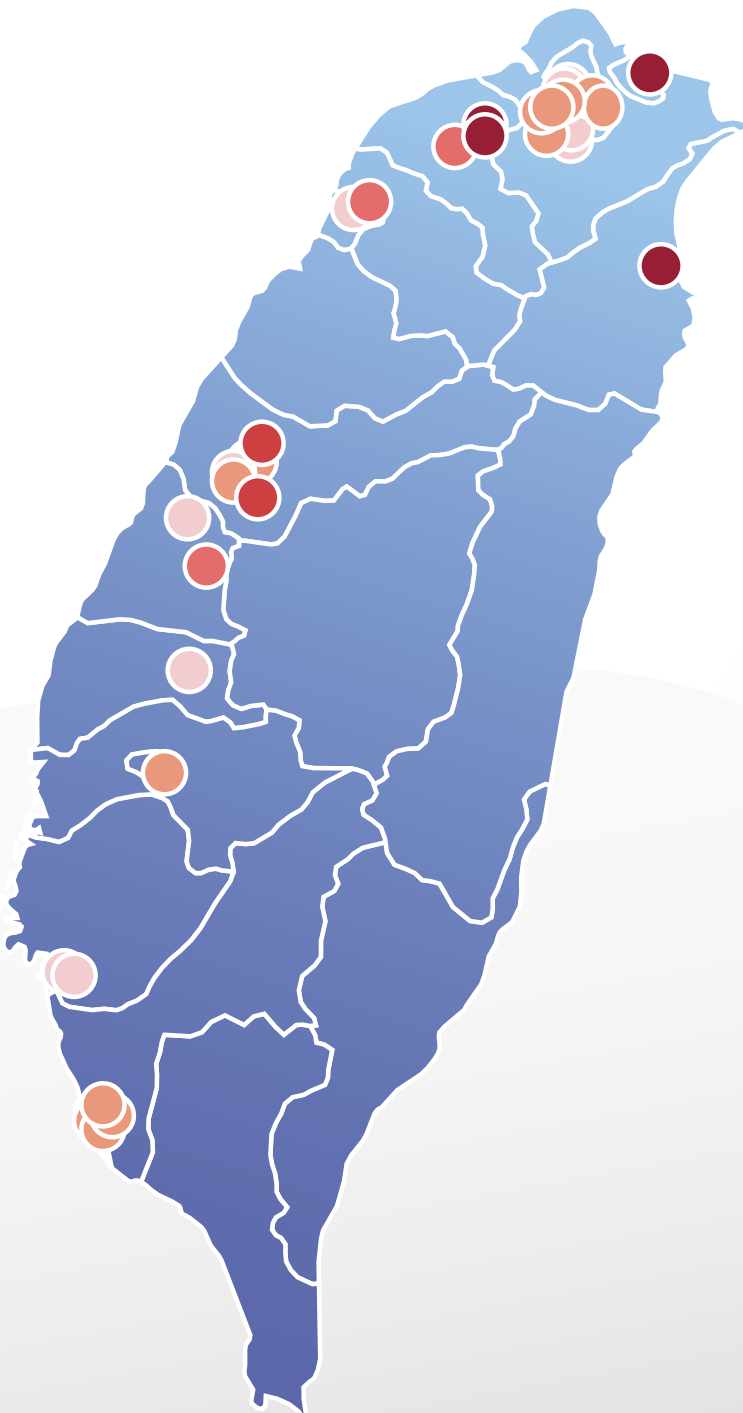
Climate Scenario Analysis Process



Climate Scenario Analysis Results

According to the scenario analysis model, risks are categorised into 5 levels: high, medium-high, medium, medium-low, and low. In the 2050 No Policy Scenario, among DBS Bank (Taiwan)'s 76 operating locations (including headquarters, 72 consumer banking branches, and 2 operational units set up for specific businesses - Neihu Science Park Branch, and International Financial Business Branch, and the Trust Business Department), 6 operating locations are classified as high-risk, 2 as medium-high-risk, and the remaining 68 as medium-risk or lower.

The bank's operating locations face potential operational risks from physical impact owing to climate change. In future expansion of operating locations, DBS Bank (Taiwan) will consider physical risk factors, avoiding to operate business in high-risk areas. Additionally, DBS Bank (Taiwan) continuously execute business continuous management systems, aiming to minimise the impact of climate risks on our business operations.



- High
- Medium high
- Medium
- Medium low
- Low

2.3 Financial Inclusion and Digital Innovation

In order to build an equal and comprehensive financial environment to enhance financial literacy and transformation opportunities for financially vulnerable groups, financial inclusion has become an important topic for financial institutions. Seeing the opportunity to meet overlooked needs through innovative financial services, DBS Bank (Taiwan) leveraged the years of experience we cultivated in Taiwan's society and our innovative digital technology to construct an equal and comprehensive financial environment, while expanding the coverage of our financial services.

Accessible Digital Financial Services

DBS Bank (Taiwan) is dedicated to providing convenient and friendly digital financial services for all groups, catering to diverse needs. We aim to create the best customer experience and address issues concerning digital disparity, thereby realising financial inclusion.




Features	Description
Simple and intuitive, easy to master	DBS Bank (Taiwan) set up a transnational team, introducing world-class UI/UX design to Singapore. The digital platform is tailored to meet Taiwanese usage needs and built with the latest technological architecture. It provides a straightforward and intuitive user interface, catering to all demographics. Clients can further adjust and customize their menus according to personal preferences.
Usability testing, seeking feedback from all	When developing new digital financial service features or modifying existing designs, DBS Bank (Taiwan) incorporates user usability testing. Users from various backgrounds are invited to try out the latest features and designs, making adjustments based on their feedback.
Accessible platform, user-friendly individual online banking experience	DBS Bank (Taiwan) designed the "User-friendly Individual Online Banking" platform according to the "Web Content Accessibility Guidelines 2.0" issued by the Ministry of Digital Affairs, building an accessible platform that ensures individuals with disabilities have the right to access information.

To provide clients with more convenient and diverse services, DBS Bank (Taiwan) also offers bilingual branches. The percentage of these branches relative to the total has been increasing year by year, rising from 12% in 2021 to 24% by 2023.

Item	2021	2022	2023
Number of bilingual branches	4	5	17
Number of domestic branches	33	28	72
The percentage (%) of bilingual branches to the total number of domestic branches	12%	18%	24%

Innovative Digital Finance

DBS Bank (Taiwan) is committed to developing innovative digital technologies, offering customers more convenient and comprehensive digital financial services through simplified and automated application processes. This approach emphasises high customisation and intuitive simplicity.

 RAPID (Real-time API by DBS)	 DBS IDEAL	 Digibank and Card+ Digital Services
<p>DBS Bank (Taiwan)'s RAPID (Real-time API by DBS) uses API technology to integrate with corporate clients' ERP systems. Through fully automated digital processes, it provides corporate clients with real-time transaction capabilities, report inquiries, and trade financing services. This assists clients in improving their processes and enhancing operational efficiency, marking a milestone towards digital transformation. As of 2023, RAPID has served a total of 34 corporate clients, with transaction volumes exceeding NTD 140 billion.</p>	<p>Considering changes in financial usage habits and the trend towards digitalisation, DBS Bank (Taiwan) launched the new generation of "DBS IDEAL" corporate electronic banking service in 2021. Apart from enhancing the smoothness of digital transactions, it introduced "FX Online" service for corporates. Within regulatory limits, corporate clients can directly complete forex transactions and reporting within 2 to 3 minutes using digital certificates, reducing traditional paper-based processes. By 2023, overall usage of DBS IDEAL has increased to 93%, with the percentage of customers completing online forex transactions rising from 64% to 68%. Satisfaction with forex transactions also improved from 4.53 in 2022 to 4.59 in 2023.</p>	<p>By establishing a comprehensive digital channel including digibank, the DBS internet/mobile banking platform, and the Card+ credit card digital service platform, DBS Bank (Taiwan) offers highly customised, intuitive, and enhanced security digital services to meet diverse financial needs of customers. In 2023, transfers, forex transactions, and fund transactions completed through the bank's digital channels accounted for 82%, 79%, and 73% respectively of the total transaction volume. Online applications for credit cards, personal loans, and credit card instalment services completed through the credit card digital channels accounted for 60%, 86%, and 83% respectively of the total transaction volume. Electronic statements for both bank and credit card usage accounted for 67% and 66% respectively of the total.</p>

Power to Change

In Taiwan, there are disadvantaged families who are unable to afford four-digit rent. To save on traditional lighting costs, children do their homework under dim lighting. DBS Bank (Taiwan) collaborates with DOMI on the "Power to Change" project. This initiative reallocates part of the budget saved from electronic billing towards improving lighting for disadvantaged families. Research shows that paper bills emit carbon dioxide about 2.3 times more than plastic straws. Through this partnership with DOMI, the project not only saves on electronic billing costs and helps disadvantaged families but also promotes environmental benefits.

Supporting Small and Medium-sized Enterprises (SMEs) and Social Enterprises

Small and medium-sized enterprises are crucial to Taiwan's economic development. However, some face challenges in raising funds due to their small scale, insufficient credit conditions, and lack of collateral. As a strong supporter of Taiwan's SMEs, DBS Bank (Taiwan) not only provides financial support but also offers digital services such as real-time collections, process digitalisation, and fee discounts through DBS IDEAL Corporate Internet Banking. They set a 2023 goal to open 440 new SMEs accounts, aiming to comprehensively support SMEs development. By the end of 2023, the bank's outstanding SMEs loan balance reached NTD 23.6 billion, accounting for 42% of all foreign bank commitments.

DBS Bank (Taiwan) has long supported local social enterprises, launching the "Social Enterprise Exclusive Account (SE Banking Package)" which offers preferential rates on NTD deposits and fee waivers or discounts on financial services. They assign senior bank executives as advisors to social enterprise partners, helping them solve operational management challenges. Additionally, they continue to collaborate with the Credit Guarantee Fund of Taiwan (TSMEG) to offer special loan programs tailored for social enterprises, lowering loan application thresholds and assisting with business operations and funding challenges. (For more details, please refer to the "4.1 Solving Social and Environmental Issues with Business Power" section. [↗](#))

Number of SMEs loan/deposit accounts and balances in 2023

Item	SME
Number of loan customers (accounts)	680
Total loan balance (NTD thousands)	23,618,360
Percentage of total Institutional Banking credit exposure (%)	20%
Number of SME deposit customers (accounts)	21,296
Total SME deposit balance (NTD thousands)	82,113,190

Financial Education and Promotion

To strengthen financial literacy among Taiwanese youth, DBS Bank (Taiwan) launched a three-year project in 2023 in collaboration with the Junyi Academy Foundation to establish a "Financial Literacy" section. This initiative produced over 50 financial literacy videos for junior and senior high school students. Coupled with financial exercises designed by DBS Bank (Taiwan) staff, the project aims to root financial literacy education in Taiwan, nurturing future competitiveness. In 2023, a total of 53,000 students benefited from this initiative.¹

Elderly-friendly Services

In recent years, Taiwan's elderly population has been increasing steadily. According to estimates by the National Development Council, Taiwan's elderly population is expected to exceed 20% by 2025, entering into a super-aged society. Responding to the needs of seniors, DBS Group not only released the Asia's Retirement Wellness Index survey report but also provides elderly-friendly financial services through DBS Bank (Taiwan), offering web interfaces and physical counter services that are easy for seniors to use.



¹ The statistical basis is the total number of participants in the winter and summer camps of the year 2023.

3

Responsible **Business Practices**



Achieving sustainable development is our key mission. DBS Bank (Taiwan) has established a diverse and inclusive workplace culture that allows every employee to fully utilise their potential. We adhere to a policy of integrity in our operations, following internal regulations to prevent financial crimes and other misconduct. We continuously strengthen our cybersecurity systems to ensure that customers can enjoy convenient financial services in a secure transaction environment.

Furthermore, we actively manage carbon footprints generated by our operation and collaborate closely with supply chain partners to enhance the sustainability of the financial value chain. Through initiatives such as green procurement, we contribute to society in meaningful ways.



3.1 Workplace Diversity, Equity and Inclusion

Workplace Human Rights and Communication

Following DBS Group's sustainability policy, DBS Bank (Taiwan) has developed specific management plans and policies to protect human rights based on UN International Human Rights Conventions. These policies are disclosed in the DBS Group's 2023 Sustainability Report. The DBS Group's Human Rights Policy is also published on the Group's website. These policies are implemented across all core markets, including Taiwan. (For more information, please refer to DBS Human Rights Policy. [🔗](#)) Employees are the most important asset of the bank, and we place great emphasis on employee rights. We strictly adhere to relevant labour laws and fundamental labour rights principles to safeguard employee interest. These rights, obligations, and regulations are clearly outlined in the employee handbook.

Employee Communication Channels

In 2023, after officially acquiring Citi Consumer Taiwan, DBS Bank (Taiwan) became the largest foreign bank in Taiwan. With the assistance of the Taiwan Federation of Financial Unions, we established the DBS Bank Enterprise Union (DBS Union) in August 2023 to safeguard the rights of employees and customers post-merger.

According to statistics, our company had a total of 5,436 employees in 2023, with 2,344 employees participating in the union, representing 43.12% participation. This shows that employees within the company are willing to voice their concerns and interests through the union. It also reflects the company's recognition and emphasis on the union, as well as our commitment to safeguarding employee rights and improving the work environment. Additionally, we regularly convene labour-management meetings, holding 4 meetings in 2023 to discuss a total of 15 proposals. Moreover, there have been no penalties incurred due to labour disputes in the past two years.

Labor-Management Meeting Statistics

Item/Year	2022	2023
Number of meetings	5	4
Number of proposals	16	15

Diversity and Equity

DBS Group has consistently adhered to a policy of non-discrimination in human resources management, ensuring equal opportunities and rights for all employees regardless of gender, race, religion, or skin colour. Through various recruitment channels and platforms, DBS Bank (Taiwan) reaches out to different talents, leveraging their diverse backgrounds to create value.

Employee Complaints

In 2023, DBS Bank (Taiwan) handled 13 general employee complaint cases according to our internal employee complaint handling procedures, all of which were resolved without any major issues.

2023 Employee Complaint Cases

Item	Number of Cases	Handling Method
General Complaints	13	Upon receiving complaints, personnel from the Employee Relations Department will conduct investigations. Once the Unit Heads make recommendations regarding the investigation results, the outcomes are communicated to the complainants. When complaints were found to be substantiated, or partially substantiated, further actions were taken against the involved colleagues, ranging from informal actions (such as counselling by immediate supervisors) to formal actions like initiating disciplinary meetings or performance improvement plans.
Serious Complaints	0	If an employee submits a major complaint to regulators, the company will conduct internal investigations as required by the regulators and respond to both the regulators and the parties involved.

Note: Serious complaints refer to cases where the company is found to have violated regulations, resulting in penalties imposed by regulators.

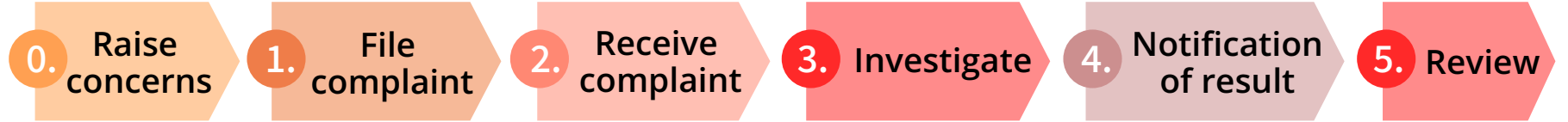
Prevention of Workplace Harassment and Bullying

In the workplace of DBS Bank (Taiwan), any form of harassment is strictly prohibited. Such behaviours that are severe and affect work performance, or create an intimidating, hostile, or offensive work environment, are deemed unacceptable. Moreover, employees are explicitly prohibited from exerting violence or threats against internal or business-related personnel. We also do not tolerate any form of workplace violence towards our colleagues from clients, service recipients, contractors, other relevant individuals, or strangers.

DBS Bank (Taiwan) has established the "DBS Guidelines for Measures of the Prevention, Complain and Disciplinary of Sexual Harassment" and the "Prohibition of Workplace Violence Declaration," which govern policies on preventing harassment and bullying, complaint mechanisms, and subsequent handling procedures. Within the Declaration of Prohibition of Workplace Violence, we specify the "Prohibition of Workplace Violence Declaration and Complaint/Reporting Channels." All complaint cases are handled following these principles:

- Fairness:** All complaint cases are handled fairly. In certain situations, informal mediation may be more appropriate than formal complaint procedures to resolve disputes.
- Timeliness:** We strive to complete the complaint process within a reasonable timeframe to ensure timely responses and resolutions for complainants.
- Consideration of timeliness:** If too much time has passed since the relevant incident occurred, the bank may decide not to process certain parts or all of the complaint case to ensure effective handling.
- Confidentiality:** We endeavour to maintain the confidentiality of complaint cases where possible and appropriate to protect the privacy of the parties involved.
- Protection of affected individuals:** We make efforts to ensure that individuals filing complaints are protected from any retaliation or discrimination to ensure a fair and safe working environment.

Below are the five complaint steps that employees can follow:



In 2023, we received a total of 4 complaints regarding sexual harassment and workplace bullying: 1 complaint of sexual harassment and 3 complaints of workplace bullying. Following internal investigations, all were found unsubstantiated and closed. To enhance awareness on these issues, we conducted a mandatory online training session "Prevention and Advocacy of Workplace Harassment" in 2023. A total of 5,711 employees across the entire bank participated in and completed the training.



3.2 Friendly and Healthy Workplace

3.2.1 Employee Composition¹

Employees are a crucial asset of DBS, essential for our long-term success. Therefore, we actively cultivate a workplace culture of gender diversity. Committed to equity, we provide diverse educational training opportunities for employees' growth and development. We also foster an inclusive environment where employees can thrive.

By the end of 2023, DBS Bank (Taiwan) had a total of 5,436 employees and 44 non-employee workers (including contingent workforce). The task of contingent workers mainly involves administrative and clerical support. There was no significant fluctuation in numbers compared to 2022. The gender ratio among employees was 0.44:1. Additionally, DBS Bank (Taiwan) employed a total of 46 employees with disabilities, implementing a recruitment policy that promotes diversity and inclusion.

Distribution of DBS Bank (Taiwan) Employees (2021-2023)

Per gender									
Year	2021			2022			2023		
Item	Female	Male	Total	Female	Male	Total	Female	Male	Total
Permanent employees	1,392	662	2,054	1,392	695	2,087	3,636	1,559	5,195
Temporary employees (by contract)	12	18	30	72	47	119	132	109	241
Full time employees	1,403	674	2,077	1,461	735	2,196	3,767	1,666	5,433
Part time employees	1	6	7	3	7	10	1	2	3
Full time + Part time employees	1,404	680	2,084	1,464	742	2,206	3,768	1,668	5,436

Note 1: Permanent employees refer to full time or part time employees who have signed open-ended (i.e., indefinite) contracts.
Note 2: Temporary employees refer to employees who have signed fixed-term contracts.
Note 3: Full time employees are defined based on national regulations regarding working hours per week, month, or year.
Note 4: Part time employees work fewer hours per week, month, or year compared to full-time employees.
Note 5: In the past three years, the company has not employed any employees without guaranteed hours. All employees are based in Taiwan.
Note 6: The significant numerical changes in 2023 compared to the previous two years are due to the acquisition of Citi Consumer Taiwan in 2023.

¹ The human resources data statistics in this chapter represent the year-end headcount, including employees on unpaid pay.

Per position level									
Year	2021			2022			2023		
Item	People Manager	Non-People Manager	Total	People Manager	Non-People Manager	Total	People Manager	Non-People Manager	Total
Permanent employees	329	1,725	2,054	336	1,751	2,087	779	4,416	5,195
Temporary employees (by contract)	0	30	30	0	119	119	0	241	241
Full time employees	329	1,748	2,077	336	1,860	2,196	779	4,654	5,433
Part time employees	0	7	7	0	10	10	0	3	3
Full time + Part time employees	329	1,755	2,084	336	1,870	2,206	779	4,657	5,436

Note: People Manager refers to a role within the organisation responsible for guiding or supervising other employees. Typically, individuals in these positions have decision-making authority and are responsible for ensuring smooth operations among subordinate staff.

Per age												
Year	2021				2022				2023			
Item	Below 30 (including 30)	31-49	Above 50	Total	Below 30 (including 30)	31-49	Above 50	Total	Below 30 (including 30)	Below 30 (including 30)	31-49	Above 50
Permanent employees	201	1,521	332	2,054	224	1,497	366	2,087	973	3,284	938	5,195
Temporary employees (by contract)	18	5	7	30	97	17	5	119	178	53	10	241
Full time employees	213	1,526	338	2,077	314	1,514	368	2,196	1,148	3,337	948	5,433
Part time employees	6	0	1	7	7	0	3	10	3	0	0	3
Full time + Part time employees	219	1,526	339	2,084	321	1,514	371	2,206	1,151	3,337	948	5,436

New Hires and Employee Attrition (2021-2023)

New hires (per age)	2021			2022			2023		
	Male	Female	New hire rate (%)	Male	Female	New hire rate (%)	Male	Female	New hire rate (%)
Below 30 (including 30)	38	29	30.59%	94	109	63.24%	329	657	85.66%
31-49	96	93	12.39%	115	139	16.78%	686	1,565	67.46%
Above 50	8	13	6.19%	10	18	7.55%	113	454	59.81%
Total	142	135	13.29%	219	266	21.99%	1,128	2,676	69.98%

Note 1: The new hire rate for each age group is calculated by dividing the number of new hires in each age group by the total number of employees in that age group at the end of the year.
 Note 2: New hires do not include employees who return from unpaid leave.

Attrition (per age)	2021			2022			2023		
	Male	Female	Attrition rate (%)	Male	Female	Attrition rate (%)	Male	Female	Attrition rate (%)
Below 30 (including 30)	28	26	24.66%	35	43	24.30%	88	144	20.16%
31-49	125	127	16.51%	103	134	15.65%	97	190	8.60%
Above 50	23	34	16.81%	23	30	14.29%	16	37	5.59%
Total	176	187	17.42%	161	207	16.68%	201	371	10.52%

Note 1: The attrition rate for each age group is calculated by dividing the number of employees who left (voluntary and involuntary, such as retirement or termination) in each age group by the total number of employees in that age group at the end of the year.
 Note 2: The attrition count includes both voluntary and involuntary departures (e.g., retirement, layoff), but does not include employees on unpaid leave.

Rate of new hires/attrition (Per gender)	2021		2022		2023	
	Male	Female	Male	Female	Male	Female
Rate of new hires	20.88%	9.62%	29.51%	18.17%	67.63%	71.02%
Rate of attrition	25.88%	13.32%	21.70%	14.14%	12.05%	9.85%

Note 1: The new hire/attrition rate for each age group is calculated by dividing the number of new hires/employees who left (voluntary and involuntary, such as retirement or termination) in each age group by the total number of employees in that category at the end of the year.
 Note 2: New hires do not include employees who return from unpaid leave.
 Note 3: Attrition count includes both voluntary and involuntary departures (e.g., retirement, layoff), but does not include employees on unpaid leave.

3.2.2 Developing our people

Talent Recruitment

DBS Bank (Taiwan) places primary responsibility for talent management under the Human Resources Department. Through our Human Resource Management policy, Recruitment policy, Talent Development and Learning policy, we actively shape employee experience, empower our employees and foster teamwork and cohesion. We encourage our employees to develop across our five key PRIDE! values to create a Purpose-driven, Relationship-led, Innovative, Decisive and Everything Fun! workplace environment. We also continuously innovate our talent selection process through the 4D Framework (Discover, Define, Develop, Deliver) to improve our selection mechanism to identify outstanding talent that aligns with DBS's corporate culture. In 2023, we launched the "DBS with you - CBG Service Ambassador Programme," aimed at discovering highly promising young talents.

DBS Bank (Taiwan) has been honoured as the "Best Employer in Taiwan" by the reputable Asian HR magazine "HR Asia" for six consecutive years, affirming our efforts in talent development and creating a progressive workplace environment. This initiative demonstrates DBS Bank's determination in nurturing young talents. Selected individuals will undergo comprehensive education and training, including certification training, language courses, overseas assignments, and will receive dedicated workplace coaches to help them quickly establish professional competencies and expand their career prospects.

AI Smart Recruitment System - JIM

As one of the world's top digital banks, we introduced the AI smart recruitment system JIM in recent years to assist recruitment personnel in initial resume screening and guide applicants through assessments and situational interview questions. Through the JIM system, recruitment personnel can save 80% of resume screening time, and the system operates 24 hours a day. For applicants, they can interact with an AI chatbot to ask questions and receive answers, significantly enhancing recruitment efficiency.



2023 Summer Internship Program for University Students

DBS Bank (Taiwan) continues to invest resources in promoting departmental internship training programs. Our two-month summer internship program is specifically designed for third-year university students. In 2023, a total of 99 summer interns were placed across various departments. The program includes six major features:

1. First Day	Through orientation sessions, interns become acquainted with the team and understand their roles better.
2. Goal and expectations	Clearly outlining project goals, deliverables, and timelines, ensuring interns fully comprehend their tasks and expected performance.
3. Mentorship system	Assigning each intern a dedicated mentor provides support throughout their internship. Encouraging mentors to share their experiences and insights enhances interns' professional growth.
4. Job exploration	Arranging opportunities for cross-departmental collaboration expands interns' understanding of various company operations and promotes the development of diverse skills.
5. Feedback mechanism	Establishing regular feedback mechanisms and mid-internship check-ins allows timely observation and monitoring of interns' progress. This helps identify any difficulties they may encounter and provides assistance and guidance promptly.
6. Final assessment	Recognizing and encouraging interns based on their performance, teamwork abilities, and overall professional qualities, while offering suggestions for improvement in areas where they can further excel.



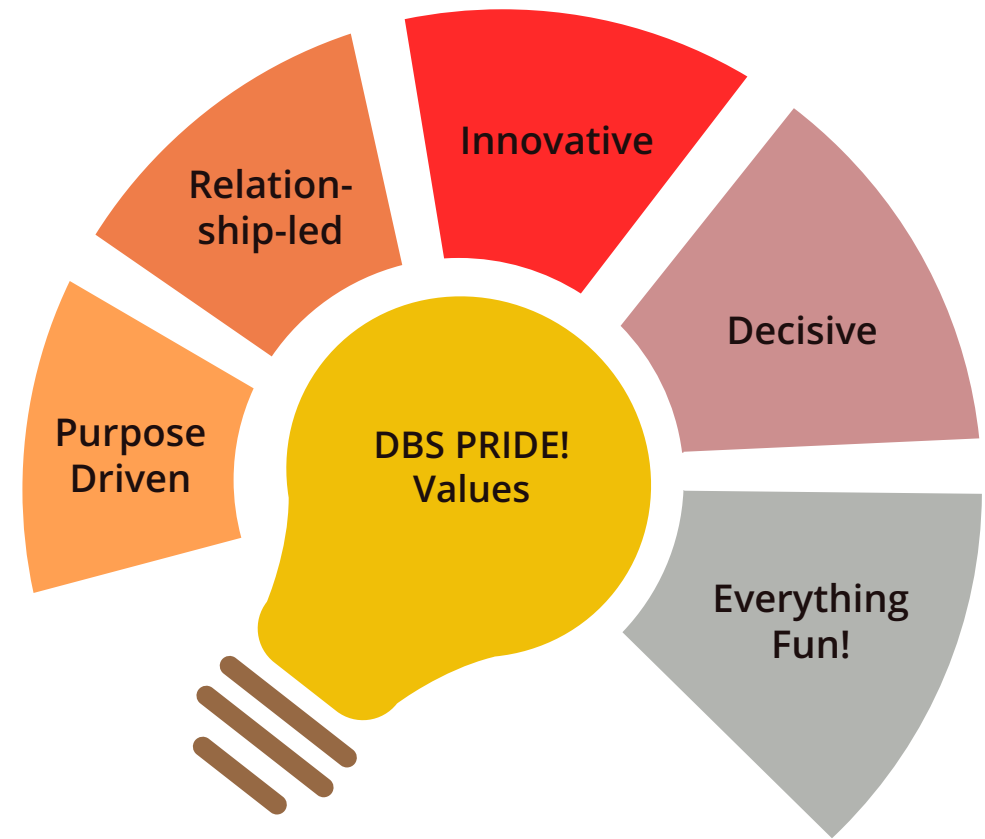
² PRIDE! is purpose-driven, relationship-led, innovative, decisive, and Everything Fun!

Talent Management and Development Strategy

DBS Group's human resources policies are dedicated to providing equal opportunities to all individuals, hiring talents aligned with the PRIDE!² values of the Group, regardless of gender, race, religion, or skin colour. This creates an attractive workplace environment.

A fair compensation mechanism and competitive salary levels are key factors in attracting and retaining outstanding talents. DBS Bank (Taiwan) establishes its compensation and benefits system based on external salary surveys and internal salary structures to ensure market competitiveness. It integrates a robust performance management mechanism, linking external competitiveness and internal fairness in the bank's reward system. Moreover, sustainability-related performance goals are incorporated into the Balanced Scorecard or individual performance goals to effectively link employee rewards with sustainable performance.

To enhance employee communication, DBS Bank (Taiwan) has established diverse communication channels, including annual employee engagement surveys, quarterly global employee forums, quarterly executive management meetings at DBS Bank (Taiwan), and monthly newsletters from the CEO of DBS Bank (Taiwan).





1

In 2023, DBS Bank (Taiwan) invested NTD 34.52 million in employee training, accounting for 0.21% of total revenue, with a total training time of 176,338 hours. Over the past decade, DBS Group has continued to emphasise its core philosophy of valuing talent. Moreover, the Bank also continues to deepen talent development in Taiwan, equipping employees with an international perspective in addition to Taiwan's strategy and execution, so as to meaningfully contribute to society.

2

The Bank's talent development plan operates on an annual cycle, starting in March each year with a series of development activities. Initially, all unit managers nominate high-potential employees based on the 3P indicators aligned with the corporate values of "PRIDE!", high performance, and high potential.



3

After consolidating the list of high-potential talents, the Human Resources unit, together with the CEO and Unit Heads, convenes talent review meetings to assess each unit's list. They review the experiences, knowledge, skills, and potential gaps needed for high-potential talents to move from their current positions to the next. They establish development plans based on the resources and assistance that each department head and the company can provide. The Taiwan CEO and Group CEO subsequently conducts a group talent review meeting to confirm the development focus of the plans.

4

Following a three-month verification process and review meetings, the Human Resources unit implements key points of individual development plans based on the Triple E model (Experience, Education, Exposure). This includes helping high-potential talents accumulate solid cross-functional work, cross-departmental cooperation, and leadership experiences (Experience), providing professional skills, digital finance technology knowledge, and leadership training (Education), and enhancing the visibility of colleagues within the group and industry (Exposure). This approach aims to enable these talents to shine within the group, across industries, and on the international stage, thereby achieving dual successes in personal career development and business outcomes.

Internal Mobility Program

Employees at DBS Bank (Taiwan) who have been in their current positions for more than two years can apply for internal transfers without requiring approval from their current supervisors and can relocate within two months after acceptance. Senior vice presidents and above who have served for more than three years can request transfers and relocate within three months upon acceptance. If an employee has served for less than two years (or less than three years for senior vice presidents and above), a successful job switch can be achieved if the new and current supervisors agree on the employee's transfer application, regardless of the time constraints.

Internal Mobility Situation

Item	2022	2023
Total number of job vacancies	564	548
Number of internal employee transfers	172	228
Transfer rate	30.5%	41.6%

Note 1: Transfer rate = Total number of vacancies filled by internal transfers / Total number of vacancies filled by internal transfers + External recruitment
Note 2: Excludes the number of temporary employees (contractors).

Be My Guest

Be My Guest is a cross-departmental program. This program is designed to provide experiences ranging from half-day to two-day sessions, as well as several months-long cross-department projects. It aims to help employees understand other departments, build relationships with different team members, and gain insight into their challenges and priorities. This strengthens cross-departmental collaboration, allowing employees participating in planned job rotations to gain preliminary insights into desired roles and enhance departmental mobility.

Be My Guest Cross-Department Program 2023

Target Participation	Actual Participation	Achievement
254 participants	256 participants	Met

Diverse Education and Training

In order to empower our employees' growth and developing their knowledge, skills, and capabilities to drive better business performance, DBS Bank (Taiwan) designs training programs to meet the competency needs of our people at all levels via internal and external learning opportunities. The goal is for employees to acquire professional knowledge and cultivate a positive work attitude through participation in various learning activities. By the end of 2023, the completion rate for DBS Bank (Taiwan) managers' training was 90%, ensuring that all managers share a common language in talent management and team leadership. This uniform framework helps employees sustain their development, thereby enhancing overall team effectiveness.

DBS Bank (Taiwan) has observed a trend of reduced employee training hours in recent years. This is a result of our continuous efforts to develop and deliver more concise and impactful learning modules, ensuring effectiveness without compromising the quality of training. Prior to and after the with Citi Consumer Taiwan in August 2023, DBS Bank (Taiwan) has also provided training for the new employees to help them integrate into the new organisation. The training for senior vice presidents and above was mostly completed in previous years and in 2024 the focus is more on exercising their learning and influence at the workplace, resulting in a decrease in training hours for this group.

Item	Unit	Data
Total cost of employee training	Thousand NTD	34,520
Total hours of employee training	Hour	176,338
Average training cost per person	Thousand NTD	6.40
Average training hours per person	Hour	32.7

(Unit: hour)

Average training hours per person per year	Per gender		Per employee position		Per employee type	
	Male	Female	Senior Vice Presidents and above	Vice Presidents and below	People managers	Non-people managers
2021	37.75	34.84	51.82	35.09	49.1	36.73
2022	35.82	32.5	50.99	32.68	38.62	29.69
2023	34.90	32.69	41.73	33.10	37.51	30.74

Note 1: The /cost is calculated by dividing the total training hours/amount completed in the year by the total number of employees who completed training in that year, without excluding those who left by year-end.

Note 2: Information is sourced from the learning hub database and dashboard.

Employee Onboarding Event Following the Merger of Citi Consumer Taiwan

Our new employees received daily emails across 10 workdays that consolidated useful information across various fronts — such as the intranet, human resources-related benefits and policies, welfare committee allowances and subsidies, volunteer activities, mandatory online courses for new hires, introduction to communication software, access permissions requests, device setup and maintenance, and more. This ensures new colleagues can quickly assimilate.

To help our new employees to get ready with the new work environment and adapt to our culture better, DBS Bank (Taiwan) has delivered 14 large-scale Orientation sessions during the first 2 months post-merger, tailored for nearly 3,000 new joiners. These sessions were designed with highly interactive methods, including augmented reality (AR), 3D puzzles, customized cultural board games, and executive-level sharing sessions. Through these activities, new employees were introduced to our bank's vision, the management team, organisational culture, and various internal systems and resources, ensuring a fun and engaging onboarding experience.



Talent Retention

Competitive compensation levels and plans are crucial for attracting and retaining top talent. DBS Bank (Taiwan) ensures the competitiveness of its reward plans through market compensation and benefits surveys. We have established a robust performance management system to ensure that our compensation maintains external competitiveness as well as internal equity. This system focuses on directly linking employee compensation to their performance, regardless of non-job-related factors such as gender or age. Additionally, in our performance management process, managers at DBS Bank (Taiwan) are required to engage in thorough communication with employees, ensuring that they understand their performance and development opportunities and receive timely feedback from managers or colleagues. In 2023, the completion rate of annual performance assessments for eligible permanent employees³, regardless of gender or employee category, was 100%.

DBS Bank (Taiwan) encourages woman talent development. In 2022 and 2023, we promoted several high potential young women to the Management Committee. As they are newly promoted into senior leadership, there is a short-term increase in gender pay gap. This is the main reason for the short-term increase in the gender pay gap.

2021-2023 Ratio of Male and Female Employee Salaries

Year	2021		2022		2023	
	Male	Female	Male	Female	Male	Female
Management	1	0.98	1	0.84	1	0.78
Non-management	1	0.84	1	0.88	1	0.85

Note 1: Compensation refers to the annual total compensation for each year, including guaranteed cash and bonus amounts. Bonuses for employees who have been with the company for less than one year may be prorated based on their length of service.

Note 2: Management refers to Management Committee leaders.

2021-2023 Salaries of Full time, Non-people managers

Item	Unit	2021	2022	2023
Number of full time, non-people managers	Number of people	1,717	1,755	4,350
Total salary amount of full time, non-people managers	Thousand NTD	2,453,593	2,658,825	7,151,400
Average salary of full time, non-people managers	Thousand NTD	1,429	1,515	1,644
Median salary of full time, non-people managers	Thousand NTD	1,105	1,196	1,319

Note: The significant changes in the figures for 2023 compared to the past two years are due to the merger with Citi Consumer Taiwan

³ Exclusions include new hires/rehires from October 2023 onwards, employees on extended leave during the year-end assessment period, and employees known to have a last working date on or before the end of February 2024.

2023 Ratio of Male and Female Employee Basic Salaries

Year	2023	
	Male	Female
Management	1	0.85
Non-management	1	0.9

Note: Basic salary includes only the fixed portion of the salary. Data cutoff date is December 31, 2023.

2023 Basic Salaries of Full time, Non-people managers Unit: Thousand NTD

Item	2023
Total salary amount of full time, non-people managers	5,746,350
Average salary of full time, non-people managers	1,321
Median salary of full time, non-people managers	1,082

Note: Basic salary only includes the fixed portion of salary; data is as of December 31, 2023.

3.2.3 Employee Benefits

DBS Bank (Taiwan) leads the market in employee benefits and welfare. Through meticulous research and continuous monitoring of market dynamics and welfare offerings, we provide personalized benefits to each employee. We strive to help our employees Live Fulfilled by taking care of our employees' holistic wellbeing and creating a joyful work culture. Following the merger of Citi Consumer Taiwan in 2023, we simultaneously enhanced employee benefits, including increased annual leave days for Analysts, group insurance coverage, mortgage loans, and personal loans. Through these welfare measures, we aim to cater to various employee needs, foster a positive work atmosphere, enhance productivity, and attract top talents.

Unpaid Parental Leave System

Unpaid Parental Leave Applications for 2022 and 2023

Item	2022			2023		
	Male	Female	Total	Male	Female	Total
Number of eligible applicants for unpaid parental leave in the respective year (A)	36	119	155	56	155	211
Number of employees who actually took unpaid parental leave in the respective year (B)	0	26	26	3	65	68
Number of employees expected to return to work in the respective year (C)	4	22	26	2	33	35
Number of employees who actually applied to return to work in the respective year (D)	2	18	20	0	27	27
Number of employees who returned to work in the previous year (E)	2	13	15	2	18	20
Number of employees who returned to work and completed one year in the previous year (F)	1	11	12	2	14	16
Application Rate (B/A)	0%	22%	17%	5%	42%	51%
Return-to-Work Rate (D/C)	50%	82%	77%	0%	82%	77%
Retention Rate (F/E)	50%	85%	80%	100%	78%	80%

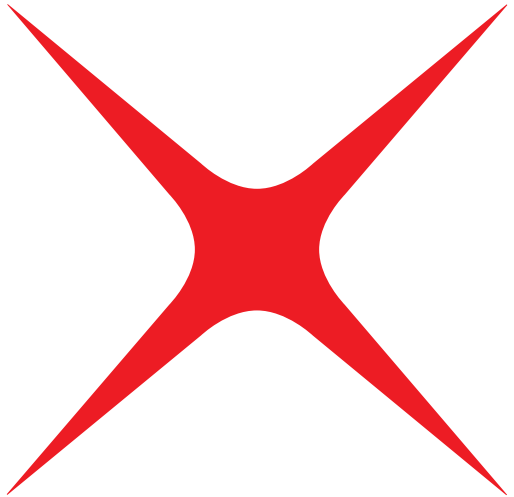
Breaking Traditional Office Boundaries to Offer Greater Work Flexibility

We have adopted a hybrid working model with up to 40% work from home and 60% work in office, offering employees flexibility. Employees with newborn babies/adopted child or primary caregiving responsibilities can apply for up to 6 months of 100% remote working. Recognising that the needs of our employees evolve depending on life stage and personal circumstances, we provide a flexible spending account for our employees to fund expenses relating to health and wellness, family or lifestyle needs. Furthermore, due to the increased number of remote workers, the company provides 24-hour immediate computer repair services for those working from home.

Engagement Survey

Every year, DBS Bank (Taiwan) conducts the My Voice Employee Engagement Survey through the multinational human resources consulting firm Kincentric. The survey has achieving high participation rates and allowed us to gather genuine employee opinions and suggestions. The survey also compares our practices with those of the best employers in the industry to spur continuous improvement. In 2023, the participation rate reached 97%, with 1,976 employees participating. The employee engagement score for 2023 was 94%, surpassing the Asia-Pacific region's average best employer score by 9 points, demonstrating our team's strong engagement. After completing the annual survey, results are shared with all employees through the My Voice Feedback Forum, inviting feedback on improvement suggestions based on the survey results to establish action plans and ensure ongoing progress tracking.

Item	2021	2022	2023
DBS Bank (Taiwan) Score	94%	96%	94%
DBS Group Score	86%	87%	90%
DBS Bank (Taiwan)'s score compared to other companies that conducted the My Voice survey	86%(+8%)	86%(+10%)	85%(+9%)



3.2.4 Employee Health and Safety

DBS Bank (Taiwan) takes seriously the safety of its employees' working environment. We regularly monitor the health and safety of our colleagues, establish various occupational safety and health management policies, conduct workplace hazard identification and risk assessments, and implement related hazard prevention and improvement measures.

We have established a safety and health team and staff according to the Occupational Safety and Health Act. Quarterly meetings are held to review health management, occupational disease prevention, health promotion matters, as well as subcontracted business safety and health management issues, and to regularly follow up on meeting resolutions. We also have policies related to occupational safety and health management, human-factor hazard prevention plans, and maternity worker health protection plans. Continuous attention is given to employees through health check-ups and management, evaluating the workplace needs for hazards such as physical, chemical, human factors, overwork, or maternity health protection, and implementing relevant prevention and improvement measures. Managers responsible for occupational safety and health in categories A, B, and C, fire safety managers, and first aid personnel regularly participate in occupational safety and health-related refresher courses organized by the Banking Association. In 2023, a total of 221 individuals were trained, accumulating 1,104 training hours.

Health Promotion Activities

DBS Bank (Taiwan) has introduced the iHealth Wallet platform, which uses AI algorithms to provide personalized health resources. We organize online and offline health seminars, sports competitions, handicraft experiences, and mental health workshops. We also encourage colleagues to serve as Well-being Champions, offering peer support and timely introduction of resources to enhance employees' awareness of their health and promote holistic well-being.

Name of service/measure	Number of participants	Activity Description
Physician and Nurse Individual Health Consultation Service	99	On-site physicians provide consultations and advice on individual physical and mental health issues for employees. A total of 60 sessions were provided in 2023.
Maternal Worker Protection Program	101	Provides individual education and physician consultations for female employees during pregnancy.
Program for Preventing Diseases Triggered by Abnormal Workload	11	Provides care and follow-up based on cardiovascular disease risk predictions from medical examination reports.
Health Center Nursing Health Services	246	Provides health services such as wound dressing, blood pressure measurement, and monitoring of recovery from injuries and illnesses.
Regular Employee Health Check-ups	4,388	Provides employees with annual free health check-ups.
Well-being Online Seminars and Champion Program	910	Invites internal and external speakers to share topics related to physical and mental health and introduces company resources. Colleagues can sign up to become Well-being Champions to provide support from a peer perspective and introduce company resources as needed.
Implementation of iHealth Wallet Platform	4,608	The platform utilizes AI algorithms to provide personalized health resources.





3.3 Low Carbon Operations

DBS Bank (Taiwan) is not only actively involved in the development of digital financial innovation to reduce environmental impact caused by customer visits, but also committed to implementing various energy-saving and carbon-reduction measures to lessen its own operational carbon emissions.

Reducing Operational Environmental Impact Energy and Emissions Management

DBS Group aims to achieve net-zero emissions by 2050, having already met its carbon neutrality target for 2022 through carbon offsetting. Following the group's footsteps, DBS Bank (Taiwan) targets net-zero carbon emissions by 2050 and is committed to greenhouse gas reduction. Since 2020, the bank has adopted the ISO 14064-1 standard to comprehensively measure carbon emissions data, undergoing external audits by SGS for two consecutive years to verify emissions data from headquarters and logistic operations. Starting in 2023, audits have expanded to include all original DBS Bank (Taiwan) branches, actively assessing operational points that significantly grew post the merger with Citi Consumer Taiwan. Future plans include integrating all post-merger branches into these assessments.

DBS Bank (Taiwan)'s primary carbon emissions come from electricity usage. To address this, ongoing monitoring of corporate electricity consumption will continue, alongside appropriate equipment maintenance and replacement of high-energy-consuming devices with more energy-efficient alternatives. The Bank plans to increase the proportion of renewable energy purchased annually to achieve carbon reduction goals. In 2023, the Bank updated and replaced aging air conditioning equipment and improved fire suppression systems in headquarters data centres, enhancing fire safety and reducing environmental impact. By the end of 2023, carbon emissions from original DBS Bank (Taiwan) operational sites have been completely offset, achieving 100% carbon neutrality¹.

¹ It is achieved through the purchase of carbon credit by the DBS Group to offset the carbon emissions from its global operational sites, including DBS Bank (Taiwan). Please refer to DBS Global Sustainability Report 2023 pp.60, 62. [↗](#)

The electricity consumption data and greenhouse gas emission data for 2023 have not been verified as of the report deadline. The relevant information will be disclosed in the 2024 sustainability report.

Annual electricity consumption		Unit: kWh
2021	2022	
3,569,481.48	6,786,406.86	

Note: The table summarizes the usage of externally purchased electricity for the years 2021-2022. In 2021, the scope of statistics includes the Head Office and Logistics Operations Headquarters. In 2022, it includes the Head Office, Logistics Operations Headquarters, and all DBS Bank (Taiwan)'s branch locations for that year.

GHG emissions			Unit: tCO ₂ e
Scope	2021	2022	
Scope 1: direct emissions	0.01	103.77	
Scope 2: Indirect greenhouse gas emissions from purchased energy	1,816.87	3,359.27	
Scope 3: Indirect emissions	5,311.26	881.74	
Total	7,128.14	4,344.78	

Note 1: Scope covered in 2021 includes only Head Office and Logistics Operations Headquarters. In 2022, it includes Head Office, Logistics Operations Headquarters, and all DBS branch locations for that year.

Note 2: For the 2021 assessment, global warming potential (GWP) values were based on the IPCC Fifth Assessment Report from 2013. For the 2022 assessment, GWP values were based on the IPCC Sixth Assessment Report from 2021.

Note 3: Direct emissions in Scope 1 for 2021 and 2022 include diesel.

Note 4: Scope 3 emissions inventory for 2021 follows ISO 14064-1 Category 4 [Indirect GHG emissions from products used by organisation]. Significant identification items include emissions from mail delivery, emissions generated from purchased electricity production stage, carbon emissions from purchased tap water, and emissions from credit card manufacturing. For 2022, it follows ISO 14064-1 Category 3 [Indirect GHG emissions from transportation - business travels] and Category 4 [Indirect GHG emissions from products used by organisation]. Significant identification items include carbon emissions from purchased tap water, emissions from manufacturing credit cards, emissions from purchasing materials (e.g., paper), and emissions from purchased electricity production stage.

Scope 1 + Scope 2 greenhouse gas emission intensity (tCO ₂ e/million NTD revenue)	2022
	0.39

Note: DBS Bank (Taiwan)'s revenue in 2022 amounted to NT\$8,958 million.

Additionally, solar panels are installed on the rooftop of the Taiping Branch for self-consumption. The information on renewable energy use is as follows:

Item	Unit	2021	2022	2023
Annual renewable energy generation	kWh	67,084	65,215	62,987
Annual renewable energy carbon dioxide equivalent reduction	tCO ₂ e	35.55	34.56	33.38

Note: The formula for annual renewable energy carbon dioxide equivalent reduction is: Annual renewable energy generation*0.53/1000, calculated using the midpoint value from the Energy Bureau's published electricity emission factor, confirmed with the system vendor New Green Power.

Water Resources and Waste Management

DBS Bank (Taiwan) implements water conservation measures through faucet replacements, advocating for water-saving designs, landscaping beautification, and promoting water-saving practices. We continuously assess the feasibility of using rainwater collection systems and other water-saving technologies to further reduce water consumption and contribute positively to the environment.

In waste management, apart from promoting paperless initiatives and resource recycling, we have formulated a waste management plan aimed at reducing waste generated during construction and demolition periods. This includes actively promoting the recycling of building materials to minimize natural resource depletion.

Item	Unit	2021	2022	2023
Water usage	Thousand litres	38,489	36,830	40,475
Recyclable Waste Generated	Metric tons	52.02	35.80	32.29
Non-recyclable Waste Generated	Metric tons	46.23	41.63	43.26
Total Waste Generated	Metric tons	98.25	77.43	75.55

Note: Data does not include figures from the former Citi Taiwan branches.

3.4 Sustainable Procurement

DBS Bank (Taiwan) primarily procures products and services in three main categories: professional services, real estate, and corporate services. In making procurement decisions, the bank also evaluates suppliers' environmental and social performance to mitigate financial, legal, and reputational risks. For tenders exceeding NTD 4 million involving operations related to banking, corporate services, corporate real estate, IT hardware, IT outsourcing, IT professional services, sales and market information, and IT software—eight high-risk categories—the bank requires a basic 5% allocation for sustainable operations in the tender evaluation forms. In 2023, no suppliers were identified as high-risk.

Supplier Management

DBS Bank (Taiwan) mandates that new suppliers sign a Supply Chain Code of Ethics, which asks suppliers not to engage in dishonest behaviour. Suppliers, contractors, and agents must adhere to Republic of China (Taiwan) legal requirements concerning bank secrecy, data privacy, confidentiality, consumer protection, and anti-money laundering regulations. Furthermore, the Bank incorporates sustainable procurement principles and the Supply Chain Code of Ethics into procurement contracts. In 2023, 574 suppliers (approximately 88.58% of total suppliers) signed procurement contracts incorporating these principles. The Bank commits to ensuring 100% compliance with sustainable procurement guidelines by all new suppliers, achieving a 100% compliance rate for the past three years (2021-2023). Future efforts will continue to enforce compliance with sustainable procurement guidelines among new suppliers.



DBS Bank (Taiwan) Sustainable Operations and Procurement Principles



Human rights

- Respect and support human rights (will not engage in any direct or indirect violation of human rights)
- Prohibition of child labour
- Prohibition of any form of inhumane treatment
- Respect for the right to freedom of association and collective bargaining
- Promotion of diversity and inclusion policies (no discrimination allowed)



Safety and health

- Compliance with all local mandatory safety and health regulations and standards



Sustainable environment

- Support and promotion of environmental protection (compliance with local environmental laws and regulations).
- Promotion of taking more environmental responsibilities (optimizing management and utilisation of energy, paper, water, and waste resources).
- Promotion of the development and dissemination of environmentally friendly technologies in sales.
- Provision of evidence of progress in implementing environmental plans or policies, or a declaration of environmental protection stance for suppliers who have not yet formulated such plans.



Business Integrity and Ethics

- Acting in accordance with ethical principles, respecting local laws (strict prohibition of any form of bribery and corruption).
- Encouraging reporting of any suspected, actual violations, or concealment of prohibited activities.

Green Procurement

We are actively committed to green procurement, sourcing products that are energy-efficient, made from green building materials, carry environmental certifications, or have carbon footprint labels. We prioritize purchasing products manufactured locally in Taiwan to reduce environmental impact. In 2023, we sourced from 599 local suppliers in Taiwan, accounting for approximately 92.44% of total suppliers. Our green procurement expenditure amounted to NTD 250 million, representing about 9.72% of our total procurement spending.

(Unit: NTD)

Procurement year	2021	2022	2023
Green procurement amount	68 million	110 million	250 million
Green procurement percentage	7.60%	7.72%	9.72%

Supplier Engagement

DBS Bank (Taiwan) conducts physical or online operational meetings with outsourced vendors monthly, and regularly evaluates Service-Level Agreements (SLAs). Through these meetings, we ensure suppliers fulfil their contractual obligations and track implemented penalties. Additionally, we participate non-periodically in sustainability development training seminars hosted by the Group. In 2023, seminar topics included circular procurement strategies, life cycle analysis, DBS Bank's sustainability methods, and revised sustainability assessment standards for suppliers, ensuring the latest information is conveyed to our suppliers through these meetings.

Furthermore, we regularly host an Annual Supplier Assurance Exercise to help suppliers understand EcoVadis, a third-party platform for global supply chain sustainability assessments. We encourage suppliers to participate in assessments and obtain certifications, aiming to establish a sustainable supply chain meeting the highest standards of environmental, social, and governance criteria.

3.5 Cyber security and technology resilience

Digital technology is core to DBS Group's business strategy; however, the growing complexity of our technology stack and network infrastructure, coupled with rising cyber threats, present a growing risk for our business. Consequently, DBS Group continues to enhance system resilience, strengthen cybersecurity incident reporting and technology risk management, to ensure the reliability and resilience of services and technology infrastructure. Following the Group's strategy, DBS Bank (Taiwan) has established an information security management framework and formulated information security governance policies to regulate electronic and physical information processing and external and internal security threat policies. Processes such as risk identification, assessment, control mitigation, monitoring, reporting, and measurement related to cybersecurity and network security issues are regularly reported to the DBS Group Operations and Technology Risk Committee and Taiwan Risk Management Committee.

Information Security Management Framework

The board is responsible for approving information security policies and decision-making on major information security issues, overseeing the overall implementation of information security. DBS Bank (Taiwan) appointed a Chief Information Security Officer in 2022 to oversee information security policy implementation and resource allocation. Additionally, a dedicated information security unit and supervisor are responsible for planning, monitoring, and implementing information security management operations, enhancing governance risk control, and continuously monitoring network threat situations. Annually, the Bank consolidates the previous year's overall information security implementation status, issues, discloses, and announces internal control system declarations as required. The Chairman, CEO, Chief Auditor, Chief Compliance Officer, and Chief Information Security Officer jointly issue internal control system declarations.

The Bank has established information security policies and a computer system information security assessment plan, annually engaging external experts to conduct various information security assessment operations to detect security threats and vulnerabilities. This includes reviewing technical and management-related control measures to improve and enhance network and information system security protection capabilities, ensuring the bank's computer systems provide sufficient security protection.

Enhancing Internet Security

DBS Bank (Taiwan) adheres to regulatory guidelines set forth by supervisory authorities concerning internet banking, employing advanced internet security technologies to comprehensively safeguard customer transactions and data. In 2023, key initiatives to strengthen data protection capabilities included:

- **Multi-Factor Authentication (MFA)**
Implementation of multi-factor authentication for internal systems and remote access. Users are required to verify their identity through two or more authentication mechanisms to prevent unauthorized use of employee accounts.
- **Micro-Segmentation System (MSEG)**
Activation of firewall capabilities on servers to prevent unauthorized network or malicious access traffic.
- **Network Access Control for Applications (NAP)**
Implementation of a network access proxy system between users and applications to enhance network security by controlling and monitoring application access.
- **Web Isolation**
Utilisation of web isolation features to confine user browsing activities within isolated environments. Rather than trying to identify threats during malware invasions, the principle of web isolation is to route all web traffic through a remote browser for processing, and only transmit safe content to the endpoint, to protect the user's computer from threats posed by malicious programs.

Information Security Incident Management

To enhance the Bank's capability to respond to cybersecurity incidents, we have established cybersecurity incident reporting and handling procedures. These are designed to enable swift and accurate emergency responses and ensure rapid recovery within the shortest possible time. The scope covers various types of cybersecurity incidents such as data breaches and disruptions to system availability. Additionally, to familiarize staff with response procedures, we conduct an annual cybersecurity tabletop exercise. For the preservation of digital evidence in the event of significant information security incidents, we engage professional vendors (Sygnia/Deloitte) for digital evidence preservation operations. There were no significant cybersecurity incidents in 2023.

Strengthening Employee Information Security Awareness

DBS Bank (Taiwan) mandates annual information security education and training for all internal personnel. Requirements include a minimum of 3 hours for all staff and at least 15 hours for personnel in the information security department annually. Additionally, information security awareness emails are sent to all employees at least once a quarter, supplemented by information security posters in public areas, continuously promoting security knowledge and enhancing employee awareness of information security practices.

Results of cybersecurity-related training of 2023 are as follows:

Target	Average training time (hour)	Number of participants	Content of training
All staff	3	5,201 ^(Note)	Fundamentals of information security, social engineering and fraud prevention, Internet of Things (IoT) security, ChatGPT Security
Information security department staff	20	12	EC-Council Certified Threat Intelligence Analyst (CTIA), MITRE Framework Attack Chain Framework, Advanced course for core banking professionals in information security protection, ECIH (EC-Council Certified Incident Handler) certification course

Note: The information security training program in 2023 was conducted in two phases. A total of 5,201 colleagues were eligible. The eligibility criteria for each phase were as follows: (1) Colleagues who joined before June 30 and (2) Newly onboarded colleagues from the former Citi Consumer Taiwan who joined before August 23.

To enhance employees' awareness of social engineering attack techniques, we conducted 12 social engineering exercises in 2023. Each exercise tested over 2,000 instances. For employees who mistakenly clicked on phishing links, we strengthened awareness campaigns and arranged educational training to improve their understanding of social engineering attack prevention, thereby reducing the risk of potential threats.

Information Security Performance

DBS Bank (Taiwan) maintains a team of 12 dedicated information security professionals. These individuals are encouraged to obtain relevant certifications in information security. In 2023, the team held certifications including ISO27001LA, ISO27701LA, CISM, CISSP, CEH, and others. Moreover, external experts are commissioned annually to conduct computer system information security assessments. In 2023, the assessment was carried out according to the "Computer System Information Security Assessment Plan." The operation included practical testing, personnel interviews, document reviews, and on-site inspections. The results are compiled into a Computer System Information Security Assessment Report, which for 2023, revealed no findings of concern.

Implementation of Financial Cybersecurity Action Plan 2.0 in 2023

Item	Goal	Status of implementation
1	Encouraging financial institutions of a certain scale or those achieving a certain proportion of electronic transactions to adopt international information security management standards and obtain related certifications.	The Bank's information security management system complies with group policy standards. After consulting with the Group, we understand that the information security management standards specified have adhered to the International Standard for Information Security Management (ISO 27001).
2	Encouraging financial institutions to conduct cybersecurity governance maturity assessments.	Completed the first phase of inherent risk assessment, in alignment with F-ISAC.
3	Encouraging financial institutions of a certain scale to adopt hacker thinking, and regularly test the effectiveness of cybersecurity monitoring and protection mechanisms through hacker attack methods.	Red team and blue team drills were conducted (outsourced to the parent company for centralized operations).
4	Encouraging financial institutions to gradually adopt the three core mechanisms of zero-trust networks, including identity authentication, device identification, and trust inference.	Significant internal systems have already enhanced identity authentication, employing multi-factor authentication (MFA) and network micro-segmentation (MSEG).
5	Encouraging financial institutions to conduct joint exercises of information and communication systems with external associated units.	These exercises are coordinated with the Financial Information Service Co., Ltd. ("FISC").
6	Encouraging significant financial institutions or surrounding units to strengthen data protection against major cybersecurity incidents, natural disasters, etc.	In line with outsourcing policies, these operations have been established overseas.



3.6 Data Governance

At DBS Group, responsibly using and protecting data is always a crucial mission, particularly as artificial intelligence (AI) continues to advance rapidly. To ensure responsible data management and protection, DBS Bank (Taiwan) adheres to group policies and is committed to:

- **Keeping data safe and secure**
Enhancing data protection capabilities, access controls, and data management to mitigate risks of data leakage and misuse.
- **Using data responsibly**
We follow the Group's PURE (Purposeful, Unsurprising, Respectful, and Explainable) framework and AI governance processes, and use data and AI ethically, promoting trust through fair, ethical, and responsible practices.
- **Maintaining Customer Privacy**
Placing privacy at the core of product design and service delivery, rigorously protecting customer personal data privacy.

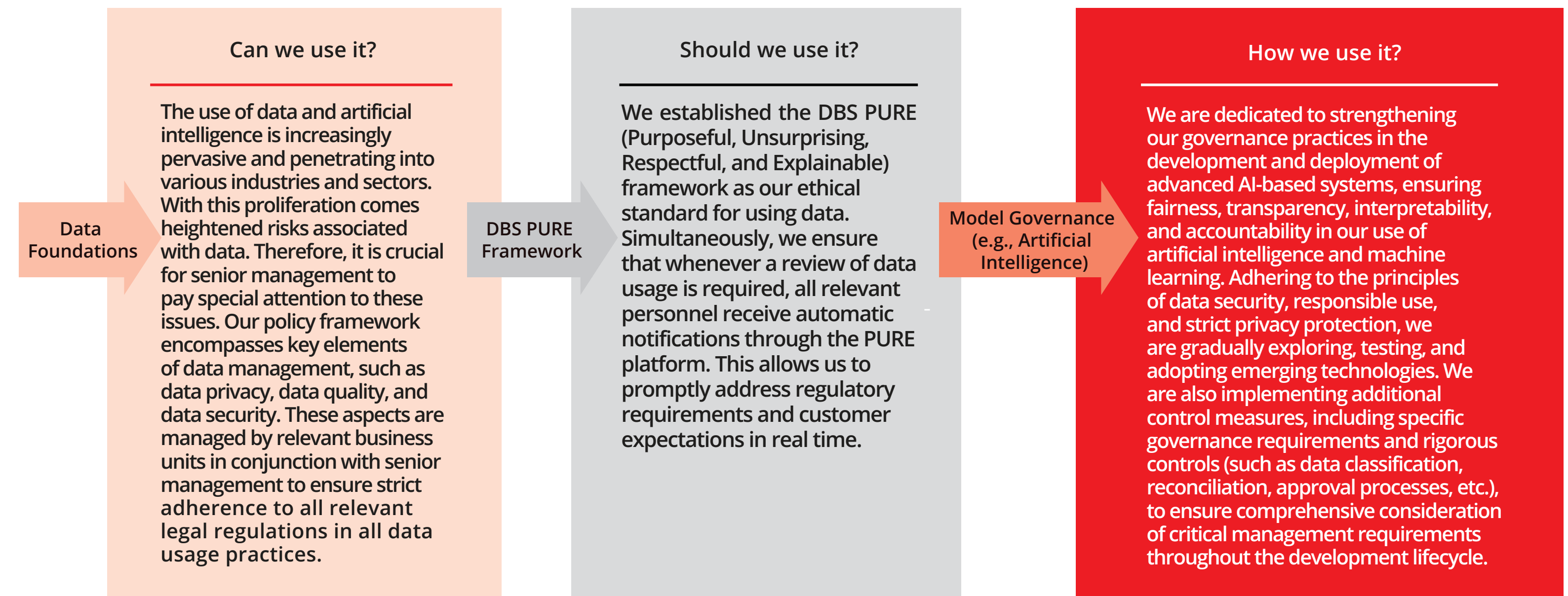
To continually monitor and manage implementation of data protection, DBS Bank (Taiwan) has established the Data Council, which is chaired by the CEO and comprises of department heads and each department's data management staff. The Council meets quarterly to review data application status and governance reports, ensuring responsible data management.

Keeping data safe and secure to comprehensively control data security and governance, DBS Bank (Taiwan) has implemented the following policies:

- **Data Governance and Management Policy:** Manages the collection of information and data, ensures the quality of information and data, secure transmission, and data retention rights.
- **Privacy Policy:** Regulates internal use of personal data within the group, ensuring robust protection of employee and customer personal privacy.
- **Access Control Policy:** By clearly defining the considerations and responsibilities for granting access permissions between each user and user group, establishing a mechanism for regular review, defining roles of group members in data usage, and delineating the permissions that can be granted to individuals within units, we ensure compliance with current operational processes, job roles, and binding principles. This rigorous framework governs data access and control responsibilities.

Using data responsibly

Our Responsible Data Use (RDU) is central to DBS Bank's overall data management approach, ensuring legality, ethics, and fairness in data and AI use. This framework addresses the fundamental questions of whether data can be used, should be used, and how it should be used.



Customer Personal Data Privacy Maintenance

Placing significant emphasis on customer personal data privacy, DBS Bank (Taiwan) has established the Personal Data Management and Privacy Policy and formed the Cross-Department Personal Data Working Group in 2014, which is responsible for the promotion of personal data management systems. The management regularly conducts management reviews, and in the event of a significant personal data breach, an immediate review is conducted to ensure the adequacy, sufficiency, and effectiveness of personal data management operations. There were no major customer complaints or incidents of personal data breaches compromising customer privacy or data loss reported in 2023.

In addition to internal systems and processes, DBS Bank (Taiwan) has implemented measures such as the "DBS (Taiwan) Commercial Bank Limited Personal Data Management Policy Statement," "Notice on Collection, Processing, Use, and International Transfer of Personal Data by DBS (Taiwan) Commercial Bank Limited," and "DBS Bank Data Sharing Privacy Policy." These documents explain the Bank's policies on collection of personal data, data storage and control mechanisms, as well as methods for protecting customer data, are all disclosed in the privacy statement section of the Bank's official website [for](#) customers to access at any time.



3.7 Financial Crime Prevention

Policy and Management Mechanisms – Establishment of a Dedicated Independent Unit

In recent years, with the increasing diversity of financial innovation services, effectively preventing emerging financial crimes and reducing threats to financial operations have become important issues in maintaining the financial industry today.

DBS Bank (Taiwan) Ltd complies with the "DBS Group Anti-Money Laundering and Countering the Financing of Terrorism Policy and Standards" established by DBS Group headquarters and has formulated the "DBS Bank (Taiwan) Ltd Anti-Money Laundering and Countering the Financing of Terrorism Standards" for all units to follow. Relevant operating norms and procedures of each department should be established in accordance with the Bank's policies and standards.

With a spirit of accountability, the Bank has established an independent "Financial Crime & Security Services" to assist the management team in decision-making and implementation as well as the Board of Directors in supervising the implementation of anti-money laundering and countering the financing of terrorism.

To strengthen anti-money laundering risk management, the Consumer Banking Group and the Institutional Banking Group have also established a complete set of Know Your Customer (KYC) and Customer Duo Diligence (CDD) standard operating procedures to ensure strict compliance with regulatory requirements and maintain effective and sustainable anti-money laundering policies.

In addition, regular Anti-Money Laundering and Countering the Financing of Terrorism oversight meetings are held with major issues reported to the Operations and Technology Risk Committee. The dedicated unit also regularly reports to the Board of Directors on the current status of anti-money laundering and countering the financing of terrorism measures, establishing a robust corporate culture of AML/CFT controls. In 2023, there were no sanctions related to deficiencies in anti-money laundering and countering the financing of terrorism controls.

Our Code of Conduct also sets out the "Speak Up" principle, detailing the responsibilities and channels for staff and management teams to report unethical behaviour. It encourages employees to report through internal and external whistleblowing channels, which are handled and investigated by dedicated units to ensure independence and confidentiality of the whistleblower's identity throughout the process.

Customer Due Diligence and Money Laundering Transaction Monitoring

As an international Asian regional bank, DBS Bank (Taiwan) has always emphasized financial crime prevention. To strengthen anti-money laundering risk management, the Consumer Banking Group and the Institutional Banking Group have established complete Customer Due Diligence (CDD) policies and procedures to comply with Know Your Customer (KYC) regulations and maintain effective anti-money laundering policies.

In addition to strict implementation of compliance-related policies and procedures for anti-money laundering and counter-terrorist financing across all levels, the Bank also have anti-money laundering transaction monitoring mechanisms in place. The Bank has established an "Enterprise-Wide Surveillance System (EWSS)" and related monitoring reports to detect unusual customer transactions. The dedicated unit investigates alerts from the system or reports according to regulations. Business units can also report any suspected money laundering cases to this dedicated unit through Unusual Activity Escalation (UAE) at any time. If, after investigation, a transaction is identified as suspected money laundering, terrorist financing or tax evasion, a Suspicious Transaction Report must be filed with the Investigation Bureau of the Ministry of Justice.

Financial Crime Prevention Related Education and Training for the Year 2023

Item	Content description	Annual number of participants (people)	Total training time (hour)
Anti-Corruption and Anti-Bribery	• All new employees must complete the anti-corruption and anti-bribery education course within the specified timeline. ¹	3,733	622
	• Anti-money laundering and counter-terrorist financing training plans are developed regularly every year. Training is conducted for all units by the Anti-Money Laundering and Counter-Terrorist Financing Supervisor and Unit Legal & Compliance Representatives.	5,622	4,576
Anti-Money Laundering and Counter-Terrorist Financing	• The plans cover the latest regulations and trends in general anti-money laundering and counter-terrorist financing, sanctions and counter-proliferation, and also include case studies. • For anti-money laundering and counter-terrorist financing supervisors, required legal training hours are planned and tracked. The completion rate in 2023 is 100%.		

Preventing Financial Fraud

Safeguarding customer assets and preventing fraud is a top priority for DBS Bank (Taiwan). We have established comprehensive internal regulations and processing procedures to protect both customers and the Bank's assets. For transactions involving customer remittances, scheduled transfers, withdrawals above a certain amount for elderly customers, or instances of unusual transaction amounts, frequency, or withdrawal patterns suggestive of fraud, frontline staff are required to initiate caring inquiries. We also incorporate enhanced customer inquiry for fraud prevention into our regular audit to ensure frontline units effectively implement fraud prevention protocols. Additionally, instances where our staff successfully prevent fraud are recognized in our regular performance assessments, contributing to their performance ratings. Outstanding achievements in fraud prevention are considered in year-end evaluations for promotion and salary increment considerations in the following year.

To promote anti-fraud awareness among our customers and the public, and to build resilience against fraud, we conduct periodic anti-fraud awareness training for branch operation supervisors and staff. We also actively collaborate with regulatory authorities to implement anti-fraud policies. In 2023, we conducted 6 branch awareness sessions, and, responding to the FSC's "National Anti-Fraud Awareness Tour of 368 Towns", we held five sessions on fraud prevention across the north, central, and southern regions, involving nearly 300 participants. Additionally, we continuously broadcast anti-fraud awareness videos in our branch offices to all visiting customers, reinforcing our fraud prevention efforts.

¹ The compliance deadline is 30 days. The discrepancy between the annual participation and new hires is mainly due to 1. new employees who leave before completing within the compliance deadline, and 2. new hires who start close to year-end, resulting in their completion deadline falling into the next year.

Successful Instances of Fraud Prevention in 2023

Type	Number of successful prevention instances	Amount of successful prevention instances (Unit: NTD)
Internet fraud	2	1,550,000
Investment fraud	2	1,210,000
Messaging app fraud	3	313,300
Others	1	3,200,000
Total	8	6,273,300

Successful case of fraud prevention

A hearing-impaired customer who visited the branch on November 1, 2023, to remit NTD 150,000 to a friend but faced rejection due to the recipient's account being flagged. The next day, the customer returned to withdraw cash instead. The staff communicated with the customer using written notes, and the customer explained that their friend, also hearing-impaired, urgently needed money for surgery. The customer had been contacted via messaging app and asked to withdraw cash to support the friend.

Recognizing this as a common scam tactic, the staff consulted with the branch operations manager, who explained the situation to the customer once again. They also called the police assistance hotline (165) to intervene. This prompt action successfully prevented the customer from falling victim to the scam.



3.8 Fair Dealing

DBS Bank (Taiwan) has long been committed to safeguarding the rights of financial consumers, promoting a corporate culture and values that prioritize customer-centricity, and emphasizing fair treatment as a core principle. We implement principles of fairness, equity, reciprocity, and integrity, valuing feedback from every customer to instil greater confidence in their interactions with us, continuously enhancing the overall customer experience.

3.8.1 Customer Experience

Assistance in Consumer Finance Clients’ Conversion

Prior to the merger, DBS Bank (Taiwan) and Citi Taiwan teams engaged in extensive discussions to ensure seamless customer transitions and safeguard their rights. Through various channels, customers were fully informed about the comparison of benefits before and after the merger of consumer finance operations between both banks. We prepared extensively before the effective date of the transfer, registering nearly 170,000 former Citi Consumer Taiwan customers on the DBS digital platforms digibank/Card+. Anticipating increased business volume post-merger, we proactively hired over 260 additional staff members. Simultaneously, we provided relevant education and training to employees of the former Citi Consumer Taiwan to ensure continuity in corporate ethos and service quality. We communicated with customers through various channels such as DBS LINE official account, social media, and official website regarding common inquiries related to digital platforms (e.g., registration methods, activation channels), assisting customers in smoothly using and enjoying our services.

Furthermore, to improve customer conversion rates and streamline cumbersome paperwork procedures, we integrated related service applications into a single application form available for download on our official website. Customers only needed to fill out the form once to apply for activation. Specifically for VIP customers of the former Citi Consumer Taiwan, we achieved 99% contact completion rate within two months (by the end of October 2023), and 56% activation rate for corporate internet banking.

Protection of Customer Rights and Complaint Mechanism

To safeguard consumer rights, DBS Bank (Taiwan) provides multiple channels to assist customers in expressing their needs. Upon receiving customer complaints, we promptly assign dedicated personnel to contact customers within a specified timeframe and maintain accurate records of communication in our complaint management system. After resolving issues, we place significant emphasis on subsequent handling of dispute cases, committed to providing comprehensive support to each customer. In 2023, there were no significant complaint cases reported.

Complaint cases received and subsequent handling in 2023

Complaint Type	Main Complaint Content	Follow-up Process
Credit Card Billing Dispute	Counterfeit transactions/ disputed charges	For cases involving disputed charges due to fraud or unauthorized transactions, assistance is provided in filing dispute claims. If refund applications fail, additional favourable repayment terms are offered to alleviate customer repayment pressures.
Credit Card Application Related	Card application progress and conditions	Due to a large volume of new card applications and card issuance needs following the merger with Citi Consumer Taiwan, some customers experienced delays in card delivery. Immediate coordination with the issuing company was conducted to expedite card delivery, confirm estimated receipt times with customers, and extend the first purchase gift recognition period upon customer request.
Personal Loan Related	Interest rates and fees	Even after obtaining a loan, customers may seek lower interest rates or higher loan amounts. We strive to assist in achieving outcomes that meet customer expectations. Instances where discrepancies between billing statements and online banking due to system timing differences resulted in late payments and incurred penalties or interest charges are also addressed to assist customers.
Credit Card Marketing Activities Related	First purchase and renewal gifts	High response to marketing activities led to a surge in customer registrations within a short period, causing some customers to report incomplete registrations. We assisted all customers who reported incomplete registrations to complete them, as a token of appreciation for their support of the activities.
Internet Banking/ Mobile Banking Related	Internet banking registration/login	Initial instability in the system due to a large number of customers logging into internet banking simultaneously after merging with Citi Consumer Taiwan. We promptly assisted in addressing customer feedback and restored normal operations post-merger.

Customer Satisfaction Survey

To continuously improve service quality and understand our customers' sentiments, we utilize diverse feedback channels to gather valuable opinions, and are committed to responding promptly and resolving issues, identifying opportunities for service enhancement based on suggestions. Monthly customer satisfaction surveys and evaluations on loyalty, various products, and channels are conducted via online questionnaires. These surveys serve as a reference for service improvement initiatives.

DBS Bank (Taiwan) Customer Satisfaction Survey

Customer Satisfaction Survey	Item	2021	2022	2023
Customer Loyalty		4.56	4.4	4.41
	Branch	4.73	4.74	4.61
Channel	Internet Banking	4.41	4.43	4.3
	Customer Centre	4.52	4.53	4.4

Note 1: Customer satisfaction surveys range from 1 (least satisfied) to 5 (most satisfied).

Note 2: Branch channel satisfaction scores are based on surveys conducted with original DBS Bank (Taiwan)'s customers, excluding customers from the merger with Citi Consumer Taiwan.

Wealth Management client satisfaction survey - Listening to customer needs to adjust services

Through a survey, 80% of DBS "Morning Briefing" readers expressed interest in obtaining more investment information. In the first quarter of 2023, DBS Bank (Taiwan) launched "Quarterly Asset Allocation," providing quarterly asset allocation recommendations based on client investment profiles. In the second quarter of 2023, DBS Bank (Taiwan) introduced "Weekly Investment Guide" to assist clients in making investment decisions. Following the launch of these publications, overall satisfaction with "Wealth Management" and "Digital Channel Investment Financial Information" both increased. In the 2023 Wealth Management client satisfaction survey, DBS Bank (Taiwan) clients indicated dissatisfaction with the inability to conduct online stock trading via internet banking. Therefore, starting from May 2023, DBS Bank (Taiwan) launched online foreign stocks/ETF trading services on the digibank App to meet clients' online trading needs. Following the service launch, continuous customer feedback was collected. In the 2023 survey, feedback included concerns such as "having to purchase a minimum of USD 5,000 in a single order, unable to flexibly set different purchase amounts." Consequently, DBS Bank (Taiwan) introduced the "Minimum Subscription Amount Reduced to USD 500" promotion in the first quarter of 2024 to better align with customer investment preferences.

3.8.2 Fair Dealing

In pursuit of fair treatment of customers, DBS Bank (Taiwan) has established the "Fair Dealing & Conduct Committee (FDCC)," led by the General Manager. The committee is chaired by the General Manager with members being managers from various business, operations, and support units. The committee convenes quarterly to review practices and report key outcomes to the Board of Directors.

We have adopted ten principles of fair dealing as behavioural guidelines, conducting annual training for all employees and directors. Additionally, we have instituted the "Risk Culture and Fair Dealing Role Model Award" to recognize exemplary behaviour, fostering a corporate culture and values centred on integrity and customer respect. We continuously educate our staff on adhering to financial consumer protection and fair dealing principles. In 2023, we held various courses on the Financial Consumer Protection Act and fair dealing, which saw 5,193 participants, accumulating a total of 16,031 training hours. Furthermore, our "Fair Dealing Idea Hamster Competition" was featured in 2023, offering awards to encourage innovative ideas that embody the spirit of fair dealing for customers.

Fair Dealing Principles' Implementation Organisation



Responsible Sales Mechanism

DBS Bank (Taiwan) has established a responsible sales mechanism, committing to rigorously examine the information and risks associated with all financial products and services. Only products and services suitable for customers are sold. Through training of sales personnel, DBS Bank (Taiwan) ensures they possess necessary knowledge and skills to provide consumers with accurate information. Explanations to customers are aimed at being clear, transparent, and easily understandable, ensuring customers are well-informed.

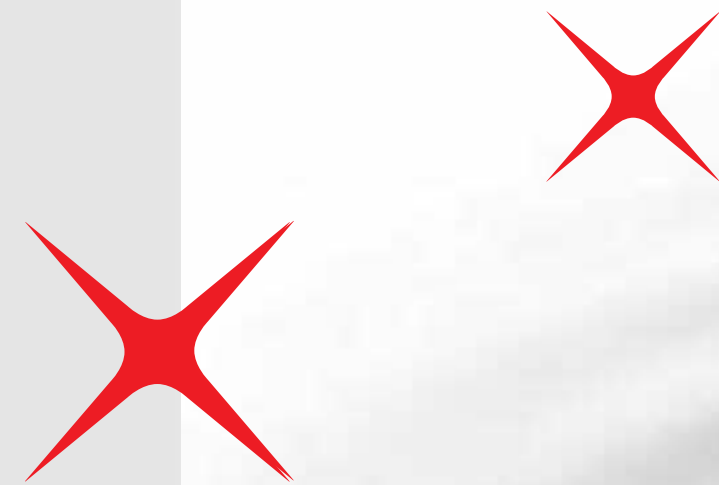
- 1 Pre-sale review**
All products are subject to internal regulations approved by managers of appropriate levels, followed by obtaining relevant licenses issued by regulatory authorities.
- 2 Qualification of sales personnel**
Sales personnel are required to obtain the necessary regulatory qualifications and complete relevant association registrations, as well as internal certifications such as Notice on Authorisation To Advise and Sell (NATAS), in order to provide financial services. They must also undergo continuous professional training in sales processes, ethical standards, and product knowledge. In 2023, a total of 774 sales personnel completed 36,594.5 hours of training, averaging 47.3 hours per salesperson.
- 3 Due diligence**
Sales personnel must understand the customer's investment objectives, experience, knowledge, financial and personal situation, as well as risk tolerance before making any sales. This ensures compliance with the suitability policy for products, thereby avoiding improper sales that may arise from mismatched complexity of products with the customer's investment experience and professional knowledge.
- 4 Information disclosure**
Provide full disclosure to financial consumers regarding the important details of the financial products, services, and contracts. This includes clearly stating the terms and conditions of the product, transaction fees, charges, interest rates, costs, and any provisions related to early termination penalties. It is essential to ensure that the potential returns and risks associated with the product are also fully disclosed and balanced in the explanation to the customer.
- 5 Sales quality review**
The unit responsible for sales quality management conducts regular inspections and routine checks on various sales documents, recorded phone calls, and transaction reviews certified by supervisory personnel. These checks are conducted to ensure compliance of all sales staff and certified supervisors with relevant standards at DBS Bank (Taiwan), thereby eliminating improper sales practices and safeguarding customer rights.

4

Impact

Beyond Banking

DBS Bank (Taiwan) has been committed to supporting the growth of social innovation organisations since 2010. In 2014, DBS Group established Asia's first foundation dedicated to championing social innovation organisations, aiming to extend caring initiatives through DBS Foundation with a localized approach. This strategy supports social enterprises in expanding their influence and facilitates sustainable transformation for SMEs, using innovative models to address societal and environmental issues. Additionally, to give back to the community and tackle social challenges, DBS Bank (Taiwan) collaborates with non-profit organisations, encouraging employees to actively participate in resolving local issues, fostering a cohesive and positive societal impact.



4.1 Champion Business for Impact

DBS Bank (Taiwan) challenges the traditional approach of corporate philanthropy by leveraging its financial expertise to support the expansion of social innovation organisations and facilitate sustainable transformation for SMEs. Integrating resources across the group, DBS Bank (Taiwan) pursues initiatives under the pillars of "Advocate," "Nurture," and "Integrate," aiming to enhance the influence of social innovation organisations and SMEs. Through the power of business, DBS Bank (Taiwan) seeks to address environmental and social challenges, creating a virtuous cycle of positive change and surpassing the impact typical of banking operations.

【Advocate】 Continuously promote awareness of social innovation organisations and enhance awareness of sustainable transition among SMEs.

In advocacy efforts, DBS Bank (Taiwan) has established Taiwan's largest social enterprise Facebook group, "DBS Social Enterprise Runway," offering exclusive content on diverse topics and organizing regular events to share trends and insights, fostering community cohesion. Furthermore, DBS Bank (Taiwan) has co-organized the Asia-Pacific Social Innovation Summit for six consecutive years, increasing public awareness of social innovation organisations.

Item	Item description	2023 Performance
Asia-Pacific Social Innovation Summit	DBS Bank (Taiwan) has supported the Asia-Pacific Social Innovation Summit for six consecutive years. In 2023, DBS Bank (Taiwan) invited the winners of the DBS Foundation Grant Award, "PackAge+" and "MacroHi Co," to share their experiences on how to create impact through business at the forum.	<p>The event featured 122 domestic and international speakers and 128 social innovation organisations, attracting over 12,000 visits and generating 1,443 online views.</p> <p>Media coverage included reports from more than 34 media outlets. Additionally, promotional efforts included TV advertisements in all PX Mart supermarkets, bus wraps on three routes in Yilan, bus wraps for social innovation on one travel agency vehicle, and participation in a World Earth Day forum, totaling exposure exceeding 4.4 million impressions.</p>
Facebook Group- DBS Social Enterprise Runway	DBS Social Enterprise Runway hosts various thematic activities monthly, inviting social innovation organisations to increase public awareness through physical workshops.	By the end of 2023, the community had grown to 14,000 members.

In 2023, DBS Bank (Taiwan) launched the "Sustainable Heroes Alliance" series of videos featuring five businesses for impact. These promotional videos showcase their innovative solutions for sustainable development and environmental friendliness, as well as how DBS Bank (Taiwan) has assisted them in expanding their impact.

BetterMilk: Committed to creating a transparent and fair fresh milk trading platform, BetterMilk stands firm on "on-site veterinary care," "single milk source," "no ingredient adjustment," and "fair trade." They aim to provide better solutions to the challenges faced by Taiwan's dairy industry through changes in production and sales models, optimisation of breeding environments, and enhancement of production technologies. [↗](#)

PackAge+: PackAge+, a circular packaging provider, provides consumers and businesses with environmentally friendly logistics packaging and delivery options through circular packaging and systems. [↗](#)

Ccilu Footwear: International leisure shoes brand Ccilu Footwear manufactures shoes from recycled materials such as coffee grounds, PET bottles, silicon wafers, and agricultural waste. They innovate the practice of circular economy through scientific technology and business models. [↗](#)

Cha Tzu Tang: Started with camellia powder to produce detergent, and has expanded into bath, skincare, and high-quality camellia oil products. Cha Tzu Tang promotes local revitalisation and revive Taiwan's camellia oil culture by focusing on camellia seeds and integrating local elements. [↗](#)

UKL: With over 35 years of experience in exporting knitwear and knitwear, UKL uses pineapple fiber in garment manufacturing to significantly reduce water resource consumption compared to petroleum-based fibers, thereby reducing the textile industry's dependence on them. [↗](#)



【Nurture】 Provide nurture resources to promising social enterprises to assist in their business growth and expand their impact.

• Pioneering Taiwan's "Social Enterprise Banking Account"

As the first bank in Taiwan to offer services tailored for social enterprises, DBS Bank (Taiwan) had 43 social enterprises open accounts by the end of 2023. Additionally, we continue to collaborate with the Taiwan SMEG to provide preferential loans specifically for social enterprises, offering them low-cost funding to support their business growth.

• DBS Foundation impact ecosystem program

In 2023, DBS Foundation launched the "DBS Foundation impact ecosystem program", providing resources and a collaborative network for businesses aiming to address social and environmental issues using business solutions. Through this program, we aim to build a vibrant community of impact, offering thematic courses and peer learning opportunities. Each year, we host a large-scale forum that connects impact partners. The inaugural program saw the participation of 142 enterprises.

In January 2024, the first forum was held under the theme "2024 Towards Sustainability - The Imperative for Businesses," discussing four major sustainability trends: green finance, net-zero carbon emissions, creating friendly workplaces (DEI), and AI. The event included exhibition booths set up by 16 social innovation organisations and attracted 185 participants.

• Skills-based Volunteerism, Deeply Engaging with Business for Impact

Various departments (Institutional Banking, Consumer Banking, Risk Management, etc.) invited senior executives and colleagues to volunteer their expertise by providing consultations and professional advice to Businesses for Impact, helping them tackle their challenges.

• DBS Foundation Grant Awards

Since its establishment in 2014, DBS Foundation has been rewarding outstanding businesses for impact in Asia with growth potential, encouraging them to create impact and undergo sustainable transformation. In 2023, two Taiwan enterprises, "GreenVines" and "Renuovo," were awarded. To date, 36 enterprises have received awards from DBS Foundation, totaling over NTD 60 million in grants.



【Integrate】 Incorporating Positive Impact DNA into DBS Employees' Daily Lives

DBS Bank (Taiwan) supports social innovation organisations in integrating impact into various aspects of corporate operations, including launching various employee volunteer activities and purchasing goods from them. In 2023, DBS Bank (Taiwan) spent over NTD 10 million on social innovation procurement, earning recognition with the Buying Power Procurement Award.

4.2 Investing Resources to Strengthen Community Impact

In addition to pursuing profitability and growth, DBS Bank (Taiwan) is committed to sustainability and giving back to the community. In 2022, DBS Group allocated an additional SGD 100 million (approximately NTD 2.1 billion) to expand its philanthropic efforts. It has outlined two main goals: "Future-Ready Skills" and "Food Resilience," DBS Bank (Taiwan) has collaborated with the Junyi Academy Foundation and the Alliance of Taiwan Foodbanks on a three-year partnership project. Furthermore, in 2023, DBS Bank (Taiwan) extended its collaboration by signing agreements with iLong-term care, Vox Navita Taiwan, and PleySchool, aiming to address social issues and improve community welfare.

Partnering organisation	Partnership description
Junyi Academy Foundation	DBS Bank (Taiwan) has partnered with the Junyi Academy Foundation to establish the "Financial Literacy Chanel", which has incorporated over 50 videos and corresponding financial exercises. In 2023, this initiative benefited a total of 53,000 students, demonstrating DBS Bank (Taiwan)'s ongoing commitment to fostering financial literacy education in Taiwan and nurturing future competitiveness.
Jen Ji Shiang Social Service Institute	Deepening its partnership with Jen Ji Shiang Social Service Institute, DBS Bank (Taiwan) initially sponsored the establishment of the "Food Bank Flagship Store" in Taipei's Xinyi District. Subsequently, DBS Bank (Taiwan) assisted the Food Bank in Hualien to establish a large-scale warehouse, expanding food impact efforts to Taiwan's eastern region.
iLong-term care	In Hualien City, Jen Ji Shiang Social Service Institute developed an approximately 462.9 square meter warehouse in 2023, facilitating the transportation of 500 tons of goods. This initiative effectively enhances resource allocation efficiency and serves the needs of surrounding remote communities and schools.
Vox Navita Taiwan	By the end of 2023, DBS Bank (Taiwan) collaborated with "iLong-term care" to provide a knowledge and service platform for long-term caregivers. Through this project, caregivers have access to a comprehensive online information platform, alleviating their caregiving pressures and information gaps. The two-year collaboration is expected to benefit over 25,920 individuals.
PleySchool	To enhance the educational quality and future-ready skills of indigenous children, DBS Bank (Taiwan) signed a three-year partnership with Vox Navita Taiwan in 2023. This collaboration provides resources for courses in indigenous language learning, digital literacy, and financial literacy.
	By the end of 2023, DBS Bank (Taiwan) partnered with "PleySchool" to launch a three-year cooperation focused on innovative sustainable education. This initiative develops educational tools addressing cyberbullying issues and promotes children's mental health education, fostering correct usage of internet and social media concepts. The three-year project is expected to benefit 12,000 individuals.



Creating a Low-Carbon Living Community- Dagangqian Park Adoption

In an effort to deeply engage locally and give back to the community, since August 2023, we have adopted Dagangqian Park in Neihu, which surrounds three of our main office buildings, a branch, occupying 25,504 square meters (approximately the size of 3.5 football fields). Through a three-year long-term adoption project, we plan to invest NTD 20 million, mobilizing employee volunteers, businesses for impact, and partners from the DBS Sustainability Ecosystem to actively develop this area into a sustainable ecological and environmental education experience, while also meeting the recreational needs of citizens.

In the first phase, we prioritize improving existing poor conditions in Dagangqian Park, such as plant withering, by revitalizing the vegetation. We use food waste from nearby offices as fertilizer, reducing office food waste and promoting reuse. Additionally, we plan to establish an urban farm in the park to ensure its role as a lung for the city. In the second phase, we plan to install solar shading facilities and gradually increase the amount of green vegetation in the park, setting up a shrub maze to enhance community spaces for parent-child activities. Our long-term goal is to integrate with the local community, adding recreational and sports facilities for urban residents, and jointly organizing sustainable public welfare activities with government agencies to raise environmental awareness among citizens.

In 2023, we collaborated with the Taipei City Government and the Singapore Trade Office in Taipei to launch a five-day "Singapore Festival" event at Dagangqian Park. Not only did we arrange booths for social enterprises, non-profit organisations, and small and medium-sized enterprise partners who have long been supported by DBS Bank (Taiwan), but we also promoted sustainable products. To advocate for "zero food waste," we designed interactive activities inviting people to cycle for sustainability; for every kilometer cycled, DBS Bank (Taiwan) donated one kilogram of imperfect fruits and vegetables and other supplies to the Taiwan Food Bank Association. The event attracted a total of 6,852 participants.

In the future, we also plan to launch more sustainable interactive and volunteer activities at Dagangqian Park, inviting social enterprise partners to curate booths. We will collaborate with PlaySchool to organize parent-child handicraft courses, rooted in sustainable education, striving towards our goal of becoming the Best Bank for a Better World.



Towards Zero Food Waste

DBS Bank (Taiwan) actively promotes "Zero Food Waste" through three approaches: Advocate, Activate, and Ally. We collaborate with employees, customers, businesses for impact, and charitable organisations to reduce or prevent food waste throughout the food journey from production to consumption. We are committed to minimizing food waste by redistributing surplus food. In addition to long-term support for food banks, we enhance public awareness of zero food waste through various projects.

To encourage the public to practice sustainability in daily life, DBS Bank (Taiwan) collaborates with Social Enterprise Insights to launch the "DBS Sustainability of the day" curation event. This event focuses particularly on the issue of food waste, urging people to participate in the "Zero Food Waste Week Challenge." Participants are encouraged to record their daily diets and save potentially wasted food by prioritizing options such as dining at leftover food restaurants, purchasing near-expiry products, and imperfect fruits and vegetables.

Furthermore, we hosted a total of 20 DIY workshops and 4 exhibition events across northern, central, southern, and eastern Taiwan. These included collaborations with community-friendly initiatives like "Imma Village" in Wanhua, Taipei, "Tri-small Market," originating from Yunlin and continuously promoting eco-friendly farming practices; "Pingfango," rooted in Pingtung, promoting the sustainable practice of local culture; and "DeTaiDang", promoting the development of local industries in Hualien and Taitung. Through these workshops, tours, and lectures, participants learned to create cleaners from imperfect fruits and vegetables, and to reduce product carbon footprints by selecting locally sourced specialties. These efforts aim to offer environmentally and socially responsible choices in daily life. In just two months, these activities attracted over 3,000 participants and had an impact on saving 10,000 kilograms of food.



Cultural and Creative Activities

Corporate social responsibility is one of the core values of DBS Bank (Taiwan). In addition to sponsorship and adoption programs, we also place high importance on Taiwan's cultural and creative activities and industries. We actively engage with civil society groups to promote cultural outreach and exchange, demonstrating our commitment to social and environmental issues. This sense of social responsibility is reflected in everything from customer activities to internal employee training.

In 2023, we organized Sustainability Month activities, including a series of vegetarian diet competitions for employees. We also invited customers and employees to watch ecological documentaries such as "Good Morni MIT", "Caring for Black-Faced Spoonbill" and "Lost Butterfly", totaling more than 15 events. These activities aimed to enhance employee awareness of sustainability and ecological conservation, with 1,460 employees participating. Externally, we hosted customer events at the Eslite Spectrum Songyan Performing Arts Center, themed around performances by an Vox Navita choir, supporting Indigenous children and promoting public awareness of Indigenous culture. We also integrated a sustainable fashion show into the program lineup of our annual large-scale customer gala dinner, collaborating with four social innovation organisations including InBloom, Storywear, Cilu Footwear, and EVOPURE+. This not only showcased our support for sustainable fashion but also provided a platform for social innovation brands.

Furthermore, we sponsored the SDGs ART exhibition organized by Veda International, themed "The Land and the People Are Reborn," aiming to revitalize land vitality and achieve a harmonious relationship between humans and nature through the practice of cyclical thinking, returning to the traditional agricultural practices based on the seasons and giving the land a period of rest to achieve a balanced and harmonious relationship between people and nature.



Commitments and Actions

DBS Group actively contributes to society, striving to become a Different Kind of Bank. In 2023, the DBS Group further committed to investing SGD 1 billion (approximately NTD 24 billion) over the next 10 years to improve the urgent needs of daily life for low-income and vulnerable communities in its key markets, including Taiwan. This includes food, housing, and other necessities, aiming to assist them in breaking the cycle of poverty through education and financial knowledge, enhancing emotional and psychological resilience, and building a more inclusive society. DBS Bank (Taiwan) has established policies on creating impact beyond banking and sponsorship policies, with businesses for impact as primary partners. It ensures that proposal evaluation, review, and monitoring processes are well supervised and managed.

4.3 Employee Volunteerism

DBS Bank (Taiwan) supports its employees with two paid volunteer days each year and regularly organizes diverse and flexible volunteer activities. Our volunteering efforts have been focused on three areas – the elderly, education, and the environment (including towards zero food waste). In 2023, we collaborated with over 20 social enterprises, non-profit organisations, and social welfare groups such as the HuaShan Social Welfare Foundation, THE CAN, the Doctor Rednose Association, Blue Magpie Tea Social Enterprise Co. Ltd, Jen Ji Shiang Social Service Institute, and the Eden Social Welfare Foundation. Together, we conducted nearly 200 volunteer activities, totaling 16,270 volunteer hours with the participation of 2,814 individuals. This active engagement encourages employees to contribute meaningfully to social welfare through practical actions.

Employee Participation Volunteer Hours over the Past Three Years

Item	2021	2022	2023
Employee Participation Rate (%)	47%	43%	74.32%
Total Volunteer Hours (hours)	10,970	11,188	16,270
Beneficiaries (people)	4,649	5,186	5,369
Number of Volunteer Events	163	124	169



HuaShan Social Welfare Foundation



HuaShan Social Welfare Foundation



Dr. Rednose



Blue Magpie Tea



Food Bank

Volunteer Activity Highlights

HuaShan Social Welfare Foundation

Through collaborations with the HuaShan Social Welfare Foundation, we regularly implement the "Meal Delivery" and "Handmade Holiday Care Gift" projects. These initiatives involve delivering meals and gifts to disadvantaged elderly individuals, providing companionship and warmth to those in need. A total of 463 individuals participated in volunteer activities, contributing 3,934 volunteering hours.

THE CAN

Partnering with THE CAN, we actively participate in the "River Clean-Up Action" on the second Sunday of each month along the Sanxia River. This initiative aims to restore and protect our natural environment. A total of 363 individuals participated in volunteer activities, contributing 2,904 volunteering hours.

Dr. Rednose

In collaboration with the Dr. Rednose Association, we assist in managing charity booths and crafting finger puppets. These finger puppets are used by the organisation's clown doctors to bring joy to children and their families in hospitals. A total of 312 individuals participated in volunteer activities, contributing 2,244 volunteering hours.

Blue Magpie Tea

Partnering with the Blue Magpie Tea Social Enterprise Co. Ltd, volunteers contribute to pesticide-free tea gardens by removing weeds and selecting tea branches. This supports the "River Basin Recovery" strategy in the Pinglin area. Additionally, volunteers assist in millet cultivation in Pingtung's good tea tribes, reviving traditional ecological knowledge. A total of 179 individuals participated in volunteer activities, contributing 1,419 volunteering hours.

Food Bank

Collaborating with the Jen Ji Shiang Social Service Institute, volunteers assist in packing food boxes at the flagship store of the Food Bank sponsored by DBS Bank (Taiwan), as well as organizing second-hand charity sales. This initiative helps vulnerable groups and promotes sustainable practices. A total of 252 individuals participated in volunteer activities, contributing 1,146 volunteering hours.

Eden Foundation

We provide long-term support to the Eden Social Welfare Foundation, assisting individuals with physical and mental challenges. Activities include companionship during Chinese New Year, spring outings, assisting in transcription records, invoice prize checkings, mooncake packagings, etc. A total of 111 individuals participated in volunteer activities, contributing 966 volunteering hours.



Appendix

GRI Index¹

Statement of use	DBS Taiwan has reported with reference to the GRI standards for the period 1 Jan to 31 Dec 2023.
GRI 1 used	Foundation 2021
Applicable GRI sector standard(s)	Not applicable

GRI 2 : General Disclosures 2021¹

GRI Standard	Disclosures	Corresponding Sections	Page
2-1	Organisational details	About DBS Taiwan	5
2-2	Entities included in the organisation's sustainability reporting	About This Report	5
2-3	Reporting period, frequency and contact point	About This Report	5
2-4	Restatements of information	About This Report Compared to the previous 2021 Sustainability Report, the "annual electricity consumption" under Section 3.3 Low-Carbon Operations has been revised based on external verification results. Additionally, the "annual renewable energy generation" and the "annual carbon reduction equivalent from renewable energy" have been revised in this report due to incomplete statistics before the deadline of the previous report.	5
2-5	External assurance	About This Report Appendix: Independent Assurance Report	5 60
2-6	Activities, value chain and other business relationships	About DBS Taiwan	5
2-7*	Employees	3.2.2 Developing Our People	33 ~ 36
2-8*	Workers who are not employees	3.2.2 Developing Our People	33 ~ 36
2-9	Governance structure and composition	1.3.1 Board Operations and Composition	12
2-10	Nomination and selection of the highest governance body	1.3.1 Board Operations and Composition	12
2-11	Chair of the highest governance body	1.3.1 Board Operations and Composition	12

GRI Standard	Disclosures	Corresponding Sections	Page
2-12	Role of the highest governance body in overseeing the management of impacts	1.3.1 Board Operations and Composition	12
2-13	Delegation of responsibility for managing impacts	1.3.2 Governance of Sustainability	13
2-14	Role of the highest governance body in sustainability reporting	1.3.2 Governance of Sustainability	13
2-15	Conflicts of interest	1.3.1 Board Operations and Composition	12
2-16	Communication of critical concerns	1.2 Stakeholder Engagement Policy and Material Topics Analysis	9 ~ 11
2-17	Collective knowledge of the highest governance body	1.3.1 Board Operations and Composition	12
2-18	Evaluation of the performance of the highest governance body	1.3.1 Board Operations and Composition	12
2-19	Remuneration policies	1.3.1 Board Operations and Composition	12
2-20	Process to determine remuneration	1.3.1 Board Operations and Composition	12
2-21	Annual total compensation ratio	(1) We do not disclose the annual total compensation of the highest individual and the compensation of other employees within the organisation due to confidentiality constraints. (2) The percentage increase in the annual total compensation of the highest individual is 0.6 times the percentage increase in the median annual total compensation of company employees (the compensation of the highest individual is not included). Note: Calculation method: The highest individual's annual total compensation increase percentage divided by the median annual total compensation increase percentage of other employees (excluding the highest compensated individual).	

¹ Indicators marked with * correspond to the material issues for the current year.



GRI Standard	Disclosures	Corresponding Sections	Page
2-22	Statement on sustainable development strategy	CEO Message	4
		1.1 DBS Bank (Taiwan)'s Sustainability Strategy: Three Key Sustainability Pillars	8
		1.3.2 Governance of Sustainability	13
2-23*	Policy commitments	1.2 Stakeholder Engagement Policy and Material Topics Analysis	9 ~ 11
		1.3.2 Governance of Sustainability	13
		2.1 Responsible Finance	17 ~ 20
		3.2 Friendly and Healthy Workplace	32 ~ 38
		3.4 Sustainable Procurement	40
2-24*	Embedding policy commitments	3.8 Customer Experience and Fair Dealing	45 ~ 46
2-25*	Processes to remediate negative impacts	1.3.2 Governance of Sustainability	13
		2.1 Responsible Finance	17 ~ 20
		2.2 Low Carbon Transition	21 ~ 27
		3.4 Sustainable Procurement	40
		3.8 Customer Experience and Fair Dealing	45 ~ 46
2-26*	Mechanisms for seeking advice and raising concerns	1.3.3 Integrity and Compliance	14
		3.1 Workplace Diversity, Equity and Inclusion	31
		3.8 Customer Experience and Fair Dealing	45 ~ 46
2-27*	Compliance with laws and regulations	In 2023, DBS Bank (Taiwan) had a total of 10 labor disputes resulting in penalties, with a total loss amounting to NT\$450,000. For more details, please refer to the 2023 Annual Report, pages 99-100. 🔗	
		1.3.3 Integrity and Compliance	14
		3.7 Financial Crime Prevention	44
2-28	Membership associations	Organisations that DBS Taiwan has participated in 2023 including Trust Association of the Republic of China, Bills Finance Association of the Republic of China, Interbank Borrowing Center of Bankers Association of the Republic of China, Securities Investment Trust & Consulting Association of the Republic of China, Securities Investment Trust & Consulting Association of the Republic of China, Bankers Association of Countries and Cities, Taiwan Corporate Governance Association, The Bankers Association of the Republic of China, Insurance Agents Association of the Republic of China.	
2-29	Approach to stakeholder engagement	1.2 Stakeholder Engagement Policy and Material Topics Analysis	9 ~ 11
2-30	Collective bargaining agreements	3.1 Workplace Diversity, Equity and Inclusion	31

GRI 3: Material Topics 2021

GRI Standard	Disclosure	Corresponding Sections	Page
3-1	Process to determine material topics	1.2 Stakeholder Engagement Policy and Material Topics Analysis	10 ~ 11
3-2	List of material topics	1.2 Stakeholder Engagement Policy and Material Topics Analysis	17 ~ 20
3-3	Management of material topics	1.2 Stakeholder Engagement Policy and Material Topics Analysis For information regarding the effectiveness of actions taken to track and manage material factors, please refer to the Stakeholder Identification Results - Parent Company.	10 ~ 11

Differences in material issues between 2023 and 2021

Reason of Adjustment		Description
Issue added	Considering the impact of climate change risks and opportunities, "Climate change" has been included as a material issue.	<ul style="list-style-type: none">"Climate change" was included.
Issue deleted and moved	In accordance with changes in the DBS Group's 2023 material issues identification process, certain material issues have been deleted, and some have been moved to the ESG basic issues.	<ul style="list-style-type: none">"General economic development and operating performance," "Sustainable financial system," and "Financial digital innovation" were deleted."Responsible finance," "Information transparency (marketing communication)," and "Fair trade" were moved and integrated into ESG fundamentals.
Issue consolidated	In alignment with the development trends of AI and the group's strategy, issues have been consolidated.	<ul style="list-style-type: none">"Intelligent finance (AI)" was merged with "Data governance."
Issue renamed	Names of issues have been adjusted to describe the impacts related to each issue more comprehensively.	<ul style="list-style-type: none">"Data security and personal data protection" was renamed to "Data governance.""Cybersecurity" was expanded and renamed to "Information security and tech resilience.""Talent attraction and retention" was renamed to "Developing our people."



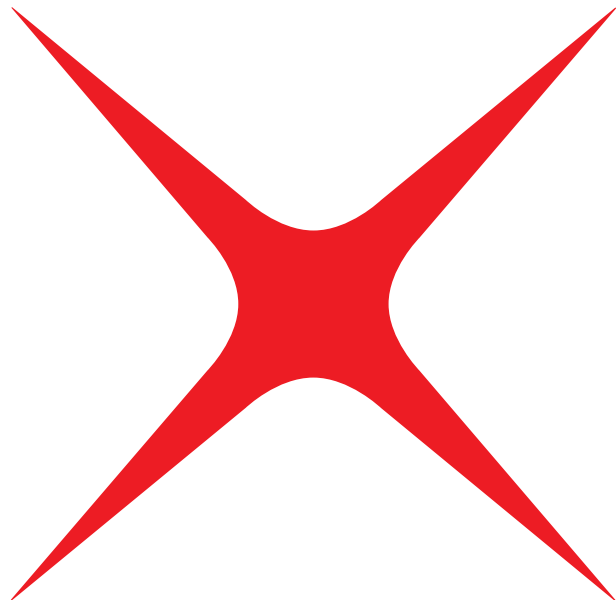
GRI 200: Economic

Series	GRI Standard	Disclosure	Corresponding Sections	Page
201 : Economic Performance 2016	201-1	Direct economic value generated and distributed	Operating performance	
			Item/Year	2021 2022 2023
			Total assets (in thousands)	427,891,432492,364,427876,514,916
			Total liabilities (in thousands)	391,855,391455,974,756787,512,063
			Shareholders' equity (in thousands)	36,036,04136,389,67189,002,853
			Net income (in thousands)	9,225,5778,958,46216,030,653
			Net income after tax (in millions)	729677637
			Earnings per share (NTD)	0.300.280.13
			Book value per share (NTD)	11.1711.2810.56
			Return on equity (%)	2.031.871.02
			Return on assets (%)	0.170.150.09
			Economic value distributed to stakeholders	
			Item (in thousands NTD) /year	2021 2022 2023
			Payments to Providers of Capital	189,467182,320182,320
			Employee wages and benefits	4,388,5844,631,0847,485,175
			Community investments	22,75237,55249,796
			Income tax payments	167,980-6,666276,679
			Total economic value distributed	4,768,7834,806,7387,944,174
			Economic value retained (Net income - Total economic value distributed)	4,456,7944,151,7248,086,479
	201-2*	Financial implications and other risks and opportunities due to climate change	2.2 Low Carbon Transition 3.3 Low Carbon Operations	21 ~ 37 59

Series	GRI Standard	Disclosure	Corresponding Sections	Page				
203 : Indirect Economic Impacts 2016	203-2*	Significant indirect economic impacts	2.3 Financial Inclusion and Digital Innovation	28 ~ 29				
204 : Procurement Practices 2016	204-1	Proportion of spending on local suppliers	3.4 Sustainable Procurement	40				
205 : Anti-Corruption 2016	205-2*	Communication and training about anti-corruption policies and procedures	1.3.3 Integrity and Compliance 3.7 Financial Crime Prevention	14 44				
	205-3	Confirmed incidents of corruption and actions taken	1.3.3 Integrity and Compliance	14				
206 : Anti-Competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	1.3.3 Integrity and Compliance	14				
207 : Tax 2019	207-1	Approach to tax	DBS Bank (Taiwan) follows the tax policies and framework of the DBS Group. (Please refer to the DBS Group's 2023 Sustainability Report-Responsible Tax Management for details. ↗)					
	207-2	Tax governance, control, and risk management						
	207-3	Stakeholder engagement and management of concerns related to tax	DBS Bank (Taiwan)'s tax information for the years 2021 to 2023					
	207-4	Country-by-country reporting			Income tax information (in thousands NTD)			
					Item	2021	2022	2023
					Income before tax	883,649	817,559	740,573
		Income tax expense	154,735	140,901	103,830			
		Income tax paid	167,980	-6,666	273,679			

GRI 300: Environmental

Series	GRI Standard	Disclosure	Corresponding Sections	Page
303 : Water and Effluents 2018	303-1	Interactions with water as a shared resource	3.3 Low Carbon Operations	39
	303-3	Water withdrawal	3.3 Low Carbon Operations	39
305 : Emissions 2016	305-1*	Direct (Scope 1) GHG emissions	3.3 Low Carbon Operations	39
	305-2*	Energy indirect (Scope 2) GHG emissions	3.3 Low Carbon Operations	39
	305-3*	Other indirect (Scope 3) GHG emissions	3.3 Low Carbon Operations	39
	305-4*	GHG emissions intensity	3.3 Low Carbon Operations	39
	305-5*	Reduction of GHG emissions	2.2.1 Climate Strategy and Actions	21
			3.3 Low Carbon Operations	39
306 : Waste 2020	306-1	Waste generation and significant waste-related impacts	3.3 Low Carbon Operations	39
	306-2	Management of significant waste-related impacts	3.3 Low Carbon Operations	39
	306-3	Waste generated	3.3 Low Carbon Operations	39
308 : Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	3.4 Sustainable Procurement	40
	308-2	Negative environmental impacts in the supply chain and actions taken	1.2 Stakeholder Engagement Policy and Material Topics Analysis 3.4 Sustainable Procurement	9 ~ 11 40





GRI 400: Social

Series	GRI Standard	Disclosure	Corresponding Sections	Page
401 : Employment 2016	401-1*	New employee hires and employee turnover	3.2.2 Developing Our People	33 ~ 36
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	3.2.3 Employee Benefits	37
	401-3	Parental leave	3.2.3 Employee Benefits	37
402 : Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	3.2.2 Developing Our People	33 ~ 36
403 : Occupational Health and Safety 2018	403-1	Occupational health and safety management system	3.2.4 Employee Health and Safety	38
	403-5	Worker training on occupational health and safety	3.2.4 Employee Health and Safety	38
	403-6	Promotion of worker health	3.2.4 Employee Health and Safety	38
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	3.2.4 Employee Health and Safety	38
	403-8	Workers covered by an occupational health and safety management system	3.2.4 Employee Health and Safety	38
404 : Training and Education 2016	404-1*	Average hours of training per year per employee	3.2.2 Developing Our People	33 ~ 36
	404-2*	Programs for upgrading employee skills and transition assistance programs	3.2.2 Developing Our People	33 ~ 36
	404-3*	Percentage of employees receiving regular performance and career development reviews	3.2.2 Developing Our People	33 ~ 36
405 : Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	3.2.1 Employee Composition	32 ~ 36
	405-2*	Ratio of basic salary and remuneration of women to men	3.2.2 Developing Our People	33 ~ 36
406 : Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	3.1 Workplace Diversity, Equity and Inclusion	31
413 : Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	4.2 Investing Resources to Strengthen Community Impact 4.3 Employee Volunteerism	49 ~ 50 51
414 : Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	3.4 Sustainable Procurement	40
	414-2	Negative social impacts in the supply chain and actions taken	1.2 Stakeholder Engagement Policy and Material Topics Analysis 3.4 Sustainable Procurement	9 ~ 11 40
417 : Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	3.8.2 Fair Dealing	46
	417-2	Incidents of non-compliance concerning product and service information and labeling	3.8.2 Fair Dealing	46
	417-3	Incidents of non-compliance concerning marketing communications	3.8.2 Fair Dealing	46
418 : Customer Privacy 2016	418-1*	Substantiated complaints concerning breaches of customer privacy and losses of customer data	3.6 Data Governance	43



SASB Index

SASB Code	Topic	Metric	Corresponding Sections	Page								
Across Multiple Standards												
FN-CF-230a.1 FN-CB-230a.1	Data Security	<ul style="list-style-type: none">• Number of data breaches• Percentage that are personal data breaches• Number of account holders affected	There were no data breaches; therefore no customers were affected by any personal data breaches from 2021 to 2023.									
FN-CB-230a.2 FN-CF-230a.3		Description of approach to identifying and addressing data security risks	3.5 Cyber Security and Technology Resilience	41 ~ 42								
Commercial Banks												
FN-CB-240a.1	Financial Inclusion & Capacity Building	(1) Number and (2) amount of loans outstanding that qualify for programmes designed to promote small business and community development	2.3 Financial Inclusion and Digital Innovation	28 ~ 29								
FN-CB-240a.4		Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers	2.3 Financial Inclusion and Digital Innovation	28 ~ 29								
FN-CB-410a.1	Incorporation of Environmental, Social, and Governance Factors in Credit Analysis	Commercial and industrial credit exposure, by industry										
		Industry	Real Estate	Communication, Media, and High Tech	Energy	Financial institutions	Automotive	Investment and holding companies	Industrial	Food and Agriculture	Building and construction	Government
		Exposure at the end of 2023	24%	23%	6%	6%	5%	4%	4%	3%	3%	3%
		*1: The classification is based on the internal industry classification standards.										
FN-CB-410a.2		Description of approach to incorporation of environmental, social and governance (ESG) factors in credit analysis	2.1.2 Enhancing ESG Risk Assessment 2.2.3 Climate Risk Management and Scenario Analysis	17 ~ 18 23 ~ 27								
FN-CB-510a.1	Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, antitrust, anticompetitive behaviour, market manipulation, malpractice, or other related financial industry laws or regulations	1.3.3 Integrity and Compliance	14								
FN-CB-510a.2		Description of whistleblower policies and procedures	1.3.3 Integrity and Compliance	14								
FN-CB-550a.1		Global Systemically Important Bank (GSIB) score, by category	Not applicable to non-G-SIB banks.									
FN-CB-550a.2	Systemic Risk Management	Description of approach to integrate results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities	Capital adequacy management disclosures are available on the official website. ↗									



SASB Code	Topic	Metric	Corresponding Sections				Page
FN-CB-000.A	Activity Metrics	(1) Number and (2) value of checking and savings accounts by segment: (a) personal and (b) small business	Item	Personal	Small and medium enterprises	Corporates	
			Number of loans granted	89,516	680	269	
FN-CB-000.B		(1) Number and (2) value of loans by segment: (a) personal, (b) small business, and (c) corporate	Total loan balance (in thousands)	353,082,857	23,618,360	94,051,140	
			Number of deposit accounts	908,616	21,296		
			Total deposit balance (in thousands)	368,598,290,089	82,113,190		
			*1: Data as of December 31, 2023				
Consumer Finance							
FN-CF-230a.2	Data Security	Card-related fraud losses from (1) card-not-present fraud and (2) card-present and other fraud	Card-related fraud	Number of frauds	Amount of loss (in thousands)		
			Card-not-present fraud	9	370		
			Card-present fraud	91	5,700		
			*1: Data as of December 31, 2023				
FN-CF-000.A/B	Activity Metrics	Number and number of unique consumers with an active (1) credit card account and (2) pre-paid debit card account	Type	Number of customers	Number of cards		
			Pre-paid debit card	0	0		
			Credit card	2,708,798	3,334,199		
			DBS eco card	1,645,555	1,712,584		
			*1: Data as of December 31, 2023				
Mortgage Finance							
FN-MF-000.A/B	Activity Metrics	(1) Number and (2) value of mortgages originated/purchased by category: (a) residential and (b) commercial	Item	Residential mortgage loans	Commercial mortgage loans		
			Number of loans granted	69,937	50		
			Total loan balance (in thousands)	290,043,857	23,127,193		
			*1: Data as of December 31, 2023				



TCFD Index

Recommended Disclosures		Corresponding Sections	Page
Governance	a. Describe the board's oversight of climate-related risks and opportunities.	1.3.2 Governance of Sustainability	13
	b. Describe management's role in assessing and managing climate-related risks and opportunities.		
Strategy	a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	2.2.2 Identification of Climate-Related Risks and Opportunities	22
	b. Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	2.2.2 Identification of Climate-Related Risks and Opportunities	22
	c. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	2.2.3 Climate Risk Management and Scenario Analysis	23 ~ 27
Risk Management	a. Describe the organisation's processes for identifying and assessing climate-related risks.	2.1.2 Enhancing ESG Risk Assessment	17 ~ 18
		2.2.2 Identification of Climate-Related Risks and Opportunities	22
		2.2.3 Climate Risk Management and Scenario Analysis	23 ~ 27
	b. Describe the organisation's processes for managing climate-related risks.	2.1.2 Enhancing ESG Risk Assessment	17 ~ 18
		2.2.2 Identification of Climate-Related Risks and Opportunities	22
		2.2.3 Climate Risk Management and Scenario Analysis	23 ~ 27
Metrics and Targets	a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	2.1.2 Enhancing ESG Risk Assessment	17 ~ 18
		2.2.2 Identification of Climate-Related Risks and Opportunities	22
		3.3 Low Carbon Operations	39
	c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	2.2.1 Climate Strategy and Actions (DBS Group's 2023 performance in achieving key climate indicators and carbon reduction targets for nine priority sectors can be found in detail in the DBS Group Sustainability Report 2023, pp 16-35. ↗)	21



Independent Assurance Statement



ASSURANCE STATEMENT

SGS TAIWAN LTD.'S REPORT ON SUSTAINABILITY ACTIVITIES IN THE DBS BANK (TAIWAN) LIMITED'S SUSTAINABILITY REPORT FOR 2023

NATURE AND SCOPE OF THE ASSURANCE

SGS Taiwan Ltd. (hereinafter referred to as SGS) was commissioned by DBS BANK (TAIWAN) LIMITED, hereinafter referred to as DBS (TAIWAN), to conduct an independent assurance of the Sustainability Report for 2023. The scope of assurance is based on the SGS Sustainability Report Assurance methodology and AA1000 Assurance Standard v3 Type 2 Moderate level to assess whether the text and data in accompanying tables contained in the report and complies with the GRI Standards and AA1000 Accountability Principles (2018) during on-site assurance (2024/04/26–2024/05/30) in DBS (TAIWAN) headquarter. The boundary of this report includes DBS (TAIWAN) operational sites' specific performance data included the sampled text, and data in accompanying tables, contained in the report presented. The assurance process did not include the evaluation of specific performance information outside the scope, such as climate-related financial disclosures (TCFD) and most of the information regarding sustainability accounting standards (SASB). SGS reserves the right to update the assurance statement from time to time depending on the level of report content discrepancy of the published version from the agreed standards requirements.

INTENDED USERS OF THIS ASSURANCE STATEMENT

This Assurance Statement is provided with the intention of informing all DBS (TAIWAN)'s Stakeholders.

RESPONSIBILITIES

The information in the DBS (TAIWAN)'s Sustainability Report of 2023 and its presentation are the responsibility of the directors or governing body (as applicable) and management of DBS (TAIWAN). SGS has not been involved in the preparation of any of the material included in the Sustainability Report.

Our responsibility is to express an opinion on the report content within the scope of assurance with the intention to inform all DBS (TAIWAN)'s stakeholders.

ASSURANCE STANDARDS, TYPE AND LEVEL OF ASSURANCE

The SGS ESG & Sustainability Report Assurance protocols used to conduct assurance are based upon internationally recognized assurance guidance and standards including the principles of reporting process contained within the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards) GRI 1: Foundation 2021 for report quality, GRI 2 General Disclosure 2021 for organization's reporting practices and other organizational detail, GRI 3 2021 for organization's process of determining material topics, its list of material topics and how to manages each topic, and the guidance on levels of assurance contained within the AA1000 series of standards.

The assurance of this report has been conducted according to the following Assurance Standards:

Assurance Standard Options and Level of Assurance	
A	SGS ESG & SRA Assurance Protocols (based on GRI Principles and guidance in AA1000)
B	AA1000ASv3 Type 2 Moderate Level (AA1000AP Evaluation plus evaluation of Specified Performance Information)

SCOPE OF ASSURANCE AND REPORTING CRITERIA

The scope of the assurance included evaluation of quality, accuracy and reliability of specified performance information as detailed below and evaluation of adherence to the following reporting criteria:

Reporting Criteria Options	
1	GRI Standards (Reference)
2	AA1000 Accountability Principles (2018)

- The evaluation includes AA1000 Assurance Standard v3 Type 2 evaluation of the report content and supporting management systems against the AA1000 Accountability Principles (2018).
- The evaluation of the reliability and quality of specified sustainability performance information in DBS (TAIWAN)'s Sustainability Report is limited to determined material topics or those clearly marked in the report as conducted in accordance with type 2 of AA1000AS v3 sustainability assurance engagement at a moderate level of scrutiny.
- The evaluation of the report against the requirements of GRI Standards is listed in the GRI content index as material in the report and is conducted with reference to the Standards.

SPECIFIED PERFORMANCE INFORMATION AND DISCLOSURES INCLUDED IN SCOPE

The scope includes the sustainability accounting standards (SASB) listed as below since these items were chosen as the specified performance information for the identified material topics in DBS (TAIWAN)'s Sustainability Report.

- FN-CF/CB 230a.1
- FN-CB 230a.2
- FN-CF 230a.3
- FN-CB 240 a.1
- FN-CB 240 a.4

ASSURANCE METHODOLOGY

The assurance comprised a combination of pre-assurance research, interviews with relevant employees, superintendents, Sustainability committee members and the senior management in Taiwan; documentation and record review and validation with external bodies and/or stakeholders where relevant.

LIMITATIONS AND MITIGATION

Financial data drawn directly from independently audited financial accounts, Task Force on Climate-related Financial Disclosures (TCFD) and most of the SASB related disclosures has not been checked back to source as part of this assurance process.

STATEMENT OF INDEPENDENCE AND COMPETENCE

The SGS Group of companies is the world leader in inspection, testing and assurance, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS affirm our independence from DBS (TAIWAN), being free from bias and conflicts of interest with the organization, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment, and comprised auditors registered with ISO 26000, ISO 20121, ISO 50001, SA8000, RBA, QMS, EMS, SMS, GPMS, CFP, WFP, GHG Verification and GHG Validation Lead Auditors and experience on the SRA Assurance service provisions.

ASSURANCE/VERIFICATION OPINION

On the basis of the methodology described and the assurance work performed, we are satisfied that the disclosure with inclusivity, materiality, responsiveness, and impact information in the scope of assurance is reliable, has been fairly stated and has been prepared, in all material respects, in accordance with the reporting criteria.

We believe that the organization has chosen an appropriate level of assurance for this stage in their reporting.

QUALITY AND RELIABILITY OF SPECIFIED PERFORMANCE INFORMATION

The contents listed in the scope of specified performance information and disclosures above was assured at a moderate level of scrutiny by checking the internal statistical forms, emails, reports, and interviews with relevant employees.

AA1000 ACCOUNTABILITY PRINCIPLES (2018) CONCLUSIONS, FINDINGS AND RECOMMENDATIONS

Inclusivity

DBS (TAIWAN) has demonstrated a good commitment to stakeholder inclusivity and stakeholder engagement. A variety of engagement efforts such as survey and communication to employees, customers, the parent company, and other stakeholders are implemented to underpin the organization's understanding of stakeholder concerns. For future reporting, DBS (TAIWAN) may proactively consider having more direct two-ways involvement of stakeholders during future engagement.

Materiality

DBS (TAIWAN) has established effective processes for determining issues that are material to the business. Formal review has identified stakeholders and those issues that are material to each group and the report addresses these at an appropriate level to reflect their importance and priority to these stakeholders.

Responsiveness

The report includes coverage given to stakeholder engagement and channels for stakeholder feedback.

Impact

DBS (TAIWAN) has demonstrated a process on identify and fairly represented impacts that encompass a range of environmental, social and governance topics from wide range of sources, such as activities, policies, programs, decisions and products and services, as well as any related performance. Measurement and evaluation of its impacts related to material topic were in place at target setting with combination of qualitative and quantitative measurements.

GLOBAL REPORTING INITIATIVE REPORTING STANDARDS CONCLUSIONS, FINDINGS AND RECOMMENDATIONS

The report, DBS (TAIWAN)'s Sustainability Report of 2023, is reporting with reference to the GRI Universal Standards 2021 and complies with the requirements set out in section 3 of GRI 1 Foundation 2021. The significant impacts were assessed and disclosed with reference to the guidance defined in GRI 3: Material Topic 2021 and the relevant 200/300/400 series Topic Standard related to Material Topic have been disclosed. The report has properly disclosed information related to DBS (TAIWAN)'s contributions to sustainability development. For future reporting, DBS (TAIWAN) is encouraged to prepare for the transition to reporting in accordance with the GRI Standards, with more comprehensive details of its management mechanisms and results regarding the identified material impacts.

Signed:
For and on behalf of SGS Taiwan Ltd.

Stephen Pao
Business Assurance Director
Taipei, Taiwan
27 June, 2024
www.sgs.com







TCFD Performance Assessment Statement

The process and procedures of

DBS Bank (Taiwan) Limited

15F, 17F, No. 32,36 Songren Rd., Xinyi Dist.,
Taipei City 110, Taiwan (R.O.C.)

have been assessed from 24 April 2024 to 08 May 2024 and demonstrated the implementation status against the

Final Report: Recommendations of the Task Force on Climate-related Financial Disclosures (29 June 2017)

The organization has incorporated climate-related governance organization
The actual and potential impacts of climate-related risks and opportunities has been considered and identified over the relevant short-, medium-, and long-term time horizons
The resilience of the organization's strategy were taking into consideration with different climate-related scenarios including NGFS Net Zero 2050 RCP2.6 and RCP3.5 scenarios
The methodology of organization's climate-related risk management process has been adequately implemented as well as integrated into organization's overall risk management
The scope 1 and scope 2 greenhouse gas (GHG) emissions inventory has been conducted and verified annually, the metrics and targets has yet to be used by the organization to manage climate-related risks and opportunities and performance against targets
For the following activities
Governance, Strategy, Risk Management, Metrics and Targets
And cover the following operational locations:
Headquarter of DBS Bank (Taiwan) Limited.
DBS(TW) meets SGS TCFD performance assessment at disclosure level
Authorised by



Stephen Pao
Business Assurance Director
Issue Date: 27 June 2024
Valid Date: 26 June 2025

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Page 1 of 2

Disclaimer
The findings recorded herein demonstrated a level of performance against the Final Report: Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) (29 June 2017) and are only valid at the time of the intervention and only as stated above. This document is not intended to be used for certification purposes or regulatory or contractual use and does not relieve the Client from compliance with any bylaws, federal, national or regional acts and regulations issued pursuant to TCFD.
SGS Services are governed by and subject to the General Conditions of Customized Audit Services.



NATURE AND SCOPE OF THE ASSESSMENT

SGS Taiwan Ltd. (hereinafter referred to as SGS) was commissioned by DBS Bank (Taiwan) Limited. (hereinafter referred to as DBS(TW)) to conduct an independent performance assessment of the Task Force on Climate-related Financial Disclosures. (hereinafter referred to as TCFD).

The information in the DBS(TW)'s TCFD disclosure framework and its presentation are the responsibility of the management of DBS(TW). SGS has not been involved in the preparation of any of the material included in DBS(TW)'s TCFD disclosure framework.

Our responsibility is to express an opinion on the report content within the scope of performance assessment with the intention to inform all DBS(TW)'s stakeholders.

The SGS protocols are based upon the Fundamental Principles for Effective Disclosure contained within the TCFD and SGS Management System Manual and Global System procedures.

The performance assessment comprised a combination of pre-assessment research, interviews with relevant employees, superintendents, sustainability committee members and the senior management in DBS(TW)'s Headquarter; documentation and record review and validation with external bodies and/or stakeholders where relevant.

SCOPE OF PERFORMANCE ASSESSMENT AND DISCLOSURE CRITERIA

The scope of the performance assessment included evaluation of quality, reliability of TCFD disclosure and performance information and evaluation of adherence to the four core elements as well as seven principles for effective disclosures for the information to be disclosed.

PERFORMANCE ASSESSMENT METHODOLOGY

The assurance comprised a combination of pre-assurance research, interviews with relevant employees; documentation and record review and validation with external bodies and/or stakeholders where relevant.

STATEMENT OF INDEPENDENCE AND COMPETENCE

The SGS Group of companies is the world leader in inspection, testing and verification, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS affirm our independence from DBS(TW), being free from bias and conflicts of interest with the organisation, its subsidiaries and stakeholders.

The assessment team was assembled based on their knowledge, experience and qualifications for this assignment, and comprised auditors registered with ISO 26000, ISO 20121, SRA, EMS, CFP, WFP, GHG Verification and GHG Validation Lead Auditors and experience on the TCFD performance assessment service provisions.

ASSESSMENT OPINION

On the basis of the methodology described and the verification work performed, we are satisfied that the information demonstrated by DBS(TW) within the TCFD performance assessment evaluated is reasonable, reliable and provides a sufficient and balanced representation of DBS(TW) climate related risks and opportunities management activities and meets SGS TCFD performance assessment at disclosure level.

Disclaimer
The findings recorded herein demonstrated a level of performance against the Final Report: Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) (29 June 2017) and are only valid at the time of the intervention and only as stated above. This document is not intended to be used for certification purposes or regulatory or contractual use and does not relieve the Client from compliance with any bylaws, federal, national or regional acts and regulations issued pursuant to TCFD.
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Page 2 of 2