O-Bank
2025 Sustainability Report

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Editor's Note

Fulfilling our corporate social responsibilities (CSR) is the first of many steps to realize the O-Bank spirit of "fulfilling oneself by benefiting others." O-Bank firmly believes that the foremost mission of a company is not only to pursue profit, but also to protect the environment, care for society, and sincerely respond to the needs of all stakeholders – thereby achieving sustainable operations and growth.

O-Bank established an ESG Development Working Committee (formerly the Corporate Social Responsibility Committee) in 2015 made up of each department's most senior supervising manager. We act on our corporate culture of "Always Sincere, Always Here" in the six dimensions of corporate governance, customer relationships, employee care, environmental protection, social engagement, and green finance, systematically driving a wide range of sustainable development plans. In 2023, O-Bank established a "Board Sustainability Committee" under the Board, further placing the entire Bank's sustainable development strategy and its execution under the supervision of the Board. Each year, the results of our efforts in sustainable development are disclosed in sustainability reports. By means of these reports, O-Bank hopes to stay in close communication with all concerned stakeholders so that they can better understand our thinking and how we act upon it. Since publishing our first sustainability report in 2016, O-Bank has regularly published the Chinese version of it each year by the end of June (Since 2021, the English version of the sustainability report has been regularly published each year in August), with no restatement of information. This year's sustainability report will be our 11th edition. Going forward, we will continue to publish sustainability reports each year to publicly disclose our various sustainability initiatives.

This sustainability report covers the period January 1 to December 31, 2025, consistent with the period covered by our financial report. In addition, to ensure the completeness of reporting on certain programs and activities, parts of the report present information dating before 2025. Disclosures in this report cover all of O-Bank's domestic and overseas business locations. In addition to the O-Bank headquarters building in Taipei's Neihu District, this report also includes the Nanjing Fuxing Branch, Taoyuan Branch, Hsinchu Branch, Taichung Branch, Kaohsiung Branch, and Tainan Region Business Office, as well as Hong Kong Branch, Tianjin Representative Office (which was relocated and renamed as Shanghai Representative Office on April 14, 2026), and Sydney Representative Office overseas. The statistical data set out in this report comprehensively cover all of O-Bank's domestic and overseas business locations, but not affiliated enterprises (for detailed information, please see O-Bank's 2025 Annual Report, p. 193 for the Chinese version and p. 208 for the English version). Information on the results of environmental performance results also include the greenhouse gas emissions and carbon reduction programs of the subsidiaries. Information on the results of social engagement efforts includes the charitable activities of the O-Bank Education Foundation. All financial figures in this report are denominated in NT Dollars and have been audited and certified by a Certified Public Accountant (CPA).

In its content and structure, the O-Bank 2025 Sustainability Report is modeled on the Global Sustainability Standards Board (GSSB)'s GRI Sustainability Reporting Standards (GRI Standards), the AA1000 AccountAbility Principles, and the Sustainability Accounting Standards Board (SASB) standards for commercial banks and consumer finance, and was also drafted with reference to the Sustainable Development Best Practice Principles for Taiwan Stock Exchange (TWSE)/ Taipei Exchange (TPEx) Listed Companies, the TWSE Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies, the ISO 26000 Guidance on Social Responsibility, the International Integrated Reporting Council's Integrated Reporting Framework, the United Nations (UN) Global Compact disclosure guidelines, and the UN Sustainable Development Goals.

O-Bank has retained BSI SG, Taiwan Branch with the approval of the chairperson to independently certify our Sustainability Report on the basis of the "GRI Standards (2021)" and the AA1000 AccountAbility Principles (The high-level assurance of Type 2 of AA1000AS v3). The independent assurance opinion statement is shown in Appendix 8. At the same time, O-Bank retained Ernst & Young Taiwan to prepare independent limited assurance reports on 13 specific sustainability performance indicators in accordance with the Accounting Research and Development Foundation's "Standard on Assurance Engagements 3000: Assurance Engagements Other than Audits or Reviews of Historical Financial Information," which were drafted with reference to the International Standard on Assurance Engagements 3000 (ISAE 3000). In addition, limited assurance has been conducted on the carbon emissions data of the entities recognized by the Bank as investment and financing targets. The limited assurance report is shown in Appendix 9.

To protect the environment, this report has been printed in limited quantities using soy ink on paper certified by the Forest Stewardship Council (FSC). An electronic version is available for download from the Sustainable Development section of the O-Bank website. If you have any suggestions regarding this report, you are welcome to contact us at:

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Letter from the Chairperson

In addition to pursuing growth and creating economic value, an enterprise must create social value, continue to act as a force for good in society, and maintain a corporate sustainability that facilitates the emergence of a synergistic co-existence between the economy, the natural environment, and society. O-Bank has long been dedicated to achieving our goal of corporate sustainability. Ever since our founding in 1999 as the Industrial Bank of Taiwan, and then our reorganization and listing in 2017 as O-Bank, we have acted in the spirit of "fulfilling oneself by benefiting others," working with all stakeholders to create a shared prosperity and achieve sustainable development for the company, the environment, and society.

After several years of growth, the Bank's 2025 financial performance was impacted by a significant decrease in overall returns from subsidiaries and investment under equity method. This was primarily due to losses incurred by our equity invested leasing business, which was adversely affected by the economic environment in Mainland China. In 2025, O-Bank recorded an Earnings Per Share (EPS) of NT$0.61. Standalone net income after tax was 1,831 million, representing a 36% decline year-on-year, while consolidated net profit after tax was NT$3,149 million, a 19% decrease compared to the previous year. Looking ahead to 2026, as risk management is strengthened and operational adjustments are implemented in the equity invested leasing business, returns from subsidiaries and investment under equity method are expected to gradually return to a normal trajectory. O-Bank will also continue to strengthen its operational structure, aiming to optimize returns on capital and consistently generate stable profits for its shareholders. Moving forward, the Bank's strategy will focus on asset and liability management, development of capital-light businesses, continuous expansion of our customer base, diversification of product offerings, enhancement of operational efficiency, and leveraging Group synergies. Through these initiatives, the goal is to build a premier banking franchise that balances shareholder interests with sustainable operations.

In the course of a company's growth, we firmly believe that a company's mission is not merely to earn profits; besides pursuing profit, a company must also care for the environment and society, and work toward a vision in which all stakeholders share in win-win outcomes.

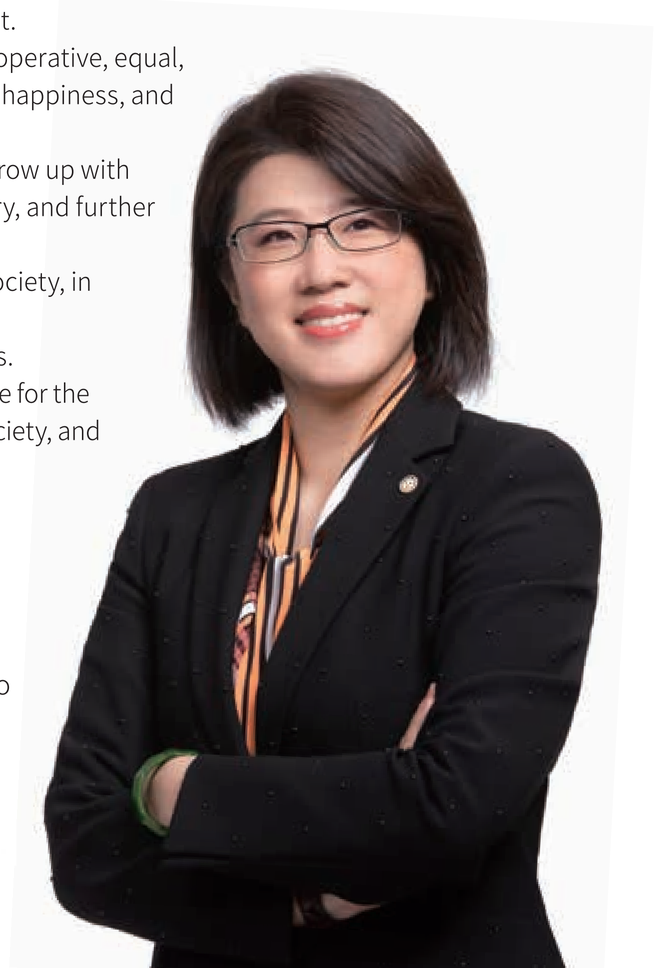
I chair the ESG Development Working Committee (formerly the Corporate Social Responsibility Committee) that we formed in 2015. O-Bank's President serves as the committee's vice chairperson, and the rest of the committee members are composed of the chiefs of O-Bank's related units. Since the founding of this committee, we have begun to fulfill our corporate social responsibilities in a more systematic manner, steadily advancing initiatives in the six dimensions of corporate governance, employee care, customer relationships, environmental protection, social engagement, and green finance. Since 2023, we have further established a "Board Sustainability Committee" under the Board, consisting of seven directors, with four of the members being independent directors, responsible for supervising the bank's sustainable development strategy and implementation results, which clearly demonstrates our strong emphasis on and dedication to sustainable development.

In recent years, in response to the issues of climate change and the trend of net zero, we have even more actively incorporated a sustainability-oriented mindset into the running of our financial business. For example, we have signed on to the Equator Principles; joined the Task Force on Climate-Related Financial Disclosures (TCFD) and became an official TCFD Supporter; incorporated sustainability risk factors into the investment decision-making process and the review process for financing decisions; joined the Partnership for Carbon Accounting Financials (PCAF) and the Partnership for Biodiversity Accounting Financials (PBAF); and became a Carbon Disclosure Project Supporter (CDP Supporter). Through these efforts, we are moving steadily toward the achievement of green finance, in hopes of using the power of finance to spur sustainable development in all industries. In addition, we were the first in Taiwan to provide the "Consumer Spending Carbon Calculator" and the "Transportation Carbon Reduction Details," enabling consumers to see an itemized list of carbon emissions for every purchase paid for using the O-Bank mobile banking app or via the O-Bank online banking site, as well as the amount of carbon reduction achieved through public transportation rides taken using an iPASS card. In this manner, O-Bank encourages customers to reduce the amount of carbon emissions they generate through their everyday purchases. In addition, O-Bank has pledged that renewable energy will account for 50% of power consumption at all global business locations by the year 2030, and 100% by the year 2050 in order to achieve net zero emissions. The hope is that O-Bank can join hands with all the Bank's stakeholders, including corporate customers and retail customers, in a shared effort to achieve the Paris Agreement's goal of limiting global temperature increase to 1.5°C.

In sustainable development performance, O-Bank has earned the international B Corporation Certification after years of determined effort, a distinction that signifies that the recipient meets the international standards for performance in the fulfillment of corporate social responsibility. This achievement demonstrates the depth of our commitment to employees, the environment, and the society and is a realization of our ideal of being "the best FOR the world". According to the Corporate Investor Relations Platform, as of the end of May 2026, O-Bank ranked first among Taiwan's listed companies and financial peers in the Morningstar Sustainalytics ESG Risk Ratings. Concurrently, Sustainalytics named the Bank "Global ESG Leader," "Industry ESG Leader," and "Regional ESG Leader". Furthermore, the Bank secured the top position among both Taiwanese listed corporations and financial sector peers in the FTSE Russell ESG Scores. In the S&P Global Corporate Sustainability Assessment (CSA), O-Bank was included in the 2026 Sustainability Yearbook and recognized among the Top 5% of companies globally within the same industry. The Bank also achieved the highest Leadership A rating in the Carbon Disclosure Project (CDP) Climate Change Questionnaire. These milestones across various international sustainability assessments underscore O-Bank's unwavering determination to pursue sustainable operations and create mutual prosperity for all stakeholders.

Moving forward, in an effort to realize our vision of prospering with employees, profiting with customers and shareholders, co-existing with the environment, and benefiting with society, O-Bank will continue implementing the following sustainable development strategies:

1. Upholding ethical conduct, and realize our corporate culture of "Always Sincere, Always Here" in relationships with employees, customers, shareholders, the public, and all stakeholders.
2. Commit to sustainable business management and strive to maximize shared value for employees, customers, shareholders, and all stakeholders.
3. Uphold the law, value corporate governance, and effectively manage risks.
4. Work to balance employees' work and life, provide them with high-quality care, multifaceted talent development plans, and a comfortable and safe work environment.
5. Promote our corporate culture, value teamwork, build a warm, cooperative, equal, and friendly workplace, and give employees a sense of belonging, happiness, and mission.
6. Provide sophisticated services, enhance professional value, and grow up with our customers, to make contributions to the economy and industry, and further create a win-win situation.
7. Actively promote and lead innovation in the Bank, industry, and society, in accordance with governmental policies.
8. Value and continue to implement environmentally friendly policies.
9. Carry out public welfare as well as arts and education activities, care for the community and students, give back to the local community and society, and promote and lead employees to engage in charitable service.



Chairperson Tina Y. Lo

2025 Sustainability Performance Highlights

Corporate Governance

The ratio of independent directors is 1/3 or higher

The 12 members of the Bank's 9th Board include four independent directors.

Directors completed a combined total of 136.5 person-hours of professional development courses

In 2025, O-Bank directors completed a combined total of 136.5 person-hours of professional development courses, which was 58.5 person-hours higher than the statutory standard, thus achieving a target completion rate of 100%.

Comprehensive disclosure of board compensation

Public disclosure of individual compensation for each director, and board compensation policy was reported to the 2025 Annual Shareholders' Meeting.

Maintained ISO 27001 certification for Information Security Management System (ISMS)

Continued to obtain annual ISO 27001 ISMS certification each year, with 100% certification coverage for IT organizations.

Strengthened Internal Audits for Sustainability

The implementation of annual sustainability objectives across all units is incorporated into internal audit activities, and sustainability information management has been included in the audit plan since 2025.

Customer Relationships

19 charity affinity cards

Since 2018, O-Bank has launched a total of 19 charity affinity cards. The cumulative number of charity affinity cards issued accounts for approximately 9.56% of all O-Bank cards.

Smart customer service chatbot supports six languages

O-Bank's smart customer service chatbot provides real-time support in English, Japanese, Thai, Vietnamese, Philippine (Tagalog), and Indonesian, enhancing the user experience for foreign customers and creating a language-barrier-free digital financial service.

Recognized as a benchmark bank for inclusive financial services

The Bank promoted inclusive finance and fair customer treatment initiatives, fostering an accessible and inclusive financial environment and services, and was recognized by the Financial Supervisory Commission (FSC) as a 2025 benchmark model bank for inclusive financial services.

Customer satisfaction continues to rise

Customer satisfaction among the Bank's frequent online banking retail users reached 90.1%, and corporate customer satisfaction reached 99.67%.

Certified ISO 10002 Complaint Handling Management System

Continuously enhanced the customer complaint handling mechanism, implementing and passing third-party certification for the ISO 10002 Complaint Handling Management System in 2025.

Employee Care

Women account for approximately 40% of management, 50% of executive-level management

Men and women each accounted for roughly half of all employees in 2025. Women accounted for 40% of management, 50% of executive-level management, and 45.6% of all promotions.

Gender Pay Equality Program

The Bank has established a "Gender Pay Equality Program" based on the principle of equal pay for work of equal value. Under this plan, we are progressively narrowing the gender pay gap through annual adjustments, with the goal of achieving comparable female-to-male fixed salary ratio of employees in positions with similar responsibilities and qualifications.

Same-sex couples receive equal benefits

O-Bank set an industry first by ensuring that same-sex couples of employees receive the same benefits and allowances as couples of other married employees.

Employee Share Ownership Trust (ESOT) participation rate reaches 95%

Achieved a 95% employee participation rate in the ESOT. Concurrently, launched an employee retention reward plan for top performers who commit to a designated tenure, offering a company matching contribution in ESOT of up to 500%.

Awarded as an Outstanding Family-Friendly Parenting Workplace

Committed to fostering a family-friendly parenting workplace, winning both "Outstanding Enterprise Award" and "Economic Support and Allowance Measures" Individual Merit Award at Taipei City Family-Friendly Parenting Enterprise Awards in 2025.

Passed ISO 45001 Occupational Health and Safety Management System

Continued to improve our occupational safety management system and passed third-party certification for the ISO 45001 Occupational Health and Safety Management System.

Dual certification for Healthy Workplace and Sports Enterprise

O-Bank has received a Badge of Accredited Healthy Workplace from the Ministry of Health and Welfare and a "Taiwan i Sports" certification from the Ministry of Education.

Environmental Protection

Net zero emissions at global business locations by 2050

Pledged to achieve net zero emissions at global business locations by 2050, and set reduction goals for Scope 1 and Scope 2 greenhouse gas emissions with reference to Science Based Targets initiative (SBTi).

Renewable energy usage reached 27.84%

Continued to increase the proportion of renewable power consumption, with usage of green electricity at global business locations reaching 27.84% in 2025.

Reduced per capita greenhouse gas emissions by 17%

2025 per capita greenhouse gas emissions (Scope 1 and Scope 2) calculated based on market basis for all global business locations declined approximately 17% from the previous year.

Awarded bronze-level green building label

O-Bank's headquarters building was awarded Bronze-level Green Building Label by the Ministry of the Interior for energy saving and carbon reduction.

Green purchasing amount increased by 21.6%

Continued to promote green purchasing; spending on goods that comply with Ministry of Environment's definition of green products increased by 21.6% compared to the previous year.

Green Finance

Achieved 100% carbon footprint assessment coverage for investment and corporate loan portfolios while continuously managing carbon-intensive industries

O-Bank is the 4th financial services firm in Taiwan to join the PCAF. Our carbon inventory coverage reaches 100% for both corporate loans and investments, while continuously managing positions in carbon-intensive industries. In 2025, carbon-intensive industries accounted for 6.58% of the Bank's PCAF-assessed investment and loan portfolios.

Implemented an internal carbon pricing mechanism, reducing the carbon intensity of investment and loan portfolios by 18% compared to the target

Integrated portfolio carbon emissions into our internal management pricing to steer business units away from high-carbon investments and financing. In 2025, our average carbon emissions per million dollars of investment and financing balance stood at 2.96 metric tons of CO_2e –18% lower than our established carbon intensity target of 3.61 metric tons.

Set guidelines for exclusion and management of coal and unconventional oil and gas related industries

Set guidelines for exclusion and management of coal and unconventional oil & gas-related industries according to the Global Coal Exit List (GCEL) and the Global Oil & Gas Exit List (GOGEL) set by the international non-governmental organization Urgewald, set control targets and control policies, and committed to fully divesting from coal and unconventional oil and gas industries by 2030.

Corporate loan balance for environmentally- and socially- friendly industries approached 10%

Continued increasing the proportion of corporate loans directed toward environmentally- and socially- friendly industries, with the loan balance share approaching 10% in 2025.

Balance for sustainability-related bond investments reached 10.9% of the total investment balance

Continued increasing the investment balance share of green bonds, social bonds, sustainability bonds, and sustainability-linked bonds, with the total share of balance for sustainability-related bonds reaching 10.9% in 2025.

Social Engagement

Introduced Taiwan's first "Consumer Spending Carbon Calculator"

First bank in Taiwan to develop a "Consumer Spending Carbon Calculator" function that can be used to check the carbon emissions of each card purchase. Also launched a "Low-Carbon Lifestyle Debit Card" and adopted a carbon reduction reward system, the better a customer is for the planet, the higher the cash back they can receive.

Pioneered Taiwan's first Transportation Carbon Reduction Details

Leading Taiwan in partnering with iPASS to launch the "Transportation Carbon Reduction Details" function, enabling O-Bank clients to view their carbon reduction from using public transportation compared to driving a car. Additionally, introduced a "Transportation Carbon Reduction Card" to further incentivize customers to take public transportation.

Led industry in advocating green consumption

O-Bank was the first in Taiwan's banking industry to call for conscious consumption. O-Bank is working with 30 social enterprises and B Corporations to promote the "Green Consumption Power" project. When clients shop at businesses that are good for the environment and society, O-Bank provides additional rewards.

First Social Impact Program of its kind in Taiwan

Launched the "Social Impact Program," enabling customers to designate their savings into "Social Impact Deposits," which are exclusively used to provide microloans to economically disadvantaged and disabled groups. The Social Return on Investment (SROI) report for this project has been certified by Social Value International.

Launched Assistance Savings Projects

Launched "O for YOU Assistance Savings Project" and "Circle of Care Inclusive Savings Project". These initiatives offer tiered preferential interest rates for NTD demand savings to economically disadvantaged groups as well as "new immigrants, Indigenous peoples, and people with disabilities" whose income meets specified criteria, encouraging asset accumulation.

Support for social enterprises' products

Bank received a "Buying Power" Award for the 9th consecutive year from the Small and Medium Enterprise and Startup Administration, Ministry of Economic Affairs for purchasing of products from social enterprises.

Support for 49 students from underprivileged backgrounds

Since 2015, O-Bank has carried out its Summer Seed Internship Program for students from underprivileged backgrounds. Over this period, 49 students have benefited from the program.

Nurtured 1,490 young artists with "Stars of TiDing" art advocacy project

O-Bank Education Foundation organized the "Stars of TiDing" art advocacy project for 16 consecutive years, supporting a cumulative total of 1,490 emerging artists. The Foundation continues to host arts and cultural exhibitions and performances, participate in museum development, and contribute to cultural preservation. In 2025, it was awarded the Outstanding Group Award in the Arts Education Contribution Award by the Ministry of Education.

Sustainability Achievements

Highest Sustainalytics ESG Risk Rating among all listed companies in Taiwan, and was selected as a "Global ESG Leader"

Received a score of 6.89 in the latest Morningstar Sustainalytics ESG Risk Ratings. According to data from the Taiwan Depository & Clearing Corporation Investor Relations Platform (TDCC IR Platform) as of the end of May 2026, the bank ranked first both among its Taiwanese financial peers and among all listed companies in Taiwan. Furthermore, the bank was recognized by Sustainalytics as a "Global ESG Leader," "Industry ESG Leader," and "Regional ESG Leader". Due to its remarkable management performance in low-carbon transition, O-Bank was also honored by Sustainalytics as a "Industry Low Carbon Leader" and "Regional Low Carbon Leader".

Highest FTSE Russell ESG Score among all Taiwan-listed companies

Received an ESG Score of 4.7 from FTSE Russell, the highest rating among all Taiwan financial institutions and all Taiwan-listed companies according the TDCC IR Platform as of the end of May 2026.

Received the highest rating of Level A in CDP assessment

In 2025, we took part in the Carbon Disclosure Project (CDP) ratings and received a rating of Leader-ship Level A.

The S&P Global CSA Score was ranked among the Top 5% of companies globally within the same industry

The Bank received a score of 92 in the 2025 S&P Global Corporate Sustainability Assess-ment (CSA), resulting in inclusion in the 2026 Sustainability Yearbook and recognition among the Top 5% of companies globally within the same industry.

Top 5% in the "Corporate Governance Evaluation"

O-Bank scored among the top 5% of listed companies in the Taiwan Stock Exchange (TWSE)'s "2025 Corporate Governance Evaluation".

"High Distinction Performance" certification in Corporate Governance System Assessment

Awarded a "High Distinction Performance" certification by the Taiwan Corporate Governance Association under the CG6015 Corporate Governance System Assessment.

Selected to RAFI Taiwan High Compensation 100 Index

O-Bank was selected as a component of the TWSE RAFI Taiwan High Compensation 100 Index.

Awarded 8th place in the Large-Sized Enterprise, Financial Industry Category of CommonWealth Magazine's "Excellence in Corporate Social Responsibility Award"

Participated in CommonWealth Magazine's "2025 Excellence in Corporate Social Responsibility Award" and was awarded 8th place in the Large-Sized Enterprise, Financial Industry Category.

Received six major awards in TCSA

Received "Taiwan Top 100 Corporate Sustainability Model Awards," "Gold Award – Sustainability Report Category (Financial and Insurance Sector)," "Gender Equality Leadership Award," "Workplace Wellbeing Leadership Award," "Social Inclusion Leadership Award," and "Creative Communi-cation Leadership Award" at the 2025 Taiwan Corporate Sustainability Awards (TCSA) by the Taiwan Institute for Sustainable Energy (TAISE).

1. Sustainability Management and Stakeholders

1.1 Sustainability Policy and Its Implementation

Sustainable business is O-Bank's goal, and we maintain our corporate culture of "Always Sincere, Always Here" in relations with stakeholders, including employees, customers, shareholders, and the public. To fulfill our corporate social responsibility (CSR) and promote sustainable development, O-Bank in January 2015 established the "ESG Development Working Committee" (originally named the "Corporate Social Responsibility Committee") responsible for setting systems and policies related to CSR and sustainability matters, and for implementing plans, the committee holds regular meetings to track the execution of each project. In addition, in order to continue improving the sustainability governance framework and to ensure the achievement of environmental, social, and governance (ESG) sustainability goals, O-Bank in August 2023 established a Board Sustainability Committee which reports to the Board. The membership of this Committee is composed of company directors, more than half of whom are independent directors. The Board Sustainability Committee is responsible for supervising bank-wide sustainability strategies and their execution results. Each year O-Bank reports to the Board Sustainability Committee and the Board on each unit's annual sustainable development goals, and meetings are convened quarterly by the ESG Development Working Committee to track implementation. All of this information is compiled into an annual Sustainability Report, which is published after approval has been granted by the Board Sustainability Committee and the Board in order to facilitate communication with all stakeholders so that the latter can better understand O-Bank's related activities.

To continue enhancing our sustainability measures, O-Bank has adopted short-term, mid- and long-term strategic goals for ESG issues (see Table 1-1), and on that basis has launched a bank-wide sustainability action plan to promote corporate sustainability development.

Table 1-1: O-Bank's Short-, Mid- and Long-term ESG Strategies

ESG Strategies	Short-term	Mid- and Long-term	Associated Targets of the United Nations (UN) Sustainable Development Goals (SDGs)	Associated Goals of the Taiwan Sustainable Development Goals
Environmental (E)	1. Continue conserving energy, reducing carbon emissions, implementing green purchasing, and using renewable energy resources to reduce the environmental burden of O-Bank's operations. 2. Acting in line with the Equator Principles, O-Bank will establish an environmental and social risk assessment framework for project financing. 3. Formulate a fully developed ESG evaluation mechanism for responsible lending and responsible investment, adopt ESG management targets, and use our role as a financial intermediary to spur sustainable development of various industries. 4. Continuously inventory carbon emissions from investment and corporate loan portfolios, and promote decarbonization of investment and corporate loan businesses through internal carbon pricing mechanisms and incorporating carbon reduction targets into performance evaluations for employees in related business units.	1. Pursue low power-consumption in our operations, and collaborate with upstream and downstream firms in industry value chains to promote environmental protection policies. 2. Work to meet the Scope 1 and Scope 2 greenhouse gas emission reduction targets that are set based on the Science Based Targets initiative (SBTi), and steadily increase our reliance on renewable energy year by year. We have pledged to achieve net zero emissions in our own operations by 2050. 3. Continuously increase the proportion of investment and corporate loan balances that yield environmental and social benefits, and reduce the proportion of balances in carbon-intensive industries, in order to carry out responsible lending and responsible investing.	6.3 Improve water quality, eliminate pollution, and eliminate dumping of waste. 7.2 Increase global renewable energy sharing. 8.4 Reduce the linkage between economic growth and environmental degradation. 12.5 Generate less waste by "prevention, reduction, recycling, and reuse." 12.6 Encourage companies to adopt sustainable industrial and commercial methods.	6. Ensure environmental quality and sustainable management of environmental resources. 7. Ensure that all can enjoy affordable, stable, sustainable, and modern energy. 8. Spur inclusive and sustainable economic growth, increase labor productivity, ensure that all people enjoy high-quality job opportunities. 11. Build cities and rural towns characterized by inclusivity, safety, resilience, and sustainability. 12. Spur the rise of a green economy, ensure sustainable consumption and production modes. 13. Complete mitigation and adaptation activities to respond to climate change and its effects.

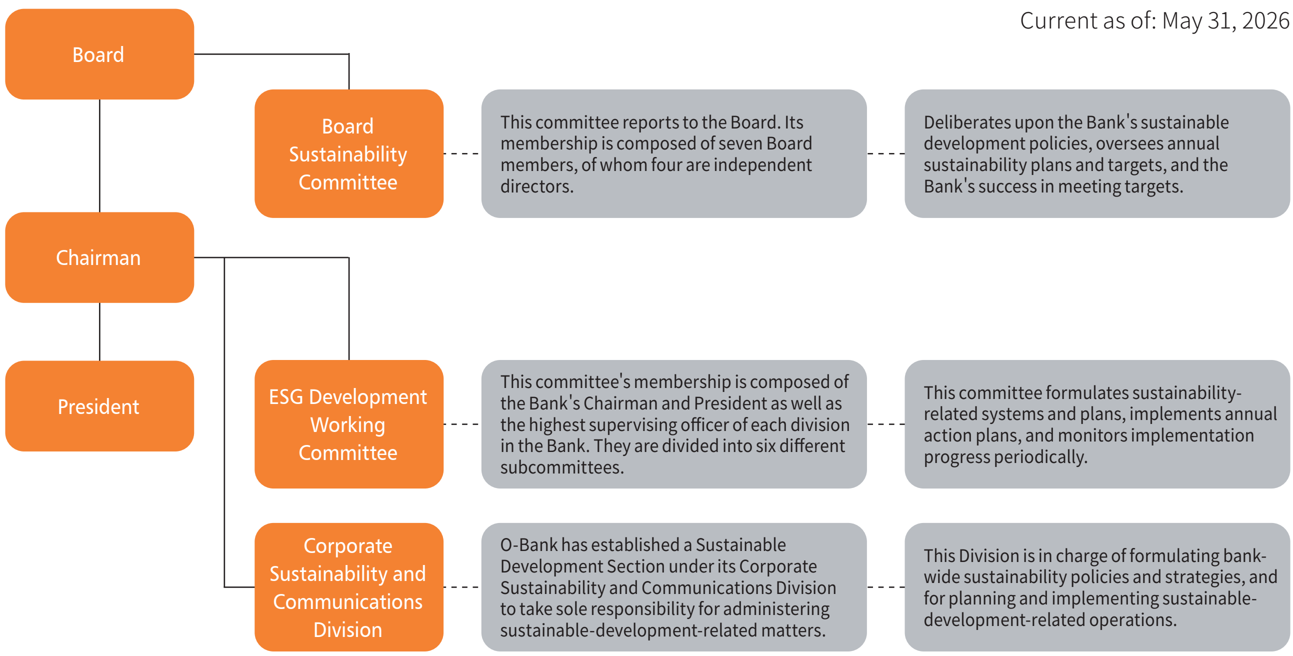
ESG Strategies	Short-term	Mid- and Long-term	Associated Targets of the United Nations (UN) Sustainable Development Goals (SDGs)	Associated Goals of the Taiwan Sustainable Development Goals
Social (S)	1. Build an environment where employees can work with peace of mind, establish a comprehensive professional development system, provide competitive salary and benefits, and provide for balanced development by addressing the three aspects of recruiting talent, developing talent, and retaining talent. 2. Continue launching financial products and services with CSR features and use financial resources to give back to society. 3. Remain involved in community charity to care for the needs of students who are from remote areas or underprivileged backgrounds, and underprivileged groups; support social enterprises and B Corporations and network with them to use business as a force for good.	1. Attract and develop professional talent, create organizational competitiveness, and build a positive corporate culture from top to bottom. 2. Work to achieve financial inclusion, give consideration to financial inclusion during the process of financial product design, and create digital banking services that offer both convenience and a human touch. 3. Put our financial industry expertise to work for community charity, and exert a positive influence for the needy.	1.4 Ensure that all have fair access to new technologies and financial services. 4.3 Ensure that all have fair and affordable access to education. 4.5 Eliminate education inequality, and ensure that the underprivileged have access to education. 5.1 Eliminate all forms of discrimination against women. 5.5 Ensure that women have fair opportunities to take part in decision-making and leadership. 8.3 Encourage the growth of micro, small, and medium-sized enterprises, including by obtaining access to financial services. 8.5 Enable all persons to have a good job, and achieve equal pay for equal work. 8.6 Reduce the numbers of youth who experience unemployment, interruption of schooling, or failure to receive training. 8.8 Protect the rights and interests of labor, and promote workplace safety. 9.3 Ensure that small industrial and commercial firms have more channels to access financial services, including affordable loans.	1. Strengthen care and services designed to ensure social & economic security for underprivileged groups. 4. Ensure comprehensive, fair, and high-quality education, and advocate life-long learning. 5. Achieve gender equality and empowerment for all women. 8. Spur inclusive and sustainable economic growth, increase labor productivity, ensure that all people enjoy high-quality job opportunities. 10. Reduce inequalities, both domestic and among different countries. 12. Spur the rise of a green economy, ensure sustainable consumption and production modes.
Governance (G)	1. Establish an open and transparent governance system, continue improving corporate governance, and implement compliance, risk management, auditing, and other internal controls. 2. To deal with unprecedented or unforeseeable risks, regularly conduct identification and management procedures for emerging risks. 3. Continue improving climate change risk assessment procedures and management mechanisms, and periodically make climate risk financial disclosures.	1. Monitor domestic and international supervisory trends, strengthen control of compliance and internal audits, and continue improving corporate governance. 2. Respond to market changes and business development, regularly adjust and adopt appropriate risk management approaches, and adopt sound risk management policies. 3. Establish a diversity of expertise among directors, including an understanding of sustainability issues, and continue to strengthen the functions and structure of the Board in order to deepen the link between the Board and sustainability performance.	8.10 Strengthen the institution's ability to provide financial services to all people. 10.5 Improve regulations and supervision of financial markets and institutions worldwide, and strengthen implementation of financial regulations. 13.1 Strengthen ability to recover from natural disasters and adapt to climate-related risks. 16.5 Reduce all forms of corruption and bribery. 16.6 Develop effective, responsible, and transparent systems. 16.b Promote and implement non-discriminatory laws and policies to achieve sustainable development.	8. Spur inclusive and sustainable economic growth, increase labor productivity, ensure that all people enjoy high-quality job opportunities. 13. Complete mitigation and adaptation activities to respond to climate change and its effects. 16. Spur the emergence of a peaceful and diverse society, ensure equality before the law, and build a system that has credibility and broadly reflects the will of the people.

1.1.1 Sustainability Governance Framework

To implement sustainable business practices, O-Bank has a functional committee called the Board Sustainability Committee that reports to the Board. Of the seven members of the Board Sustainability Committee, four are independent directors, while the O-Bank Chairman serves as the convener of the Board Sustainability Committee and chairs its meetings. The Board Sustainability Committee is responsible for reviewing the Bank's sustainability strategies, which address such matters as climate change, corporate governance, and green finance. The Board Sustainability Committee is to meet once per quarter, and held four meetings in 2025, with an average member attendance rate of 96.4%. O-Bank also has an ESG Development Working Committee that reports directly to the O-Bank Chairman. O-Bank's ESG Development Working Committee is chaired by O-Bank's Chairman and O-Bank's President serves as the committee's Vice Chairman. The ESG Development Working Committee has a total of 15 members, each of whom is the highest-ranking supervisor of each related department in the Bank, and is responsible for formulating sustainability-related systems, and for planning and implementing annual action programs. The ESG Development Working Committee meets once per quarter to track the state of implementation of the various programs to ensure the result of implementation, and each year it reports to the Board Sustainability Committee and the Board on progress toward meeting various targets.

In addition, O-Bank has established a Sustainable Development Section under the Corporate Sustainability and Communications Division (an O-Bank organizational chart is set out in Chapter 2 Overall State of the Company, Fig. 2-1). The head of the division serves as the Chief Sustainability Officer (CSO) and is responsible for coordinating and overseeing sustainability matters across the organization. Under this division, the Sustainable Development Section of the Corporate Communications Department is specifically tasked with driving the Bank's sustainability policies and initiatives, ensuring that all sustainability-related action plans are thoroughly implemented, and handling the administrative affairs for both the ESG Development Working Committee and the Board Sustainability Committee. At this point, co-workers from the Sustainable Development Section and other co-workers of related units that are very involved in sustainability work include five employees who work full-time on sustainability matters, while approximately five employees spend a portion of their working hours on sustainability operations and promotion, ensuring that sustainability policies are properly carried out throughout the entire Bank. Further details on O-Bank's Sustainability Governance Framework are set out in Fig. 1-1.

Fig. 1-1: Sustainability Governance Framework of O-Bank



O-Bank's ESG Development Working Committee is divided into six subcommittees, including Corporate Governance Subcommittee, Customer Relationships Subcommittee, Employee Care Subcommittee, Environmental Protection Subcommittee, Social Engagement Subcommittee, and Green Finance Subcommittee. The heads of the subcommittees are appointed by the Committee Chairman, and each subcommittee is served by one to two executive secretaries responsible for communication and coordination. The Committee's organizational structure is shown in Fig. 1-2. In 2025, the ESG Development Working Committee held four work meetings and completed 126 programs focusing on the six dimensions of corporate governance, employee care, customer relationships, environmental protection, social engagement, and green finance.

Fig. 1-2: Organizational Chart of the ESG Development Working Committee

Current as of: May 31, 2026

O-Bank ESG Development Working Committee

Corporate Governance Subcommittee
Coordinating Unit: Corporate Secretariat
Team Head: Head of Corporate Secretariat

Responsible for business direction and highest management principles, ethical best practices, risk management, and related matters such as compliance, transparent disclosure, data protection, and protection of shareholder rights.

Employee Care Subcommittee
Coordinating Unit: Human Resources Dept.
Team Head: Head of Business Strategy Division

Responsible for employee recruitment, care, development and management, as well as workplace safety and related matters such as employee compensation and benefits, employee development and training, communication channels, and labor-management relations.

Customer Relationships Subcommittee
Coordinating Unit: Financial Business Management Dept.
Team Head: Head of Financial Business Division

Responsible for customer relationships management direction, product R&D and service, protection of customer rights, and related matters such as transaction security, customer satisfaction, and financial innovation.

Environmental Protection Subcommittee
Coordinating Unit: General Affairs Dept.
Team Head: Deputy Head of Operation Management Division

Responsible for matters related to environmental protection, energy conservation, and supplier management, such as green purchasing, formulation and implementation of environmental policies, and management of a green office environment.

Social Engagement Subcommittee
Coordinating Unit: Corporate Communications Dept.
Team Head: Head of Corporate Sustainability and Communications Division

Responsible for community charity initiatives and the use of core financial services to promote shared value for society, such as activities organized by the O-Bank Community Volunteer Club, diverse collaborations with social enterprises and B Corporations, and the launch of financial products aligned with sustainability principles.

Green Finance Subcommittee
Coordinating Unit: Corporate Credit Management Dept.
Team Head: Head of Risk Management Division

Responsible for incorporating sustainability considerations into financial products and establishing sustainability standards for business decisions such as investment and lending, in order to promote a sustainable development cycle within the industry, such as responsible lending, responsible investment, and responsible products.

To ensure effective implementation of sustainability measures, O-Bank's President, all executive management, and all units as well as employees each year set sustainable development goals which, after confirmation by the ESG Development Working Committee, are submitted to the Board Sustainability Committee and the Board for approval. The achievement of each goal is reviewed at the end of each year. The 2025 sustainable development goals of the President and executive management are shown in Table 1-2. The idea is to take a top-to-bottom approach in promoting corporate social responsibility (CSR) measures and achieving sustainable business practices.

Table 1-2: 2025 Sustainable Development Goals of O-Bank's President and Executive Management

Title	Sustainable Development Goals
President	• Increase the proportion of outstanding corporate loan balance and investment balance to companies with better sustainability performance and reduce the proportion of corporate loan balance and investment balance to companies with weaker sustainability performance (for details, refer to Sections 7.3.2 Incorporated ESG Evaluations into Corporate Credit Procedures and 7.4.2 Incorporated ESG Evaluations into Investment Procedures). • Decrease the proportion of outstanding corporate loan balance and investment balance attributable to the 10 biggest carbon-intensive industries. • The proportion of green loan balances for corporate banking increase to 5.68%, and that for retail banking increase to 1.81%. • Increase the proportion of sustainability-linked loan balances to 3.5%. • Scope 1 and Scope 2 greenhouse gas emissions decreased by 21% compared to the 2022 base year. • Average carbon emissions of investment and corporate loan recipients kept below 3.61 metric tons per NT$1 million. • Supervise the initiatives and outcomes of investment and financing engagements. • Supervise the assessment results from domestic and international sustainability-related evaluations.
Executive Management	Environment • Increase the proportion of outstanding corporate loan balance and investment balance to companies with better sustainability performance and reduce the proportion of corporate loan balance and investment balance to companies with weaker sustainability performance. • Decrease the proportion of outstanding corporate loan balance and investment balance attributable to the 10 biggest carbon-intensive industries. • Increase the proportion of sustainability-linked loan balances to 3.5%. • Increase the proportion of green bonds, social bonds, sustainability bonds, and sustainability-linked bonds to 8% of total bond investments. • Increase the proportion of green electricity usage to 28% of the Bank’s total electricity consumption in the 2022 baseline year, and reduce Scope 1 and Scope 2 greenhouse gas emissions by 21% compared to the 2022 baseline year. • Average carbon emissions of investment and corporate loan recipients kept below 3.61 metric tons per NT$1 million. Society • Enhance anti-fraud measures, including establishing abnormal account control mechanisms and related system for high-risk foreign nationals, as well as early warning mechanisms and related system for domestic financial accounts suspected of fraud. • Advance financial friendly services, including implementing smart customer service chatbot with second-language inquiry recognition and response functions, and establishing a multi-channel electronic payment integration platform. • Implement the ISO 10002 Complaint Handling Management System and attain certification. • Continue to expand products that combine public welfare concepts with financial inclusion. Governance • Implement an internal control system for sustainability information and strengthen the auditing of management processes for sustainability information disclosure. • Strengthen audits on how the investment unit incorporates ESG into investment analysis and decision-making, and how the corporate banking unit incorporates ESG into credit assessments. • Over 95% of suppliers or partners sign the "Statement of Integrity Management, Human Rights, and Environmental Sustainability Commitments." • Maintain third-party verification for the BS 10012:2017 Personal Information Management System (PIMS). • Achieve compliance with the Taiwan Intellectual Property Management System (TIPS) and pass Level A certification audit.

In addition to setting sustainable development goals each year, O-Bank also incorporates sustainable development goals into all employees' performance reviews. Sustainable development goals account for 5% or 10% of the total score in each person's performance review, depending on their employment duties, and a performance review score will affect an employee's short-term incentive bonus. The purpose of this measure is to strengthen the linkage between sustainability performance and employee compensation. Sustainable development goals are also factored into performance evaluations for the

O-Bank President and all executive management. Performance scores in such areas as CSR (sustainable development), compliance, internal control, risk control (including corporate governance and ethical management), and other non-financial indicators account for no less than 30% of a person's total performance evaluation score, and sustainability-related indicators are linked to short-term incentive bonuses and long-term incentive bonuses in order to encourage the O-Bank President and executive management to achieve sustainable development goals.

1.1.2 Sustainable Development Best Practice Principles

In order to fulfill our corporate social responsibility, O-Bank adopted a set of nine "Corporate Social Responsibility (CSR) Principles" in December 2015 to provide a yardstick for setting project goals and evaluating the success of CSR undertakings. In 2016, O-Bank adopted a set of "Corporate Social Responsibility Best Practice Principles" on the basis of the "Corporate Social Responsibility Best Practice Principles for TWSE/GTSM Listed Companies." In line with the spirit of the aforementioned Principles, O-Bank has adopted guidelines, scope, policies, and procedures to address the five dimensions of CSR, and has implemented them upon their approval by the Board. On that basis, O-Bank has continued to update our "Corporate Social Responsibility Best Practice Principles" in accordance with the requirements of the competent authorities as well as domestic and international sustainability trends, in 2021 adding a chapter on "Development of Green Finance" and changing the name to the "Sustainable Development Best Practice Principles."

Main spirit of the O-Bank "Sustainable Development Best Practice Principles":

1. Insist on integrity, and realize our corporate culture of "Always Sincere, Always Here" in relationships with employees, customers, shareholders, the public, and all stakeholders.
2. Commit to sustainable business management and strive to maximize shared value for employees, customers, shareholders, and all stakeholders.
3. Uphold the law, value corporate governance, and effectively manage risks.
4. Work to balance employees' work and life, provide them with high-quality care, multifaceted talent development plans, as well as a comfortable and safe work environment.
5. Promote our corporate culture, value teamwork, build a warm, cooperative, and friendly workplace, and give employees a sense of belonging, happiness, and mission.
6. Provide sophisticated service, enhance professional value, and grow up with our customers, to make contributions to the economy and industry, and further create a win-win situation.
7. Actively promote and lead innovation in O-Bank, industry, and society, in accordance with governmental policies.
8. Value and continue to implement energy saving and environmental protection measures.
9. Carry out public welfare and arts and education activities, care for the community and students, give back to the local community and society, and promote and lead employees to engage in charitable service.

In order to align with the UN's sustainability initiatives and implement sustainable development goals, O-Bank voluntarily complies with the UN Principles for Responsible Banking (PRB) and has incorporated its set of six principles into the O-Bank "Sustainable Development Best Practice Principles." These Principles expressly require O-Bank to disclose in its annual sustainability report the results of the self-assessments called for by the PRB. The six principles for responsible banking focus on: alignment; impact and target setting; clients and customers; stakeholders; governance and culture; and transparency and accountability. The PRB and O-Bank's responsive measures are set out below in Table 1-3.

Table 1-3: Principles for Responsible Banking and O-Bank's Responsive Measures

Principles for Responsible Banking	O-Bank's Responsive Measures
Alignment	• UN Sustainable Development Goals (SDGs): O-Bank's short, mid- and long-term sustainability strategies are linked to the SDGs. O-Bank actively seeks to exercise its influence as a financial institution, tapping into its expertise to push for sustainable development. • Paris Climate Agreement: O-Bank has committed to achieve net-zero emissions at O-Bank business locations throughout the world by 2050, in hopes of being part of the effort to achieve the Paris Climate Agreement vision of controlling global warming. • Equator Principles: O-Bank is the 124th financial institution in the world to sign the Equator Principles. It reviews and manages the environmental and social risks associated with project financing. • Task Force on Climate-Related Financial Disclosures (TCFD): O-Bank makes climate-related disclosures in line with the recommendations of TCFD, and identifies, analyzes, and controls climate-related physical and transition risks. The Bank has also become a registered TCFD Supporter. • Partnership for Carbon Accounting Financials (PCAF): O-Bank has joined the PCAF and adopted the international methodology to measure portfolio carbon emissions. • Task Force on Nature-related Financial Disclosures (TNFD): O-Bank follows the TNFD framework to assess and disclose its nature-related risks and opportunities. The Bank has also become a registered TNFD Supporter.
Impact and Target Setting	• ESG-related investment and corporate loan targets: O-Bank has incorporated ESG risk factors into review procedures for corporate finance deals and investments, and has adopted targets for increasing exposure to positions with relatively strong ESG performance while reducing exposure to positions with weak ESG performance. The purpose of these measures is to promote sustainable development across industries. • Targets for lower investments in and financing of carbon-intensive industries: O-Bank has drawn up a list of the 10 biggest carbon-intensive industries, and has set limits on the share of its corporate loan and investment balances that are directed to 10 biggest carbon-intensive industries. The idea is to limit the flow of O-Bank funds toward industries that have a significantly adverse environmental impact. • Targets for higher investments in and financing of environmentally- and socially-friendly industries: O-Bank encourages the flow of funds toward environmentally- and socially-friendly industries, and has adopted targets for higher investments in and financing of such industries, including renewable energy, medicine, and education. The idea is to spur beneficial development of the environment and society.
Clients and Customers	• Review of corporate customers' ESG risks and climate risks: O-Bank has incorporated ESG and climate-related risk factors into review procedures for corporate finance deals, in order to guide customers in managing ESG and climate-related risks, thereby encouraging them to pursue both corporate growth and sustainable development. • Work with retail banking customers to practice sustainability: O-Bank has tapped into its financial industry expertise and combined it with a dedication to sustainability concepts to launch related products – including "Social Impact" deposits and loans, the Consumer Spending Carbon Calculator, the Transporation Carbon Reduction Details, and the "Green Consumption Power" project to enable customers to use financial products and services to act in a way that benefits the environment and society.
Stakeholders	• O-Bank has identified six major stakeholder categories and surveys them each year to understand the issues that are of most concern to them. O-Bank interacts with them via a diverse range of communication channels, and acts via different activities to spur stakeholders to be concerned about sustainable development. For more detailed information, see section "1.3.2 Stakeholder Engagement" in this report.

Principles for Responsible Banking	O-Bank's Responsive Measures
Governance and Culture	• O-Bank has a Board Sustainability Committee which reports directly to the Board. It is the Bank's ultimate oversight authority with respect to matters concerning sustainable development. There is also an ESG Development Working Committee that reports directly to the O-Bank Chairman. The ESG Development Working Committee's various subcommittees are responsible for formulating and implementing sustainability-related strategies and action plans. • O-Bank has established a sustainability dedicated unit called Sustainable Development Section under its Corporate Communications Department to promote sustainable development measures throughout the Bank and help other units carry out sustainability-related matters. • Sustainable development goals have been incorporated into performance reviews for the O-Bank President, executive management, and all employees. They account for 5% or 10% of the total score in each person's performance review, in order to ensure that they achieve ESG targets.
Transparency and Accountability	• Each year, O-Bank publishes a sustainability report that discloses measures taken to implement the Principles for Responsible Banking, and the results thereof. This information is provided to all stakeholders so that they can comprehensively understand O-Bank's actions in this regard. • O-Bank updates its website as necessary. The Bank's latest sustainability-related actions are treated as matters that must be updated promptly for the reference of all stakeholders.

1.2 Identification of Stakeholders

Fig. 1-3: O-Bank's Six Major Stakeholder Categories

After studying the makeup of the stakeholders of peer companies in the financial industry both at home and overseas, O-Bank categorized employees, customers, shareholders, suppliers, government agencies, the local community, the public, non-profit organizations (NPOs)/non-governmental organizations (NGOs), corporate social responsibility (CSR) experts and scholars, artists, media, and labor unions as stakeholders. Following cross-departmental internal meetings and discussions, O-Bank eliminated CSR experts and scholars, labor unions, media, and NPOs/NGOs as stakeholders based on the principle of "relevance to the business of O-Bank's departments and frequency of contact." Artists and the local community were combined into a single broadly-defined stakeholder category we call "the public," resulting in the following six major stakeholder categories: employees, customers, shareholders, suppliers, government agencies, and the public. These categories have been approved by the ESG Development Working Committee. O-Bank maintained these same six stakeholder categories in 2025, so the makeup of O-Bank's stakeholders did not change.

1.3 Identifying and Analyzing Material Topics

O-Bank annually identifies the important issues for that particular year. In early 2026, the Bank sent out questionnaires to survey all stakeholders' degree of concern regarding each important issue at O-Bank in 2025. The ESG Development Working Committee members then evaluated the degree of impact of each important issue on the Bank's "business operations" and plotted an analysis matrix accordingly. Next, the Committee members assessed the impact on the "economy, environment, and people (human rights)" for issues that were both highly concerned by stakeholders and had a high impact on business operations. Based on these assessments, the Bank identified material topics. The Bank then conducted follow-up analyses and developed management mechanisms for the identified material topics, including analyzing risks and opportunities, setting goals, establishing management mechanisms, incorporating them into the Enterprise Risk Management (ERM) process, and providing responses to stakeholders.

Fig. 1-4: Process for Identifying Stakeholders and Analyzing Material Topics

Identify Stakeholders — Step 1

After studying the makeup of the stakeholders of peer companies in the financial industry both at home and overseas, and having the matter discussed by the ESG Development Working Committee, O-Bank identified six major stakeholder categories: employees, shareholders, government agencies, customers, suppliers, and the public.

Select and Identify Important Issues — Step 2

O-Bank reviews important issues from the previous year, considers international sustainable development trends and key focal points of peer companies, and draws up a list of important issues.

Rank and Analyze Material Topics — Step 3

O-Bank sends out questionnaires to survey stakeholders' degree of concern regarding each important issue. Members of the ESG Development Working Committee then evaluate the impact of each issue on the Bank's "business operations" and filter out the issues that are both highly concerned by stakeholders and have a high impact on business operations. Next, the Committee members assess the impact of these important issues on the "economy, environment, and people (human rights)," and rank them by degree of impact. Finally, the ESG Development Working Committee discusses and confirms the material topics for the year.

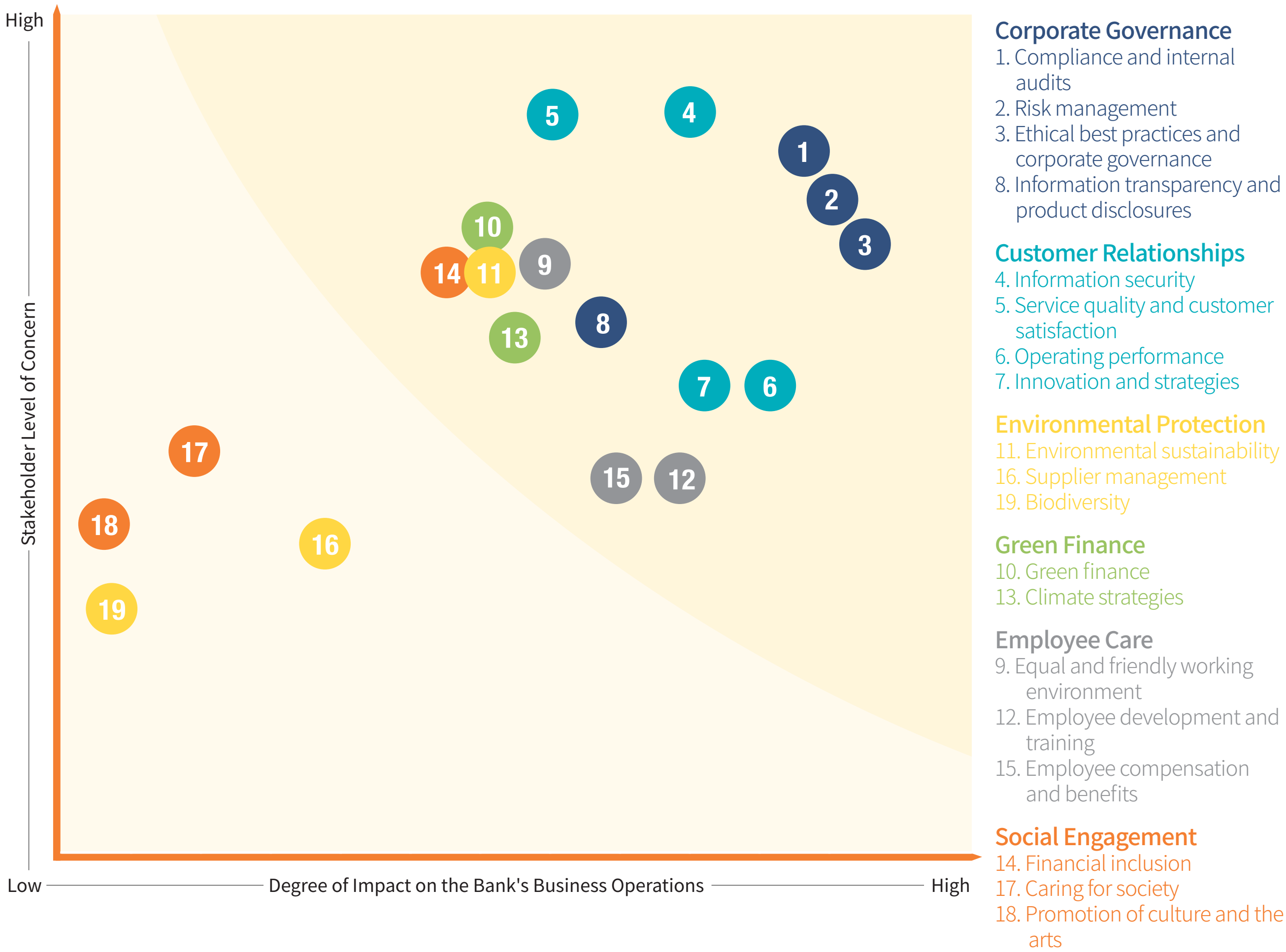
Address Material Topics — Step 4

Based on the identified material topics, O-Bank adjusts our business strategies, establishes stakeholder communication channels, and responds to stakeholders. At the same time, information regarding our success in achieving management strategies, management approaches, and key performance indicators for the various different material topics has been incorporated into the Sustainability Report, and prior to publication each year it is submitted to the Board Sustainability Committee and the Board.

1.3.1 Identification and Analysis of Material Topics

To understand and categorize the issues of concern to stakeholders, O-Bank communicates through a diverse range of channels while also taking into account international sustainability trends and the areas of focus among peer institutions both in Taiwan and globally. In 2025, O-Bank identified a total of 19 important sustainability issues, adding "Biodiversity" compared to the previous year, with all other issues remaining unchanged. To assess stakeholders' degree of concern regarding these issues, the Bank distributed questionnaires asking stakeholders to assign a score to each of the 19 issues. Members of the ESG Development Working Committee also completed evaluation questionnaires to assess the impact of each issue on the Bank's business operations. These survey and evaluation results were then analyzed, with the results shown in Fig. 1-5.

Fig. 1-5: O-Bank 2025 Analysis Matrix of Important Issues



For the important issues identified as having both high stakeholder concern and a high degree of impact on business operations, members of the ESG Development Working Committee completed evaluation questionnaires to assess the positive and negative impacts of each issue on the "economy, environment, and people (human rights)". Each impact was scored separately from 0 to 10, with higher scores indicating greater impact. When the combined score of positive and negative impacts on the "economy, environment, and people (human rights)" exceeded 30 or above, the issue was designated as a material topic for the year. The 2025 analysis identified 14 material topics: Climate Strategies, Ethical Best Practices and Corporate Governance, Risk Management, Environmental Sustainability, Green Finance, Compliance and Internal Audit, Information Security, Operating Performance, Employee Compensation and Benefits, Employee Development and Training, Equal and Friendly Working Environment, Innovation and Strategies, Financial Inclusion, and Service Quality and Customer Satisfaction. The analysis result is shown in Fig. 1-6 and was conducted in accordance with the principle of double materiality, considering both internal operational impacts and external impacts on the economy, environment, and human rights. The results were reviewed and approved by the ESG Development Working Committee and subsequently submitted to the Board Sustainability Committee and the Board of Directors for approval. These material topics form the basis of the disclosures presented in this report. Compared to the previous year, the Bank added "Innovation and Strategies" as a new material topic for 2025. Details of the positive and negative impacts on the economy, environment, and human rights are presented in Table 1-4, while impact description, scope, and duration are detailed in Table 1-5.

Fig.1-6: O-Bank's 2025 Important Issues Impact Assessment Results for the Economy, Environment, and People (Human Rights)

People (Negative)	Environment (Negative)	Economy (Negative)	Rank / Important Issues	Economy (Positive)	Environment (Positive)	People (Positive)	Degree of Impact
6.5	8.6	7.5	1 / Climate Strategies	7.2	8.7	6.6	45.1
7.4	5.4	8.5	2 / Ethical Best Practices and Corporate Governance	8.3	5.7	7.8	43.1
6.7	5.6	8.9	3 / Risk Management	8.3	5.9	7.4	42.7
5.8	8.8	6.5	4 / Environmental Sustainability	6.7	8.9	5.9	42.7
5.8	8.3	6.7	5 / Green Finance	7.4	8.4	6.1	42.7
7.3	4.9	8.3	6 / Compliance and Internal Audits	7.8	5.2	7.3	40.7
7.8	2.2	8.7	7 / Information Security	8.0	2.4	7.8	36.9
6.7	2.9	8.1	8 / Operating Performance	8.6	3.1	7.3	36.7
8.3	2.3	7.5	9 / Employee Compensation and Benefits	7.7	2.3	8.7	36.7
7.4	2.6	6.8	10 / Employee Development and Training	7.5	3.1	8.3	35.6
8.2	2.1	6.4	11 / Equal and Friendly Working Environment	6.9	2.2	8.1	33.9
5.5	2.2	6.6	12 / Innovation and Strategies	8.2	3.0	7.1	32.5
6.1	2.6	5.9	13 / Financial Inclusion	7.0	2.7	7.1	31.4
7.1	1.5	6.7	14 / Service quality and customer satisfaction	6.7	1.9	6.9	30.7
5.8	2.5	6.3	15 / Information Transparency and Product Disclosures	6.6	2.2	6.7	30.0

2025 Material Topics

← Degree of Negative Impact — — Degree of Positive Impact →

Table 1-4: Material Topics' Positive and Negative Impacts on the Economy, Environment, and Human Rights

Material Topics	Dimensions	Positive Impacts	Negative Impacts
1. Climate Strategies	Economy	Comprehensive climate strategy helps enhance the corporate resilience to climate-related risks, mitigate potential impacts, and stabilize both financial and operational performance of the company.	Implementing climate change mitigation measures may increase operating costs, thereby straining the corporate finances.
	Environment	Implementing climate change mitigation measures can reduce the negative impacts of climate change on the natural environment.	Failure to take action to mitigate climate change may exacerbate global warming and increase the likelihood of extreme weather events, causing negative impacts on the natural environment.
	People (human rights)	Taking action to mitigate climate change can help slow global warming and reduce the likelihood of extreme weather events, thereby safeguarding human survival.	Failure to take action to mitigate climate change may exacerbate global warming and increase the likelihood of extreme weather events, threatening human survival.
2. Ethical Best Practices and Corporate Governance	Economy	Sound corporate governance and business integrity help improve decision-making and operational efficiency, promote business development, and strengthen market confidence in the company, generating positive economic impact.	Weak corporate governance or a lack of integrity may lead to poor decision-making, fraud, or misallocation of resources, thereby affecting corporate competitiveness and financial stability.
	Environment	Strong corporate governance and business integrity ensure that environmental responsibility is integrated into business decision-making processes, driving environmental protection measures that lead to positive environmental outcomes.	Weak corporate governance or a lack of integrity may result in businesses neglecting environmental responsibilities or failing to comply with environmental regulations, leading to environmental damage.
	People (human rights)	Business integrity help maintain strong trust and cooperative relationships with stakeholders such as employees, customers, and suppliers, while protecting their legitimate rights and interests.	Weak corporate governance or a lack of integrity may infringe upon employee rights, violate commitments made to customers, or involve unfair dealings with suppliers, ultimately harming these stakeholders.
3. Risk Management	Economy	Comprehensive risk management frameworks can reduce operational uncertainties, improve the efficiency of financial resource utilization, support business growth, and generate positive economic impact.	Inadequate risk management may compromise profitability, reduce financial stability, and weaken market confidence in the stability of corporate operations.
	Environment	Incorporating environmental risks into the risk assessment process helps prevent capital from being allocated to investment and financing projects that may harm the environment, thereby reducing negative environmental impact.	Failure to assess the environmental risks of counterparties may result in continued investment and financing of projects that harm the environment, leading to negative environmental impacts.
	People (human rights)	Implementing risk management and control can help prevent capital from being invested in investment and financing projects with high human rights risks, thereby generating a positive social impact.	Failure to assess the human rights risks of counterparties may result in continued investment and financing of projects with high human rights risks, leading to negative social impacts.
4. Environmental Sustainability	Economy	Corporate procurement of equipment for environmental protection initiatives will yield revenue for equipment suppliers.	Replacing equipment to implement environmental protection measures may increase capital expenditures and operating costs, affecting financial performance.
	Environment	Implementing energy-saving, carbon-reduction, and waste management measures can reduce energy consumption and waste generation, helping to minimize negative environmental impacts.	Failure to effectively implement environmental management practices may lead to increased energy consumption and waste generation, resulting in greater negative impact on the environment.
	People (human rights)	Effective environmental protection can enhance environmental quality and create more livable areas, thereby safeguarding the health and well-being of community residents.	Environmental degradation or pollution incidents resulting from corporate operations may adversely affect the quality of life or compromise the health of community residents.

Material Topics	Dimensions	Positive Impacts	Negative Impacts
5. Green Finance	Economy	Developing green financial products and services can support the growth of green industries, create new business opportunities, and enhance financial performance.	Developing green financial products and services may increase project evaluation, management, compliance, and related operating costs.
	Environment	Directing capital toward investment and financing projects related to low-carbon transition and environmental protection can facilitate industrial transformation and reduce negative environmental impacts.	Failure to actively engage in green finance, capital may flow into environmentally harmful investment and financing projects, resulting in negative environmental impacts.
	People (human rights)	Green finance can encourage industries to reduce their environmental footprint, helping to create healthier and more livable communities while enhancing overall social well-being.	Overlooking human rights considerations during the evaluation of green investment and financing projects – such as the construction of a new factory adversely affecting local residents' health – may result in human rights violations.
6. Compliance and Internal Audits	Economy	Implementing regulatory compliance and internal audit systems can reduce the risk of fines and legal disputes, enhance operational stability and market trust, and ultimately strengthen financial performance and operational resilience.	Inadequate regulatory compliance or internal audit mechanisms may lead to legal penalties and disputes, increasing operating costs, eroding market trust, and reducing overall profitability and financial stability.
	Environment	Compliance with environmental management regulations helps ensure that pollutant emissions and resource usage meet legal standards, thereby reducing negative impacts on the environment.	Failure to comply with environmental management regulations may result in pollutant emissions or a waste of resources, adverse impacts on the environment.
	People (human rights)	Compliance with labor and financial services regulations helps protect the human rights of employees and customers.	Neglecting labor and financial services regulations will result in the infringement of employee and customer rights and interests.
7. Information Security	Economy	Strengthening information security management can reduce the risk of cybersecurity incidents, maintain operational stability, and enhance customer trust, thereby improving profitability.	Cybersecurity breaches may cause business disruptions, financial losses, reputational damage, and customer attrition, thereby negatively affecting overall business operation.
	Environment	Effective information security management can support digital operations, helping to reduce paper consumption and the use of physical resources, thereby lowering the environmental footprint of business activities.	Excessive replacement of IT equipment or frequent system expansion may increase electronic waste, and improper disposal of such waste may cause environmental pollution.
	People (human rights)	Robust cybersecurity measures help protect customers' personal data and safeguard their privacy rights.	Cybersecurity incidents may lead to the leakage and misuse of customers' personal data, severely violating customer rights and privacy.
8. Operating Performance	Economy	Strong operational performance enhances corporate competitiveness, strengthens market confidence, and creates stable revenue streams, contributing to overall economic development.	Poor operational performance may weaken market confidence, impair ability to raise capital, and limit future development.
	Environment	Effective operational management improves resource utilization efficiency, reduces energy consumption and waste, and minimizes the environmental impact of business activities.	Prioritizing operational performance without considering environmental impacts may lead to increased pollution emissions or overconsumption of natural resources.
	People (human rights)	Stable operational performance helps maintain employment opportunities and protect employees' labor rights.	Excessive pursuit of performance metrics can result in high stress levels and excessive working hours for employees, compromising their physical and mental well-being.

Material Topics	Dimensions	Positive Impacts	Negative Impacts
9. Employee Compensation and Benefits	Economy	Competitive compensation and benefits programs help improve employee retention and engagement, thereby enhancing operational performance. In addition, employees spend their earnings in the market contributes to economic growth.	Inadequate management of compensation costs may compromise profitability and further influence financial stability.
	Environment	Linking sustainability protection objectives to employee compensation systems can drive environmental initiatives. Furthermore, incorporating eco-friendly concepts into employee benefits – such as subsidizing public transportation – can help reduce adverse impacts on the environment.	Poorly designed employee benefit systems – such as excessive use of elaborately packaged gifts – may generate unnecessary waste and resource depletion, creating additional environmental burdens.
	People (human rights)	Fair and reasonable compensation and benefits help safeguard employees' fundamental labor rights and maintain their quality of life.	Unfair compensation structures or inadequate benefits may lead to employee dissatisfaction or the infringement of their rights.
10. Employee Development and Training	Economy	Investment in employee development and training enhances professional capabilities of employees and improves the efficiency of resource utilization, thereby strengthening operational performance.	Insufficient or imbalanced allocation of training resources may widen skill gaps, increase talent turnover risk, reduce operational efficiency, and negatively affect business performance.
	Environment	Providing environmental sustainability training can increase employees' eco-awareness and encourage energy-saving and carbon-reduction behaviors in daily life, helping to reduce adverse impacts on the environment.	Insufficient training on environmental sustainability may hinder the implementation of environmental sustainability related initiatives, leading to increased energy consumption and waste generation, and resulting in negative impacts on the environment.
	People (human rights)	Comprehensive employee training system enhances workforce capabilities and supports career development of employees.	Insufficient or imbalanced training resources may cause employee dissatisfaction and reduce trust in the company.
11. Equal and Friendly Working Environment	Economy	Creating a diverse, equitable, and friendly workplace helps attract and retain talented employees, thereby improving operational performance of the company.	Workplace inequality or discrimination may reduce employee engagement and retention, thereby lowering operational efficiency and performance.
	Environment	Workforce with diverse backgrounds can contribute cross-disciplinary perspectives, helping to optimize the design and implementation of environmental sustainability initiatives and reduce negative impacts on the environment.	Workplace conflicts or poor communication may hinder the effective implementation of environmental sustainability projects, increasing the burden on the environment.
	People (human rights)	Promoting diversity and inclusion fosters a respectful and inclusive work environment where employees' human rights are protected.	Discriminatory behavior or bullying in workplace will violate employees' human rights.
12. Innovation and Strategies	Economy	Continuous innovation drives operational efficiency and opens new markets, thereby enhancing competitiveness, strengthening market confidence, and creating new revenue streams of the company.	Ineffective innovation initiatives or strategic misjudgments may increase operating costs and financial losses, thereby undermining financial stability.
	Environment	Integrating environmental protection principles into innovation and strategic planning helps reduce the negative impacts of business operations on the environment.	Failure to consider environmental impacts during innovation processes may lead to increased resource consumption and adverse effects on the environment.
	People (human rights)	Innovative operational processes can improve employees' work quality and efficiency while enhancing customer experience.	Failure to incorporate human rights risk assessments in innovation processes may lead to labor rights violations, such as job displacement caused by automation or artificial intelligence.

Material Topics	Dimensions	Positive Impacts	Negative Impacts
13. Financial Inclusion	Economy	Supporting the participation of small and medium-sized enterprises (SMEs) and disadvantaged groups in economic activities can expand access to financial services and promote overall economic growth.	Insufficient risk management and assessment mechanisms for SMEs and disadvantaged groups may increase the company's credit risk.
	Environment	Directing financial resources toward environmental protection-related industries helps drive innovation in green technologies and the implementation of environmental projects, thereby reducing negative impacts on the environment.	Allocation of financial resources to highly polluting industries may result in negative impacts on the environment.
	People (human rights)	Promoting financial inclusion helps protect the right of disadvantaged groups to participate in economic activities, improve their quality of life, and reduce income inequality.	Poorly designed financial inclusion products may increase the financial burden on economically vulnerable groups.
14. Service Quality and Customer Satisfaction	Economy	Improving service quality enhances customer trust and loyalty, supports business growth, and generates positive economic impacts.	Substandard service quality may lead to customer attrition and increased complaints, negatively affecting revenue performance.
	Environment	Optimizing customer service processes or digitizing service delivery reduce repetitive tasks and paper waste, thereby lowering resource consumption and the burden on the environment.	Poorly designed service processes may result in redundant work and resource waste, adding to the environmental burden of business operations.
	People (human rights)	Fair and inclusive service design helps protect the rights and interests of customers from diverse backgrounds.	Inadequate service quality may result in unresolved customer issues, leading to violations of customer rights and interests.

Table 1-5: Description of Material Topics Impacts on the Value Chain, Scope of Impact, and Duration of Impact

"〇"Directly Related; "#"Business Relationship; "※"Indirectly Related

Material Topics	Description of Impacts and Affected Value Chain (incl. Material Risks and Opportunities)	Scope of Impact	Duration of Impact	Corresponding GRI Topic
1. Climate Strategies	Actual negative impact (risk): To mitigate the impact of climate change, enterprises must actively manage and respond to climate risks, and banks, apart from emissions generated by their own operations, also need to inventory portfolio emissions and guide customers to reduce carbon emissions, so that all parties can work together to build a sustainable environment. Actual positive impacts (opportunity): Climate strategies attract new types of customer groups, such as renewable energy firms and electrical vehicle firms, and a bank can also invest in green bonds and expand climate-related business opportunities.	Customers (#) Suppliers (#) Government agencies (※)	Long-term	GRI 102-1: Transition plan for climate change mitigation GRI 102-2: Climate change adaptation plan GRI 102-4: GHG emissions reduction targets and progress GRI 102-8: GHG emissions intensity GRI 201-2: Climate-related Financial Impacts, and other Risks and Opportunities GRI 305-1: Direct (Scope 1) GHG emissions GRI 305-2: Direct (Scope 2) GHG emissions GRI 305-3: Other indirect (Scope 3) GHG emissions GRI 305-4: GHG emissions intensity GRI 305-5: Reduction of GHG emissions

Material Topics	Description of Impacts and Affected Value Chain (incl. Material Risks and Opportunities)	Scope of Impact	Duration of Impact	Corresponding GRI Topic
2. Ethical Best Practices and Corporate Governance	Potential negative impact (risk): A financial services enterprise is charged with the safekeeping of people's properties. If it engages in unethical behavior or lacks of transparency in corporate governance, it could be fined by the government, or loss of the trust of customers and shareholders will seriously affect the company's business performance and cause the company to lose operating revenues. O-Bank upholds ethical management as one of our core values, and we rely on a professional and independent Board to exercise key decision-making and diligent oversight functions in order to gain the trust and support of stakeholders.	Company and employees (〇) Customers (#) Suppliers (#) Shareholders (※) Government agencies (※)	Long-term	GRI 205-1: Operations assessed for risks related to corruption GRI 205-2: Communication and training about anti-corruption policies and procedures GRI 205-3: Confirmed incidents of corruption and actions taken GRI 206-1: Legal actions for anti-competitive behavior, anti-trust, and monopoly practices
3. Risk Management	Potential negative impact (risk): By correctly identifying traditional and emerging risks and then properly implementing risk management, it is possible to prevent or mitigate various risks that may have a negative impact on the Bank, and at the same time it is also possible, when a major contingency occurs, to mitigate operational risks, maintain normal operations, and control risks within an acceptable scope. Actual positive impact (opportunity): When market or environmental risks materialize, effective risk management can enhance the Bank's competitiveness and bolster the trust of customers and shareholders.	Company and employees (〇) Customers (#) Suppliers (#) Shareholders (※) Government agencies (※)	Mid-term	GRI 201-2: Financial implications and other risks and opportunities due to climate change

Material Topics	Description of Impacts and Affected Value Chain (incl. Material Risks and Opportunities)	Scope of Impact	Duration of Impact	Corresponding GRI Topic
4. Environmental Sustainability	Actual negative impact (risk): Company operations continue to consume various resources. The company must improve its resource consumption efficiency and reduce the negative environmental impact of company operations before it can co-exist in harmony with the environment. Potential positive impact (opportunity): Lowering consumption of various energy resources and reducing waste can spur ecology conservation and biodiversity.	Company and employees (〇) Suppliers (#) The public (※)	Long-term	GRI 102-1: Transition plan for climate change mitigation GRI 102-2: Climate change adaptation plan GRI 102-3: Just transition GRI 102-4: GHG emissions reduction targets and progress GRI 102-5: Scope 1 GHG emissions GRI 102-6: Scope 2 GHG emissions GRI 102-7: Scope 3 (GHG) emissions GRI 102-8: (GHG) emissions intensity GRI 204-1: Proportion of spending on local suppliers GRI 302-1: Energy consumption within the organization GRI 302-3: Energy intensity GRI 302-4: Reduction of energy consumption GRI 303-1: Interactions with water as a shared resource GRI 303-2: Management of water discharge-related impacts GRI 303-3: Water withdrawal GRI 303-4: Water discharge GRI 303-5: Water consumption GRI 305-1: Direct (Scope 1) GHG emissions GRI 305-2: Direct (Scope 2) GHG emissions GRI 305-3: Other indirect (Scope 3) GHG emissions GRI 305-4: GHG emissions intensity GRI 305-5: Reduction of GHG emissions GRI 305-6: Emissions of ODS GRI 305-7: Nox, SOx, and other significant air emissions GRI 306-1: Waste generation and significant waste-related impacts GRI 306-2: Management of significant waste-related impacts GRI 306-3: Waste generated GRI 306-4: Waste diverted from disposal GRI 306-5: Waste directed to disposal GRI 308-1: New suppliers that were screened using environmental criteria GRI 308-2: Negative environmental impacts in the supply chain and actions taken GRI 414-1: New suppliers that were screened using social criteria GRI 414-2: Negative social impacts in the supply chain and actions taken

Material Topics	Description of Impacts and Affected Value Chain (incl. Material Risks and Opportunities)	Scope of Impact	Duration of Impact	Corresponding GRI Topic
5. Green Finance	Actual negative impact (risk): With respect to industries that pose environmental and social risks, O-Bank has a list of banned counterparties and assigns ESG risk grades for investment and corporate loan deals, and based on the risk grades conducts risk control at different levels of rigor. Actual positive impact (opportunity): The Bank can take advantage its role as a financial intermediary to spur various industries to move toward sustainable development, and to guide its funds toward environmentally- and socially-friendly industries.	Customers (#) Government agencies (※)	Mid-term	GRI 201-1: Direct economic value generated and distributed GRI 201-2: Financial implications and other risks and opportunities due to climate change GRI 305-3: Other indirect (Scope 3) GHG emissions GRI 305-4: GHG emissions intensity GRI 305-5: Reduction of GHG emissions
6. Compliance and Internal Audits	Potential negative impact (risk): A financial services enterprise is closely supervised by the competent authorities, and needs to rigorously maintain compliance. Failures in compliance and internal audit systems lead to illegal conduct and generate increased operational risks and reputational risks, thus causing losses for both companies and customers. O-Bank rigorously complies with financial laws and regulations as well as its internal audit system in order to ensure that employees obey laws and regulations.	Company and employees (〇) Customers (#) Suppliers (#) Shareholders (※) Government agencies (※)	Mid-term	GRI 2-27: Compliance with laws and regulations GRI 418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data
7. Information Security	Potential negative impact (risk): A financial services enterprise bears a responsibility to build a safe financial transactions environment and rigorously protect customer information. Ensuring information security is all the more important with digital financial services in order to avoid information security incidents.	Company and employees (〇) Customers (#) Government agencies (※)	Short-term	GRI 418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data
8. Operating Performance	Actual positive impact (opportunity): Securing profit and growth is the fundamental goal of businesses, and keeping up a solid business performance over the long term is crucial for sustainable development. O-Bank's operating performance continues to improve, which helps boost business promotion efforts on all fronts.	Company and employees (〇) Shareholders (※)	Short-term	GRI 201-1: Direct economic value generated and distributed
9. Employee Compensation and Benefits	Actual positive impact (opportunity): To attract outstanding talent who can spur progress and development of the company, O-Bank has established a well-conceived and fair compensation system, and provides competitive salaries and benefits.	Company and employees (〇)	Mid-term	GRI 201-1: Direct economic value generated and distributed GRI 201-3: Defined benefit plan obligations and other retirement plans GRI 202-1: Ratios of standard entry level wage by gender compared to local minimum wage GRI 202-2: Proportion of senior management hired from the local community GRI 401-1: New employee hires and employee turnover GRI 401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees GRI 401-3: Parental leave
10. Employee Development and Training	Actual positive impact (opportunity): A company relies on professional talent to grow and develop. To become more competitive, O-Bank must continue to enhance employee development and training, and effectively develop and retain talent.	Company and employees (〇)	Mid-term	GRI 404-1: Average hours of training per year per employee GRI 404-2: Programs for upgrading employee skills and transition assistance programs GRI 404-3: Percentage of employees receiving regular performance and career development reviews

Material Topics	Description of Impacts and Affected Value Chain (incl. Material Risks and Opportunities)	Scope of Impact	Duration of Impact	Corresponding GRI Topic
11. Equal and Friendly Working Environment	Actual positive impact (opportunity): By providing a diverse, equal, and healthy working environment and open channels for internal communications, and by building a happy workplace that meets employee needs, O-Bank can attract and retain talent more successfully.	Company and employees (◯) Government agencies (※)	Mid-term	GRI 402-1: Minimum notice periods regarding operational changes GRI 403-1: Occupational health and safety management system GRI 403-2: Hazard identification, risk assessment, and incident investigation GRI 403-3: Occupational health services GRI 403-4: Worker participation, consultation, and communication on occupational health and safety GRI 403-5: Worker training on occupational health and safety GRI 403-6: Promotion of worker health GRI 403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships GRI 403-8: Workers covered by an occupational health and safety management system GRI 403-9: Work-related injuries GRI 403-10: Work-related ill health GRI 405-1: Diversity of governance bodies and employees GRI 405-2: Ratio of basic salary and remuneration of women to men GRI 406-1: Incidents of discrimination and corrective actions taken GRI 411-1: Incidents of violations involving rights of indigenous peoples
12. Innovation and Strategies	Potential positive impact (opportunity): The company must map out clearly defined short-, mid-, and long-term development strategies, and must continue to innovate, set itself apart, and become more competitive in order to seize quickly upon market opportunities.	Company and employees (◯) Customers (#) Shareholders (※)	Long-term	GRI 201-1: Direct economic value generated and distributed GRI 201-2: Financial implications and other risks and opportunities due to climate change
13. Financial Inclusion	Actual positive impact (opportunity): O-Bank uses its core strengths to create business models that are conducive to social and environmental sustainability, and enable more consumers to effectively obtain financial services. These conditions will in turn guide industries to develop sustainably, thus bringing about sustainable finance.	Customers (#) The public (※) Government agencies (※)	Long-term	GRI 203-2: Significant indirect economic impacts
14. Service Quality and Customer Satisfaction	Actual positive impact (opportunity): Deliver a premium financial services experience and well-planned complaint channels, continue enhancing customer satisfaction, build strong customer relations. Potential negative impact (risk): Ongoing provision of good service quality and enhancement of customer satisfaction rates can prevent damage to brand image and reputation.	Customers (#) Government agencies (※)	Mid-term	GRI 417-1: Requirements for product and service information and labeling GRI 417-2: Incidents of non-compliance concerning product and service information and labeling GRI 417-3: Incidents of non-compliance concerning marketing communications

Note: The duration of impact as set out in this table may be short-term (one to three years), mid-term (four to six years), or long-term (seven to ten years).

The three major material topics with the greatest impact are "Climate Strategy," "Ethical Best Practices and Corporate Governance," and "Risk Management." O-Bank analyzed the financial risks associated with each of these topics in order to enhance the Bank's operating and financial resilience, and found as follows:

(1) Climate Strategy: The Bank's two major climate risk issues were identified as "Extreme Weather Events" and "Government Carbon Fee Mechanisms" in 2025, with a total estimated annualized financial impact across current, short-, mid-, and long-term horizons amounting to NT$107.83 million. Meanwhile, the two major climate opportunity issues were "Increased Financial Asset Diversification" and "Higher rankings in sustainability indices," with a total estimated annualized financial impact across current, short-, mid-, and long-term horizons amounting to NT$1,957.37 million (refer to 7.1.2 Identification of Climate-Related Risks and Opportunities, and Related Strategies).

(2) Ethical best practices and corporate governance: A review of fines imposed on the Bank over the past five years indicates that in 2023, due to a reporting time lag, O-Bank mistakenly invested in shares of another company where a newly appointed independent director concurrently served as an independent director. This violated Article 74-1 of the "Banking Act" and Point 5 of the "Regulations Governing the Types and Limits of Securities in which a Commercial Bank May Invest," resulting in a fine of NT$1 million by the regulatory authority. The Bank has since strengthened internal communications and operational procedures to prevent the recurrence of similar incidents. Additionally, in 2025, operational deficiencies in safeguarding customer data violated Paragraph 1, Article 27 of the "Personal Data Protection Act," resulting in a fine of NT$20,000 by the competent authority. The Bank has reinforced employee awareness and training regarding these deficiencies, and conducts irregular quizzes and spot checks to eliminate similar occurrences.

(3) Risk Management: A review of the amounts of bad debt write-offs over the past five years shows that from 2021 through 2025, the average annual amount of bad debt write-offs was NT$330 million, and the five-year average ratio of write-offs to average outstanding credit for each year was 0.14%. O-Bank will continue to strengthen its credit review and approval control mechanisms and enhance risk management procedures in order to reduce financial losses arising from credit risk.

With respect to the 14 material topics of high concern to O-Bank stakeholders in 2025, O-Bank – based on its short-, mid- and long-term sustainable development goals (see Table 1-1) – has adopted corresponding strategies, key performance indicators (KPIs), and long-term goals. The ESG Development Working Committee quarterly reviews the Bank's progress in addressing these issues, and the results, to ensure that each strategy and goal is met. See Table 1-6 and Table 1-7.

Table 1-6: Management Strategies and Management Approaches for Material Topics

Material Topics	Management Strategies	Management Approaches	
		Policy or Commitment	Related Section (Management Action)
1. Climate Strategies	Strengthen the climate risk management mechanism, and exercise differentiated management of asset portfolios with high climate risk.	· Environmental Management Policy · Climate Risk Management Policy	6.3 Greenhouse Gas Inventory 7.1 Climate Change Management
2. Ethical Best Practices and Corporate Governance	Strengthen the ethical best practices mindset of all O-Bank employees, ensure that employees implement the "Ethical Corporate Management Best Practice Principles," the "Criteria Governing Codes of Ethical Conduct," and the "Corporate Governance Best Practice Principles." Improve the oversight effectiveness of a professional and independent Board, enhance the Bank's corporate governance, and build up trust with stakeholders.	· Ethical Corporate Management Best Practice Principles · Criteria Governing Codes of Ethical Conduct · Corporate Governance Best Practice Principles	3.1 Governance Framework 3.2 Ethical Best Practices

Material Topics	Management Strategies	Management Approaches	
		Policy or Commitment	Related Section (Management Action)
3. Risk Management	In response to international trends regarding capital adequacy ratios, establish market-sensitive, quantified mechanisms to improve risk management and comply with legal requirements; improve the Bank's business continuity management system; and strengthen the Bank's system for management of emerging risks.	· Risk Management Policy · Credit Extension Policy · Rules for Managing Operational Risk · Guidelines for Managing Credit Risk · Rules for Managing Market Risk · Rules for Major Unexpected Events · Major Accident Emergency Response and Recovery Plan Implementation Guidelines	3.4 Risk Management
4. Environmental Sustainability	Implement energy conservation and carbon reduction measures, reduce the environmental impact of company operations, and co-exist in harmony with the environment.	· Environmental Management Policy	6.1 Environmental Management Policies and Targets 6.2 Management of Energy and Resources 6.3 Greenhouse Gas Inventory 6.4 Green Procurement and Supplier Management
5. Green Finance	Incorporate ESG risk factors into business decisions, and work to direct funds toward sectors that are friendly to the environment and society.	· Sustainable Credit and Investment Policy	7.3 Responsible Loan and Credits 7.4 Responsible Investment 7.6 Responsible Products
6. Compliance and Internal Audits	Strengthen compliance management measures and enhance employees' compliance awareness, including anti-money laundering and countering the financing of terrorism matters, personal data protection, and conformity with the "Financial Consumer Protection Act," etc.; implement an independently operated internal audit system; and strive to achieve zero infractions.	· Internal Control System · Rules Governing Bank's Compliance System · Policy on Anti-Money Laundering and Countering the Financing of Terrorism · Policy Statement on Personal Information Management	3.2 Ethical Best Practices 3.3 Compliance
7. Information Security	Build a fully fleshed out information security management and protection measures, and cultivate a strong information security consciousness among all Bank employees.	· Information Security Policy	3.5 Information Security 4.3 Transaction Security and Customer Privacy
8. Operating Performance	Improve returns on capital, and seek better return on equity.	· Articles of Incorporation · Rules for Implementing Management by Objectives	2.2 Operating Performance and Reputation 2.3 Market Environment and Development Strategies
9. Employee Compensation and Benefits	Provide competitive compensation and benefits to retain talent.	· Rules Governing Employee Compensation · Working Regulations	5.2 Employee Compensation and Benefits
10. Employee Development and Training	Create an organizational learning climate, and implement a performance management system.	· Guidelines for Implementing Employee Training · Working Regulations	5.3 Employee Cultivation and Development
11. Equal and Friendly Working Environment	Establish an equal and friendly working environment, enable employees to work with peace of mind.	· Human Rights Policy · Occupational Safety and Health Rules	5.1 Employee Composition and Promotion of a Friendly Work Environment 5.4 Communication and Engagement with Employees
12. Innovation and Strategies	Strengthen digital capabilities, use data for overall operations and procedures, and optimize digital experience and operations; formulate an intellectual property rights management system, and protect the results of innovative research and development.	· Articles of Incorporation	2.1 About O-Bank 2.3 Market Environment and Development Strategies

Material Topics	Management Strategies	Management Approaches	
		Policy or Commitment	Related Section (Management Action)
13. Financial Inclusion	Consider the needs of users and uphold the principle of shared well-being, enabling diverse groups to either access a wide range of financial services or benefit indirectly from the Bank's offerings.	• Articles of Incorporation	4.1 Financial Services and Innovation 7.6 Responsible Products
14. Service Quality and Customer Satisfaction	Take the customer experience as the core, foster a culture of treating customers fairly, and ensure high-quality services.	• Principles for Fair Treatment of Customers • Rules for Handling Customer Complaints and Financial Consumer Disputes	4.1 Financial Services and Innovation 4.2 Service Quality and Customer Experience 4.3 Transaction Security and Customer Privacy

Table 1-7: Material Topics and Development Goals

Material Topics	Key Performance Indicators (KPIs)	Goals for 2025	2025 Target Achievement Status and Benefits	Goals for 2026	Goals for 2027
1. Climate Strategies	• Carbon Inventory Coverage of Investment and Corporate Loan Positions	• Achieve 100% carbon inventory coverage across investment and corporate loan positions.	• The carbon inventory coverage for investments and corporate loan positions in 2025 reached 100%.	• Achieve 100% carbon inventory coverage across investment and corporate loan positions.	• Achieve 100% carbon inventory coverage across investment and corporate loan positions.
2. Ethical Best Practices and Corporate Governance	• Completion rate for training programs on ethical best practices • Attendance rate at Board meetings • Board diversity • Improvement measures and status in accordance with external rating indicators	• Continue to achieve 100% completion rate for training programs on ethical best practices. • Implement recommendations from an external professional independent organization for the continuous improvement of the Board. • Revise the "Board of Directors Diversity Policy, Standards for Independence, and Refreshment Policy" to increase the attendance rate standards for individual directors.	• 100% completion rate for training programs on ethical best practices in 2025. • In 2025, O-Bank completed the implementation of recommendations provided by an independent external professional institution for the continuous improvement of the Board. • In 2025, O-Bank completed amendments to the "Board of Directors Diversity Policy, Standards for Independence, and Refreshment Policy" to increase the attendance rate standards for individual directors.	• Continue to achieve 100% completion rate for training programs on ethical best practices. • Acting in line with the competent authorities' policies, and referring to the corporate governance performance indicators of international sustainability ratings bodies, the Bank shall continue to enhance its corporate governance practices.	• Continue to achieve 100% completion rate for training programs on ethical best practices. • Acting in line with the competent authorities' policies, and referring to the corporate governance performance indicators of international sustainability ratings bodies, the Bank shall continue to enhance its corporate governance practices.

Material Topics	Key Performance Indicators (KPIs)	Goals for 2025	2025 Target Achievement Status and Benefits	Goals for 2026	Goals for 2027
3. Risk Management	• Introduce and set up new system for calculation of market risk capital requirements • Disclose climate change information in accordance with the Task Force on Climate-Related Financial Disclosures (TCFD) framework • Frequency of operational continuity drills	• Complete the setup of the new market risk capital requirements in accordance with the competent authority's timeline. • Enhance climate change scenario analysis. • Conduct one Information Technology (IT) system continuity drill and one business operation continuity drill in both the first and second halves of the year.	• O-Bank has aligned with the implementation timeline announced by the competent authority for the adoption of the new market risk capital requirements. • In 2025, the climate change scenario analysis was broadened to incorporate physical risk assessments for corporate credit clients' and suppliers' business locations alongside transition risk analysis for suppliers. • The IT system continuity drill and business operation continuity drill was conducted at the off-site backup center in the first half of the year. In the second half of the year, in line with the Internet Data Center (IDC) migration, a system switchover drill between the primary and secondary data centers was successfully completed, verifying the information systems' ability to support business continuity.	• Optimize climate- or nature-related financial disclosures as required by the competent authority • Conduct a system switchover drill between the primary and secondary data centers to verify the information systems' ability to support business continuity.	• Disclose climate-related financial information in accordance with International Financial Reporting Standards (IFRS) S2. • Conduct a system switchover drill between the primary and secondary data centers to verify the information systems' ability to support business continuity.
4. Environmental Sustainability	• Environmental management targets for power and water usage	• Taking 2020 as the baseline year, O-Bank seeks to reduce power usage per capita by 4.5%, and water usage per capita by 5%.	• Taking 2020 as the baseline year, power usage per capita in 2025 was down by 24.57% and water usage per capita was down by 25.74%.	• Taking 2020 as the baseline year, power usage per capita to decrease by 4.8%, and usage per capita to decrease by 5.6%.	• Taking 2020 as the baseline year, power usage per capita to decrease by 5.1%, and usage per capita to decrease by 6.2%.
5. Green Finance	• Proportion of financing balance in environmentally- and socially-friendly industries • Balance of sustainability-linked loans • Proportion of consumer green loan balance	• Proportion of loan balance in environmentally- and socially-friendly industries to reach 9.5%. • Sustainability-linked loan balance to reach NT$6.6 billion. • Proportion of consumer green loan balance to be 1.81%.	• In 2025, the proportion of loan balance in environmentally- and socially-friendly industries reached 9.73%. • In 2025, the balance of sustainability-linked loans was NT$8 billion. • In 2025, the proportion of consumer green loan balance was 2.55%.	• Proportion of loan balance in environmentally- and socially-friendly industries to reach 9.6%. • Sustainability-linked loan balance to reach NT$7.3 billion. • Proportion of consumer green loan balance to be 3.55%.	• Proportion of loan balance in environmentally- and socially-friendly industries to reach 9.7%. • Sustainability-linked loan balance to reach NT$8 billion. • Proportion of consumer green loan balance to be 4.46%.

Material Topics	Key Performance Indicators (KPIs)	Goals for 2025	2025 Target Achievement Status and Benefits	Goals for 2026	Goals for 2027
6. Compliance and Internal Audits	· Conducting compliance self-assessments · Implementing compliance education and training implementation · Conducting anti-money laundering (AML) and counter-terrorist financing (CTF) training · Frequency of reports on audit work	· Assist relevant departments in implementing internal control systems for sustainability-related information. · Incorporate sustainability-related regulations into compliance self-assessments. · Continue to provide quarterly reports to the Board and the Audit Committee on the status of internal audit operations.	· O-Bank has assisted relevant departments in implementing internal controls for sustainability disclosures. · O-Bank has incorporated anti-greenwashing regulations into the compliance self-assessments of relevant departments. · In 2025, the Chief Auditor completed quarterly reports to the Board and the Audit Committee on the status of internal audit operations, achieving a 100% implementation rate.	· Lead the development and deployment of fraud prevention mechanisms, while overseeing operational units to ensure rigorous execution. · Continue to review the Personal Information Management System (PIMS) and maintain BS 10012:2017 certification to ensure the effective implementation of internal controls mechanisms and continuously enhance the compliance framework. · Continue to conduct compliance education and training. · Continue to implement anti-money laundering (AML) and counter-terrorism financing (CTF) training. · Continue to provide quarterly reports to the Board and the Audit Committee on the status of internal audit operations.	· Continue to optimize the Bank's fraud prevention mechanisms and related operating procedures. · Continue to review the Personal Information Management System (PIMS) and obtain certification in alignment with the transition schedule for BS 10012:2017 and ISO 27701. · Continue to conduct compliance education and training. · Continue to implement anti-money laundering (AML) and counter-terrorism financing (CTF) training. · Continue to provide quarterly reports to the Board and the Audit Committee on the status of internal audit operations.
7. Information Security	· ISO 27001 Information Security Management System (ISMS) international certification · Training hours in information security · Number of social engineering drills · External attack surface management (EASM) Cybersecurity Rating · Number of cybersecurity incident response drills	· Continue to maintain ISO 27001 ISMS international certification. · All O-Bank employees attend three hours of information security training. · Conduct two social engineering drills · EASM cybersecurity rating of "Moderate" or above. · Conduct a cybersecurity incident response drill simulating a hacker attack.	· O-Bank passed the three-year recertification audit in 2025 to continuously maintain ISO 27001 ISMS international certification. · In 2025, all employees completed three hours of information security training. · In 2025, two social engineering drills were completed. · The cybersecurity rating for EASM was assessed at a Moderate level in 2025. · In 2025, one cybersecurity incident response drill simulating a hacker attack was completed.	· Continue to maintain ISO 27001 ISMS international certification. · All O-Bank employees attend three hours of information security training. · Conduct four social engineering drills on a routine, unannounced, and targeted basis. · EASM cybersecurity rating of "Advanced". · Conduct a cybersecurity incident response drill simulating a hacker attack.	· Continue to maintain ISO 27001 ISMS international certification. · All O-Bank employees attend three hours of information security training. · Conduct four social engineering drills on a routine, unannounced, and targeted basis. · Maintain an EASM cybersecurity rating of "Advanced". · Conduct a cybersecurity incident response drill simulating a hacker attack.
8. Operating Performance	· Return on equity (ROE)	· ROE continues to post positive growth.	· The standalone ROE for 2025 stood at 4.21%, declining by 2.68% from the 2024 fiscal year.	· ROE continues to post positive growth.	· Acting in line with short-, mid-, and long-term strategic goals, achieve KPIs.

Material Topics	Key Performance Indicators (KPIs)	Goals for 2025	2025 Target Achievement Status and Benefits	Goals for 2026	Goals for 2027
9. Employee Compensation and Benefits	· Participation rate in Employee Share Ownership Trust (ESOT) · Provide employee benefits that exceed statutory requirements	· ESOT participation rate maintained at 95% or above. · Continue to promote and optimize employee welfare measures.	· In 2025, ESOT participation rate was 95%. · In 2025, extended bereavement leave for employees' first-degree relatives to ten days.	· ESOT participation rate maintained at 95% or above. · Continue to promote and optimize employee welfare measures.	· ESOT participation rate maintained at 95% or above. · Continue to promote and optimize employee welfare measures.
10. Employee Development and Training	· Average training hours per employee · Share of employees who participate in performance reviews	· Average training hours per employee maintained at 88 hours or above. · 100% of employees participate in performance reviews.	· In 2025, average training hours per employee reached 106.94 hours. · 100% of employees participated in performance reviews in 2025.	· Average training hours per employee maintained at 88 hours or above. · 100% of employees to participate in performance evaluations.	· Average training hours per employee maintained at 88 hours or above. · 100% of employees to participate in performance evaluations.
11. Equal and Friendly Working Environment	· Employee satisfaction rate · Rate of participation in employee health examinations	· Employee satisfaction rate maintained at 89% or above. · Employee health check participation rate maintained at 90% or above.	· In 2025, employee satisfaction rate was 88.16%. · In 2025, employee health check participation rate was 93%.	· Employee satisfaction rate maintained at 89% or above. · Employee health check participation rate maintained at 90% or above.	· Employee satisfaction rate maintained at 89% or above. · Employee health check participation rate maintained at 90% or above.
12. Innovation and Strategies	· Bank-Wide Data Science Training Program Coverage Rate · Bank-Wide Data Technology Assessment Pass Rate · Taiwan Intellectual Property Management System (TIPS) Certification Audit	· Achieve an 80% cumulative bank-wide training rate for data science training program. · Achieve a 68% bank-wide passing rate for data technology training assessments. · Continue to maintain TIPS Level A certification.	· The bank-wide cumulative completion rate for data science training program reached 84% in 2025. · The bank-wide pass rate for data technology education and training assessments reached 78% in 2025. · O-Bank has passed the TIPS Level A certification.	· Achieve an 80% cumulative bank-wide training rate for data science training program. · Achieve a 70% bank-wide passing rate for data technology training assessments. · Continue to maintain TIPS Level A certification.	· Achieve an 80% cumulative bank-wide training rate for data science training program. · Achieve a 70% bank-wide passing rate for data technology training assessments. · Continue to maintain TIPS Level A certification.
13. Financial Inclusion	· Outstanding balance of the deposit of B corporations and social enterprises · Dollar amounts of "Social Impact" loans · Number of robo-advisor service customers · Number of Charity Affinity Cards issued	· The outstanding balance of the deposits of B Corporations and social enterprises will increase by 10% over the previous year. · The target for the outstanding balance of "Social Impact" loans is NT$4 million by the end of 2025. · At least 28,000 cumulative robo-advisor service customers. · Number of Charity Affinity Cards issued will increase 10% from previous year.	· The outstanding balance of deposits from B Corporations and social enterprises reached NT$67.21 million in 2025, representing a growth of approximately 22.7% compared to the previous year and achieving the growth target. · The outstanding balance of social impact loans was NT$2.16 million in 2025. · 27,575 cumulative robo-advisor service customers in 2025. · Number of Charity Affinity Cards issued increased 11% from previous year in 2025.	· The outstanding balance of the deposits of B Corporations and social enterprises will increase by 10% over the previous year. · The target for the cumulative loan amount of "Social Impact" loans is NT$11.70 million by the end of 2026. · At least 29,000 cumulative robo-advisor service customers. · Number of Charity Affinity Cards issued will increase 10% from previous year.	· The outstanding balance of the deposits of B Corporations and social enterprises will increase by 10% over the previous year. · The target for the cumulative amount of "Social Impact" loans is NT$12.5 million by the end of 2027. · At least 29,000 cumulative robo-advisor service customers. · Number of Charity Affinity Cards issued will increase 10% from previous year.

Material Topics	Key Performance Indicators (KPIs)	Goals for 2025	2025 Target Achievement Status and Benefits	Goals for 2026	Goals for 2027
14. Service Quality and Customer Satisfaction	· Satisfaction rate of frequent online banking retail users · Proportion of customer complaints properly resolved within five days	· The satisfaction rate of frequent online banking retail users to be maintained at 87% or above. · The proportion of customer complaints properly resolved within five days to be maintained at 90% or above.	· The satisfaction rate of frequent online banking retail users in 2025 was 90.1% · The proportion of customer complaints properly resolved within five days in 2025 was 93.8%	· The satisfaction rate of frequent online banking retail users to be maintained at 88% or above. · The proportion of customer complaints properly resolved within five days to remain at 90% or above.	· The satisfaction rate of frequent online banking retail users to be maintained at 89% or above. · The proportion of customer complaints properly resolved within five days to remain at 90% or above.

In addition, making reference to the International Integrated Reporting Council's Integrated Reporting Framework, O-Bank has disclosed a summary of key capital inputs and outputs in 2025 in order to review sustainable resource allocations and the resulting value creation.

Table 1-8: Summary of Capital Inputs and Outputs Required for Corporate Value Creation in 2025

Unit: NT dollars

	Inputs	Summary of Outputs
Financial Capital	· Paid-in capital: NT$30.3 billion · Total standalone assets: NT$416.5 billion · Standalone operating expenses: NT$4.0 billion	· Standalone net profit after tax was NT$1.831 billion. · Standalone ROE was 4.21%. · Earnings per Share (EPS) came to NT$0.61.
Intellectual Capital	· Employee allowances for professional license exams: NT$410,000 · Systems research and development expenses: NT$108.47 million	· Average number of professional licenses per employee: 2.3 · Maintained the validity of Level A certification under the Taiwan Intellectual Property Management System (TIPS). · Systems research and development expenses in 2025 were mainly used to optimize O-Bank's system services.
Human Capital	· Employee wages expenses: NT$2.1 billion · Training expenses: NT$9.33 million	· Employee satisfaction rate: 88.16% · Average training hours per employee: 107.23 hours · Average training expenses per employee: NT$7,382 · Average contribution per employee to standalone net profit after tax: NT$1.45 million
Social Capital	Based on a guideline provided by the Business for Social Impact (B4SI) framework (see Chapter 8 Social Engagement), we calculate a total input of NT$57.72 million for public-interest projects.	· Eleven education events held in remote townships reached 177 students. · Five students from disadvantaged families participated in the O-Bank Summer Seed Internship Program, which brought the cumulative participation since the Program's inception to 49. · The O-Bank Charity Affinity Card Platform issued a total of 19 affinity cards in cooperation with various NGOs and schools. · More than 84,000 participant visits in the "Green Consumption Power@ O-Bank" project. · "Social Impact" loans were provided to 118 underprivileged households. · First bank in Taiwan to launch the "Consumer Spending Carbon Calculator" and "Transportation Carbon Reduction Details" functions.
Natural Capital	· Green purchasing expenses: NT$25.96 million · Disbursements related to energy conservation and carbon reduction: NT$10.20 million	· At all of O-Bank's global business locations, power usage per capita came to 5051.14 kWh. · At all of O-Bank's global business locations, water usage per capita came to 0.015 million liters. · A verified inventory of market-based GHG emissions (Scope 1 and 2) within O-Bank's operational boundaries throughout the world quantified these emissions at 2,405.48 tonnes of CO_2e. GHG emissions per capita were 1.9 tonnes of CO_2e, and thus down by 17% from previous year. · 88% of purchases by value were local procurements.

1.3.2 Stakeholder Engagement

To continue working to understand the views and opinions of all stakeholders, O-Bank has a special "Sustainable Development Section" on the official website which includes a feedback function that stakeholders can use to answer questionnaires to offer suggestions and opinions. In addition, O-Bank has also set up a special "Stakeholders Section" on the official website that includes information on dedicated contact person for each type of stakeholder. O-Bank provides stakeholders with a variety of convenient channels for communication in order to facilitate timely and effective interaction. The main communication channels, frequencies, and engagement results are as shown here below in Table 1-9:

Table 1-9: Stakeholder Communication Channels, and Frequency of Communications

Stakeholders	Purpose of Engagement	Matters of Concern	Our Response	Communication Channels, Frequencies, and Results
Employees	Talent is an important key to a company's competitiveness, and is a company's important asset. A company must continually care for and cultivate its employees in order to raise employees' satisfaction rate.	Ethical best practices and corporate governance Compliance and internal audits Operating performance	3.1 Governance Framework 3.2 Ethical Best Practices 3.2 Ethical Best Practices 3.3 Compliance 2.2 Operating Performance and Reputation 2.3 Market Environment and Development Strategies	• Quarterly labor-management meetings are held to air views on labor issues and discuss ways to improve working conditions. • Irregularly scheduled employees' assemblies and departmental meetings are held to communicate company policies and understand employees' working conditions and spur two-way communication between management and staff. In 2025, O-Bank convened an employees' assembly and held a lecture on social enterprises. The total number of participants was 489. • O-Bank surveys employee satisfaction and needs once per year to understand their true needs and what they expect of the company. During the employee satisfaction and employee engagement survey carried out in 2025, the company received 1,061 responses, for a response rate of 97.43%. The overall employee satisfaction rate was 88.16%, and the employee engagement rate was 87.62%, which shows the positive effectiveness of the company's various employee care policies. • O-Bank has established an online platform for attendance management as well as education and training. This platform provides real-time access to information, and a means for assessing satisfaction with courses, thus affording employees a way to express their views. In 2025, O-Bank carried out 13 ESG-related training activities, attracting a total of 9,248 participant visits. • O-Bank held a "social enterprise market," inviting six social enterprises to display and sell their products at the main lobby of the O-Bank headquarters building. This event afforded employees an opportunity to become more familiar with social enterprises and their guiding philosophies. • We have established an "employee complaint mailbox," a "sexual harassment reporting mailbox," a "WeCare" suggestion mailbox, and other means of direct communication. • We have set up an employee chat group on social media to provide information on employee care policies and activities, and to spur two-way communication.

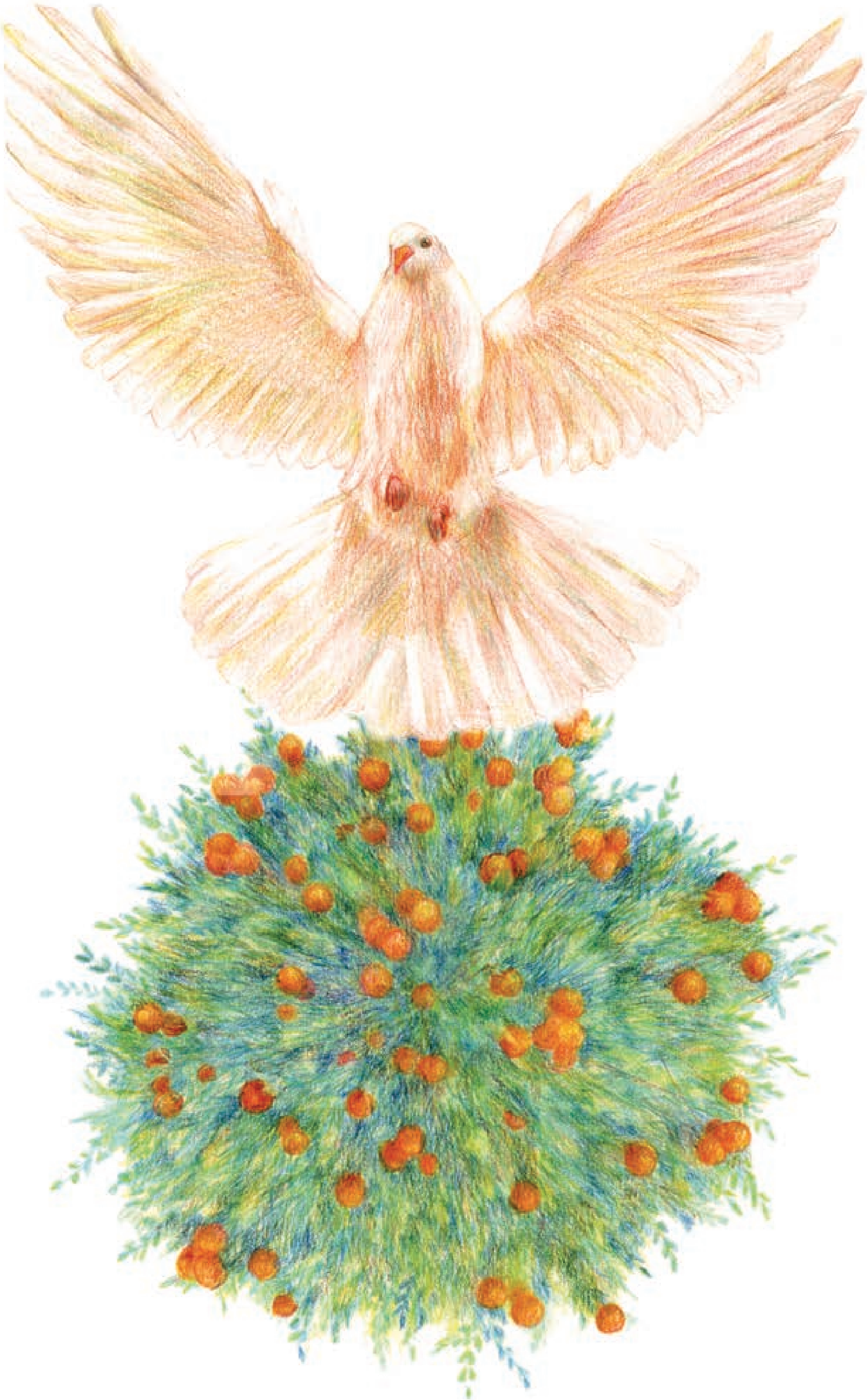
Stakeholders	Purpose of Engagement	Matters of Concern	Our Response	Communication Channels, Frequencies, and Results
Customers	Keeping customers' needs firmly in mind, O-Bank provides professional, high-quality financial services that increase customer stickiness and satisfaction.	Information security Service quality and customer satisfaction Risk Management	3.5 Information Security 4.3 Transaction Security and Customer Privacy 4.1 Financial Services and Innovation 4.2 Service Quality and Customer Experience 4.3 Transaction Security and Customer Privacy 3.4 Risk Management	• Provides online video call customer service, round-the-clock and 365 days a year, to offer customers quick response times. • Customers can contact O-Bank's complaint contact person by phone, video call, or email at any time to express their views. • Uses the company website to provide product prospectuses and post information about products, including special features, risks, and charges. • Uses online fan pages on various social media (Facebook, Instagram, YouTube) to provide information on products and services, and to respond to consumer feedback in real-time. • Provides corporate customers with dedicated relationship manager (RM) services to ensure prompt handling of customer issues and suggestions. • Raises investment and corporate loan recipients' awareness of carbon reduction issues, and encourages them to set science-based carbon reduction targets. In 2025, O-Bank sent emails to 29 investment or financing recipients to engage on such matters. • Surveys satisfaction of frequent online banking retail users once per year. The results of a survey of users in 2025 showed that 90.1% of users were either satisfied or very satisfied with O-Bank's services and products
Shareholders	Shareholders and investors are the foundation that supports a company's growth, so a company needs to carry out adequate information disclosure and periodically hold shareholders' meetings and investor conferences so that shareholders and investors can clearly understand the company's performance and its future prospects.	Ethical best practices and corporate governance Service quality and customer satisfaction Compliance and internal audits	3.1 Governance Framework 3.2 Ethical Best Practices 4.1 Financial Services and Innovation 4.2 Service Quality and Customer Experience 4.3 Transaction Security and Customer Privacy 3.2 Ethical Best Practices 3.3 Compliance	• Holds one annual shareholders' meeting and promptly discloses material information on the Market Observation Post System (MOPS) website as well as our own corporate website. O-Bank held a general shareholders' meeting on June 13, 2025, with 11 directors attending and reported to shareholders on its operating status and its sustainability measures. The meeting was attended by 2,460 persons. • Holds investor conferences every year to disclose financial information and business strategies. Held two investor conferences in 2025 to report to investors on its operating status and its sustainability measures. The conferences were attended by a total of 66 persons. • Uses the special "Investors Section" on our website to make quarterly financial disclosures and publish unaudited consolidated profit figures on a monthly basis. • Posts information on our website regarding the state of communications with independent directors, the chief internal auditor, and certified public accountants, and indicates the dates and results thereof. • Provides a channel for communication with our shareholder services agent to help shareholders handle related matters.

Stakeholders	Purpose of Engagement	Matters of Concern	Our Response	Communication Channels, Frequencies, and Results
Government agencies	Financial services enterprises are a closely supervised type of business. They need to actively understand government policies, rigorously maintain compliance, and work together with the government to create a financial supervisory system that is characterized by good faith, transparency, and trustworthiness.	Environmental sustainability Equal and friendly working environment Climate strategies	6.1 Environmental Management Policies and Targets 6.2 Management of Energy and Resources 6.3 Greenhouse Gas Inventory 6.4 Green Procurement and Supplier Management 5.1 Employee Composition and Promotion of a Friendly Work Environment 5.4 Communication and Engagement with Employees 6.3 Greenhouse Gas Inventory 7.1 Climate Change Management	· Takes part in government agency symposiums, conferences, and annual meetings to coordinate with and respond to government policies. · Maintains strict compliance to coordinate with the competent authority's supervision and audits; takes part in evaluations. · Engages in two-way communications via official documents and email.
The public	Members of the general public are an important part of a company's effort to achieve its community charity ideas. O-Bank engages in a diverse range of activities to interact with the public and work for a shared well-being.	Information security Service quality and customer satisfaction Risk management	3.5 Information Security 4.3 Transaction Security and Customer Privacy 4.1 Financial Services and Innovation 4.2 Service Quality and Customer Experience 4.3 Transaction Security and Customer Privacy 3.4 Risk Management	· Established a Corporate Sustainability and Communications Division, a spokesperson, and a deputy spokesperson to promptly provide accurate information on O-Bank. · Issues news releases and holds press conferences as the need arises, and has a special "news" section on our website to provide the general public with access to information on O-Bank and the status of our development. Held three press conferences in 2025, which were attended by a total of 86 persons. · Uses a social media fan page to communicate our image as a committed contributor to community charity, and to increase the appeal of and participation in public interest issue. · Takes part in forums and conferences organized by non-profits, academic bodies, and community associations in order to hear what society demands. Took part in 14 courses or lectures held in 2025 by NGOs or institutions of higher education. · Holds irregularly scheduled cultural and artistic performances, lectures, and community service activities, and takes part in curated exhibits, to give back to society and interact directly with members of the public.

Stakeholders	Purpose of Engagement	Matters of Concern	Our Response	Communication Channels, Frequencies, and Results
Suppliers	Suppliers are partners that grow together with a company and stride alongside it toward sustainable operations, so a company needs to engage in continuous communication with its suppliers and join with them in implementing their corporate social responsibilities.	Information security Ethical best practices and corporate governance Compliance and internal audits Service quality and customer satisfaction	3.5 Information Security 4.3 Transaction Security and Customer Privacy 3.1 Governance Framework 3.2 Ethical Best Practices 3.2 Ethical Best Practice 3.3 Compliance 4.1 Financial Services and Innovation 4.2 Service Quality and Customer Experience 4.3 Transaction Security and Customer Privacy	• O-Bank evaluates whether suppliers have caused negative environmental or social impacts in the course of their operations by requesting them to complete the "Supplier Sustainability and Human Rights Due Diligence Scoring Form" In 2025, 210 suppliers completed the self-assessment and O-Bank continued to engage with them on sustainability issues. • O-Bank conducts occasional on-site inspection visits to our suppliers, fill out an "O-Bank On-Site Visitation for Supplier Questionnaire," and interacts with them directly. O-Bank visited 11 suppliers in 2025 to encourage them to achieve sustainable development. • Occasionally contacts suppliers by telephone or email to engage in two-way communications. • Holds meetings with suppliers to discuss contract matters and establish channels for direct communication.

Access to Stakeholder Appeal Procedure

2. Overall State of the Company



2.1 About O-Bank

O-Bank uses a five-letter acronym TOUCH to highlight O-Bank's five core values: Trust, Outstanding, Unity, Creativity, and Honor, and actively advances a corporate culture of "Always Sincere, Always Here." Remaining true to our founding ideal of human caring, O-Bank acts in line with a company spirit of "fulfilling oneself by benefiting others," "win-win cooperation," "standing by our word," and "working in solidarity for a shared prosperity," thus building long-term customer relationships based on mutual trust. A forward-looking approach, active innovation, and professional expertise are the keys that enable O-Bank to seize upon business opportunities while pursuing sustainability and growth of the highest quality.

O-Bank's Chinese name "Wangdao," alludes to a spirit of inclusiveness, taking the righteous path, and fulfilling oneself by benefiting others. The English letter "O" represents fulfillment and the unending cycle of life. O-Bank firmly believes that, by acting on this spirit to the benefit of all stakeholders – including employees, customers, shareholders, and the public – it can achieve our vision of prospering with employees, profiting with clients and shareholders, co-existing with the environment, and benefiting with society.

O-Bank's headquarters building in Taipei's Neihu District

2.1.1 Company Profile

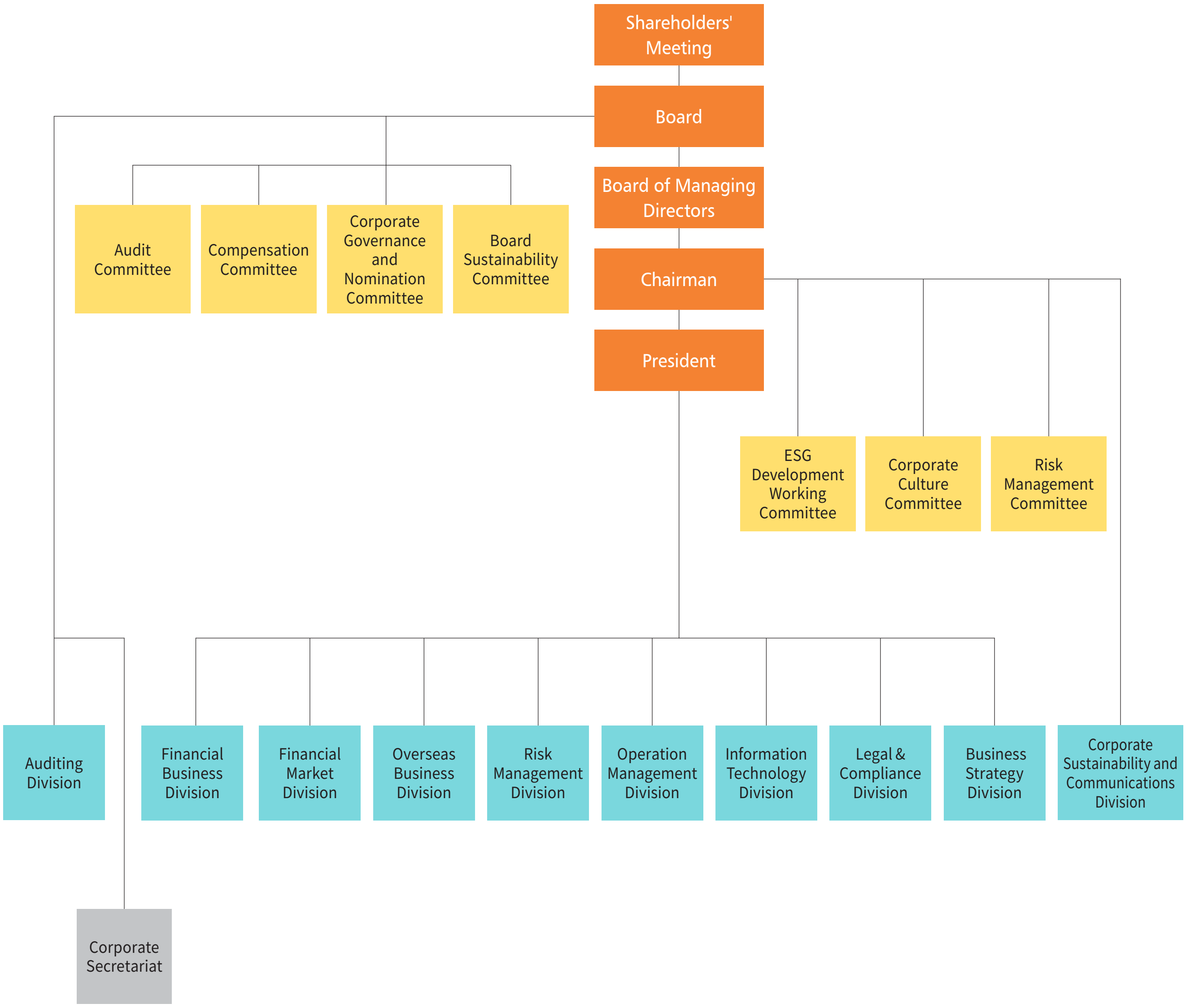
O-Bank's predecessor, the Industrial Bank of Taiwan (IBT), was established in July 1999 by veteran financier Kenneth Lo and former Central Bank Governor Samuel C. Shieh as Taiwan's first financial institution to open as an industrial bank with the support of a private-sector enterprise. IBT's main task was to coordinate with national economic development strategies and help the government support the development of Taiwanese industry.

In the face of changes in Taiwan's industrial structure, once IBT had achieved assigned mission, IBT was renamed O-Bank Co., Ltd. and reorganized as a commercial bank in 2017. The purpose of this reorganization was to respond to the increasing diversity of needs in today's financial markets. In addition to further developing various lines of corporate banking business, including short-, mid-, and long-term credit, trade finance, factoring and financing of accounts receivable, financial product transactions, financing of asset securitization, trust business, foreign exchange, and international finance, O-Bank has also branched out into retail banking by providing online financial services such as deposits, payments, loans, investment and wealth management, as well as insurance, using digital technology to achieve our vision of financial inclusion and become the first native digital bank in Taiwan. In May 2017, O-Bank listed our shares on the Taiwan Stock Exchange, thus becoming Taiwan's first bank to list in over a decade.

O-Bank has located head office and main business department in the Taipei Neihu Technology Park, and maintains numerous operating locations throughout Taiwan. Apart from the O-Bank headquarters building in Taipei's Neihu District, this also includes the Nanjing Fuxing Branch, the Taoyuan Branch, the Hsinchu Branch, the Taichung Branch, the Kaohsiung Branch, and the Tainan Region Business Office. Overseas, meanwhile, O-Bank has a Hong Kong Branch and representative offices in Shanghai, Mainland China and Sydney, Australia.

Fig. 2-1: O-Bank Organizational Chart

Current as of: May 31, 2026



As Taiwan's first native digital bank and operating primarily through digital channels, O-Bank approaches business with a digital banking mindset as we work to provide consumers with more convenient and secure financial services, and to achieve our vision of financial inclusion. O-Bank's retail banking services make use of the most advanced information systems built to the most rigorous specifications. These include the "Temenos" core banking platform from Switzerland and the cloud-based "Salesforce.com" customer service system. O-Bank also employs big data analysis to take full advantage of the competitive edge offered by financial technology. This allows O-Bank to respond to market needs with speed and precision.

O-Bank provides a wide range of innovative retail banking services (see Fig. 2-2), including fully online account openings, fully online applications for unsecured loans, online purchasing of shares in investment funds, 24-hour online foreign exchange swaps, and 24-hour video customer service. And beyond that, O-Bank has set an industry first by launching a robo-advisor service that provides consumers with affordable professional investment advice, which means that ordinary consumers can now benefit from investment advice based on big-data analysis. In addition, O-Bank launches parent-child accounts, accepts online applications to open foreign exchange accounts, allows to send digital red envelopes, and makes a wide variety of account transfers. Consumers need only download O-Bank's mobile app or log into the online banking platform to conveniently and securely access various digital financial services through their mobile devices – making the phone their bank.

Fig. 2-2: Retail Banking Services

Deposits

Customers can use the O-Bank App anytime to make transfers, pay bills and fees, execute foreign exchange transactions, send and receive payments, open time deposits, and manage cardless ATM withdrawals. Customers can also check monthly account statements whenever they want, which makes it easy to manage accounts. In addition, customers can enroll in a variety of high-interest rate programs for demand deposits and time deposits without the need to go to a physical branch.

Consumer Transactions

The available balance for O-Bank debit card transactions is linked to a customer's deposit account, which enables consumers to effectively control spending and avoid overdrafts. In addition, the O-Bank debit card offers unlimited cashback rewards on payments made both domestically and abroad. A notification is made individually for each card transaction, which safeguards the interests of the consumer. Beginning in 2022, O-Bank Mastercard holders can turn on the "Consumer Spending Carbon Calculator" function for free via O-Bank internet banking or through the O-Bank mobile app to see an itemized list of estimated carbon emissions per purchase. In 2024, O-Bank partnered with iPASS to launch the "Transportation Carbon Reduction Details". Cardholders using the Bank's iPASS co-branded card can activate this feature via the mobile app to view their individual carbon reduction from using public transportation.

Loans

O-Bank offers a wide range of different loan products to meet the needs of different types of borrowers, who benefit from quick, simple, and convenient application procedures that meet their needs quickly.

Investments

O-Bank was the first in the industry to launch a robo-advisor service that makes use of big data analytics and algorithms to provide investment portfolio suggestions tailored to meet the varying needs and risk tolerances of individual customers. The service also automatically provides suggestions for position adjustments in response to changing market conditions. In addition, the minimum investment amount for O-Bank robo-advisor service customers is NT$1,000. This greatly lowers the barrier to consumer participation, and achieves the goal of financial inclusion.

Insurance

Customers can purchase insurance products including savings type, protection type, and investment-linked insurance. Having these options available means that customers can plan out their finances to ensure that their insurance needs and assets are properly managed at each stage of their lives.

2.1.2 The O-Bank Group Business Network

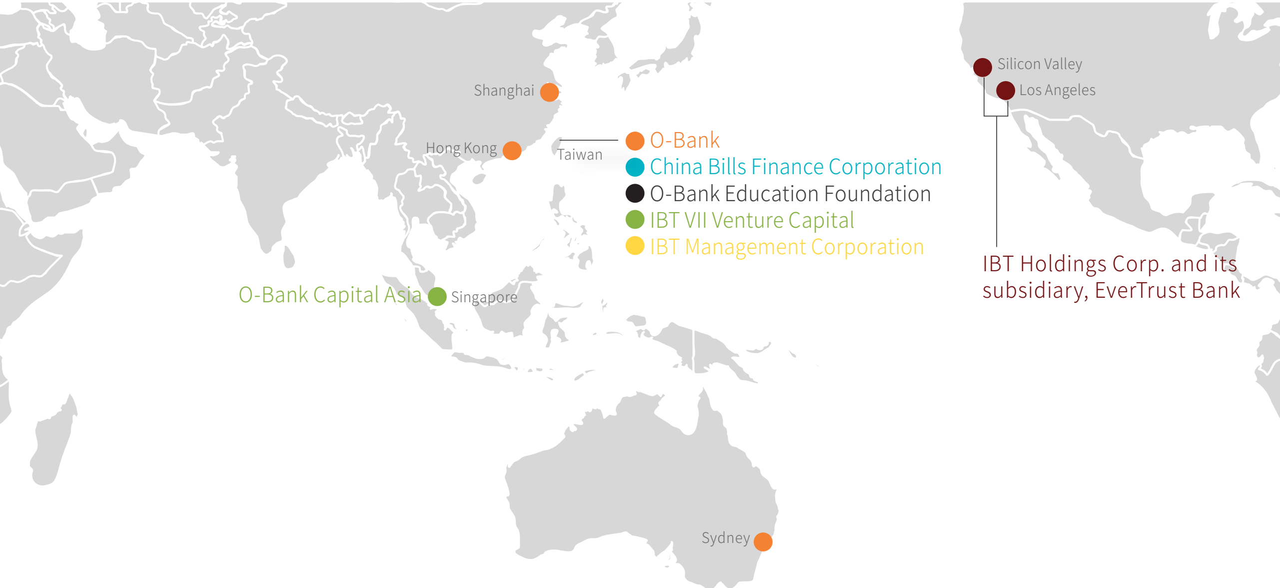
Since the year 2000, O-Bank has used mergers and acquisitions (M&A) deals and equity investments to build up a network of O-Bank Group affiliates that provide a diverse range of products and financial services. O-Bank in 2007 acquired California-based EverTrust Bank, which provides deposit, commercial lending, and commercial real estate lending services in Los Angeles and Silicon Valley. This was an important first step in O-Bank's plan to build a global business network. In that same year, O-Bank took an equity stake of approximately 28% in China Bills Finance Corporation, thus branching out into the short-term bills business. Cooperation among O-Bank's units handling business operations, technology, and channels has generated synergies.

In April 2011, O-Bank further expanded into the field of leasing by establishing the IBT Leasing Co., Ltd., which then in June established the IBT International Leasing Corp. (IBTIL) in Suzhou, China. To seek continued growth and diverse development, IBT Leasing Co., Ltd. and Jih Sun International Leasing & Finance Co., Ltd. merged on December 1, 2022 to form a new entity named "Infinite Finance Co., Ltd.," which has become the fourth largest company in Taiwan's leasing industry. O-Bank is the second largest shareholder in Infinite Finance Co., Ltd., and O-Bank recognizes its share of profits from Infinite Finance Co., Ltd. under the equity method. Hopefully the two companies can take advantage of their respective areas of expertise to create synergies and economies of scale.

The O-Bank Group has been actively expanding its business presence both at home and abroad (Fig. 2-3), and is integrating group resources to help customers at different stages of development to continue strengthening their competitiveness. At the same time, O-Bank has expanded retail banking business and developed in the field of digital finance to the point where these lines of business have become mutually complementary with O-Bank's original corporate financial business. As a result, O-Bank is able to provide customers with a complete across-the-board range of financial services.

Fig. 2-3: The O-Bank Group Business Network

Current as of: May 31, 2026



2.1.3 B Corporation Certification

The B Corporation Certification program is run by B Lab, a US non-profit organization. It encourages companies to break free of the conventional capitalist emphasis on maximizing profits, and begin seeking instead to maximize shared value. The program assesses company's overall impact across five dimensions of governance, workers, environment, community, and customers. The objective is to encourage corporations to use business as a force for good, and to focus on being not just the "best IN the world," but also "the best FOR the world."

O-Bank in recent years has made a concerted effort to plan and execute a variety of corporate social responsibility (CSR) actions. O-Bank obtained B Corporation certification quickly and smoothly after applying for it in 2017, thus becoming Taiwan's 21st B Corporation. Re-certification is required once every three years, so O-Bank went through the review process and passed the re-certification

O-Bank obtains B Corporation Certification, seeks to use business as a force for good

O-Bank Chairperson Tina Y. Lo led the effort to obtain B Corporation Certification, and is promoting a B Corporation campaign again in 2021 and 2025. The Bank's assessment scores continued to improve with each cycle, reflecting its long-term commitment to sustainable business practices and earning renewed recognition from the international organization.

The O-Bank philosophy of "fulfilling oneself by benefiting others" aligns quite well with the B Corporation emphasis on companies competing not just to be "the best IN the world," but also to be "the best FOR the world." O-bank will continue working together with all stakeholders to create win-win outcomes for all, and to achieve our vision of "prospering with employees, profiting with clients and shareholders, co-existing with the environment, and benefiting with society."

2.2 Operating Performance and Reputation

2.2.1 Operating Performance

In 2025, O-Bank's consolidated net revenue reached NT$9,966 million, representing a 2% decrease compared to 2024. Its standalone net revenue stood at NT$6,690 million, down 14% from 2024. O-Bank's net revenue over the past five years is shown in Fig. 2-4.

In 2025, the percentage breakdowns of O-Bank's standalone net revenue by business segment, revenue source, and geographic region are shown in Table 2-1, Table 2-2, and Table 2-3, respectively.

Fig. 2-4: O-Bank Net Revenue, 2021~2025

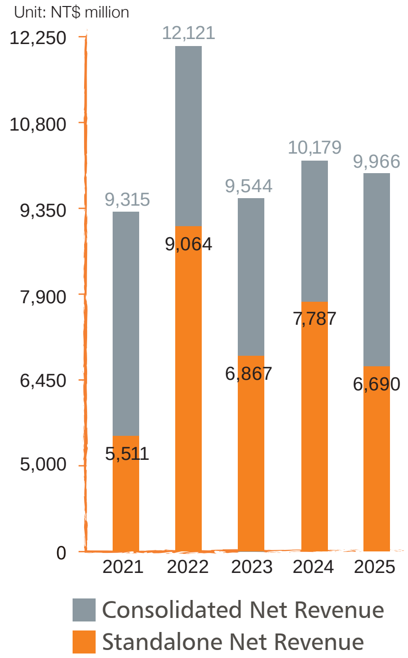


Table 2-1: 2025 O-Bank Proportion of Standalone Revenue by Business

Line of Business	Proportion of Net Revenue (%)
Corporate credit (incl. project finance)	66.0%
Retail loans	15.1%
Wealth management	1.6%
Corporate trust	0.2%
Equity and bond investment	3.7%
Other financial transactions	14.5%
Investment under equity method and other adjustments	-1.1%
Total net revenue	100.0%

Note 1: O-Bank does not underwrite bonds or insurance business, and does not delegate the management of its proprietary or client asset to any external third-party asset management companies.
Note 2: O-Bank is not a holding company.

Table 2-2: 2025 O-Bank Proportion of Standalone Net Revenue by Source

Source of Income	Proportion of Net Revenue (%)
Net interest	47%
Gains (losses) on financial assets or liabilities measured at fair value through profit or loss and foreign exchange gain (loss)	27%
Net service fees	13%
Share of profit (loss) of subsidiaries, associates and joint ventures accounted for using equity method	6%
Other	7%
Total net revenue	100%

Table 2-3: Sources of O-Bank 2025 Standalone Net Revenue (domestic vs. overseas)

Area of Net Revenue	Proportion of Net Revenue (%)
Domestic	72%
Overseas	28%
Total net revenue	100%

O-Bank's consolidated net profit before tax was NT$4,152 million in 2025, while the consolidated net profit after tax was NT$3,149 million. Meanwhile, the standalone net profit before tax for 2025 was NT$2,193 million, with the standalone net profit after tax reaching NT$1,831 million and Earnings Per Share (EPS) for 2025 stood at NT$0.61. Based on the standalone financial statements for 2025, Return on Equity (ROE) and Return on Assets (ROA) were 4.21% and 0.44%, respectively. O-Bank's net profit before tax and net profit after tax for the past five years are tabled in Fig. 2-5.

O-Bank's total standalone assets reached NT$416.5 billion as of the end of 2025, while outstanding credit balance stood at NT$270.7 billion (see Fig. 2-6). The capital adequacy ratio ended at 14.05%, with a Tier 1 capital ratio and the Common Equity Tier 1 (CET1) ratio both at 13.06%. The international credit rating agency Fitch Ratings assigned the Bank an international long-term issuer default rating of "BBB," a national long-term rating of "A+(twn)," and a "Stable" outlook in 2025, reflecting its investment-grade performance. This underscores the Bank's robust performance across business development, asset quality, profitability, risk management, and liquidity. Moving forward, O-Bank will leverage digital technology and innovative thinking to effectively expand its retail banking business while continuing to refine corporate banking services, thereby creating mutually reinforcing synergies between corporate and retail banking and pursuing sustainable growth momentum.

Note: Numbers in Fig. 2-4 to Fig. 2-6 are for the standalone.

Fig. 2-5: O-Bank Net Profit before Tax and after Tax, 2021~2025

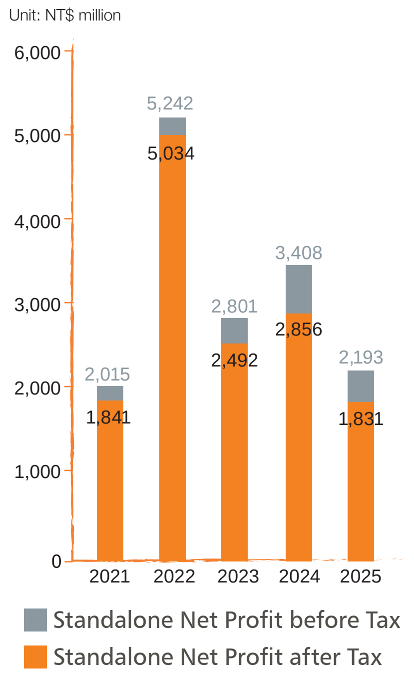


Fig. 2-6: Loans and Credits, 2021~2025

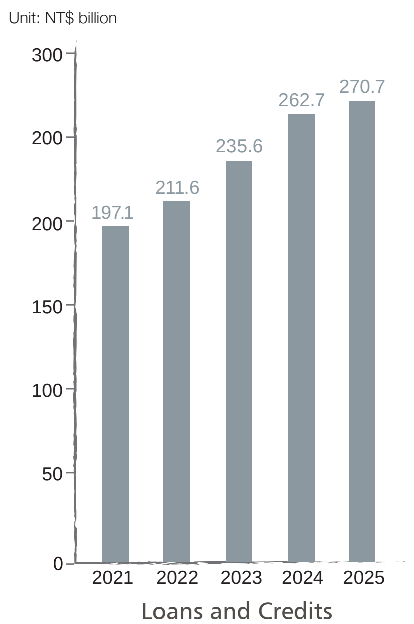


Table 2-4: O-Bank Operating Performance, 2024~2025

Unit: NT$ thousand

	Item	2025	2024
Overview of operations	Net revenue	6,690,492	7,787,043
	Total assets	416,470,845	413,628,804
	Shareholders' equity	44,211,686	42,804,461
	Total liabilities	372,259,159	370,824,343
	Operating expenses	3,954,290	3,956,077
	Net profit after tax	1,830,666	2,856,199
Performance indicators	Net revenue per employee (Note 1)	5,293	6,270
	Net profit after-tax per employee (Note 2)	1,448	2,300
	EPS (NT$)	0.61	1.00
	ROA (%)	0.44	0.71
	ROE (%)	4.21	6.89
Economic value distributed	Operating costs	1,969,224	1,815,122
	Employee wages and benefits	2,128,408	2,226,762
	Payments of dividends	1,581,858	1,511,181
	Payments to government	464,126	893,804
	Political donations	0	0
	Donations (Community investments) (Note 4)	54,770	22,097
	Subtotal	6,198,386	6,468,966
Economic value retained (Note 5)		492,106	1,318,077

Note 1: Net revenue per employee = net revenue / number of O-Bank employees worldwide
Note 2: Net profit after-tax per employee = net profit after tax / number of O-Bank employees worldwide
Note 3: Numbers in Table 2-4 are for the standalone.
Note 4: For details on donations (community investment), please refer to Chapter 8, Table 8-5.
Note 5: Economic value retained = Direct economic value (net revenue) – economic value distributed

2.2.2 Awards and Recognition

Following our founding, O-Bank pursued excellence while growing and prospering right alongside our many corporate clients. Since reorganizing as a commercial bank in 2017 and branching out into the retail banking services market, O-Bank has launched many innovative digital financial services which have won numerous awards. Moreover, O-Bank has fulfilled our corporate social responsibility (CSR) by acting in the spirit of "fulfilling oneself by benefiting others." By pursuing sustainability concerns and continuing to incorporate a "sustainability-oriented mindset" into the running of our business, O-Bank has earned widespread praise, including the awards listed below in Table 2-5.

Table 2-5: Awards Won by O-Bank since 2002

Year	Award
2002	• Received the "Best Risk Management Award" at the Taiwan Academy of Banking and Finance "Taiwan Banking and Finance Best Practice Awards."
2003	• Noted financial publications Asia Money, The Asset, and Financial Asia name the first IBT Collateralized Loan Obligation (CLO-1) "Deal of the Year among 2003 domestic asset securitization issues in Asia."

Year	Award
2004	• Received the "Best Product Design Award" at the Taiwan Academy of Banking and Finance "Taiwan Banking and Finance Best Practice Awards."
2011	• IBT Educational Foundation received "National Civic Service Award."
2012	• Received the "Golden Quality Award" from the Joint Credit Information Center.
2014	• Received the "Golden Quality Award" from the Joint Credit Information Center.
2016	• Received a "Corporate Sustainability Report Award – Silver Medal" from the Taiwan Institute for Sustainable Energy (TAISE).
2017	• Received a "Corporate Sustainability Report Award – Gold Medal" from the TAISE. • Won two awards from Gartner: "2017 Gartner Eye on Innovation Award for Asia Pacific" and "Most Innovative Digital Business Model" at the third Gartner Eye on Innovation Awards for the Asia Pacific region. • Obtained "B Corporation Certification" from US-based B Lab. • Received a 2nd Class in the "Buying Power – Social Innovation Product and Service Procurement Incentive Program" by the Small and Medium Enterprise Administration, Ministry of Economic Affairs.
2018	• Received the "Rookie Award" in the medium-sized enterprise category of CommonWealth Magazine "Excellence in Corporate Social Responsibility Award". • Received "Corporate Sustainability Report Award – Silver Medal" and "Gender Equality Award" from the TAISE. • Received 2nd Class and Special Class in the "Buying Power – Social Innovation Product and Service Procurement Incentive Program" by the Small and Medium Enterprise Administration, Ministry of Economic Affairs. • Received an "Award for Outstanding Corporate Image" from the Foundation for Public Relations. • Selected by the Taiwan Stock Exchange as a component of the TWSE RAFI Taiwan High Compensation 100 Index. • Recognized as "The Best Digital Bank in Taiwan" at the 2018 Asian Banker Taiwan Awards. • Received "DX Awards" and named "Information Visionary" at the 2018 IDC Digital Transformation Awards. • Received the "Best Digital Banking Award" at the Taiwan Academy of Banking and Finance "Taiwan Banking and Finance Best Practice Awards." • Received a 2018 "Award for Excellence" from Global Views Monthly for the "Bank With the Best Digital Services." • Received First Prize in "Enterprise Excellence" category, "Best Product Award" for robo-advisor service, and "Outstanding Business Leader" Award at the 2018 National Brand Yushan Awards of Republic of China National Enterprise Competitiveness Development Association. • Recognized as one of the top performing banks in providing SME loans by the Financial Supervisory Commission.
2019	• Received a 6th place Award in the medium-sized enterprise category of CommonWealth Magazine "Excellence in Corporate Social Responsibility Award." • Received "Corporate Comprehensive Performance Award," "Gender Equality Award," "People Development Award," "Creativity in Communication Award," and "Corporate Sustainability Report Award – Gold Medal" from the TAISE. • Received a 2nd Class in the "Buying Power – Social Innovation Product and Service Procurement Incentive Program" by the Small and Medium Enterprise Administration, Ministry of Economic Affairs. • Selected by the Taiwan Stock Exchange as a component of the TWSE Corporate Governance 100 Index. • Selected by the Taiwan Stock Exchange as a component of the TWSE RAFI Taiwan High Compensation 100 Index. • Recognized as having the "Best Cloud-Based Initiative, Application or Programme in Taiwan" at the 2019 Asian Banker Taiwan Awards. • Received a 2019 "Award for Excellence" from Global Views Monthly for the "Bank with the Best Digital Services."
2020	• Received a 2nd place Award in the medium-sized enterprise category of CommonWealth Magazine "Excellence in Corporate Social Responsibility Award." • Received "Corporate Comprehensive Performance Award," "Gender Equality Award," "Creativity in Communication Award," and "Corporate Sustainability Report Award – Silver Medal" from the TAISE. • Received 3rd Class and Special Class in the "Buying Power – Social Innovation Product and Service Procurement Incentive Program" by the Small and Medium Enterprise Administration, Ministry of Economic Affairs. • Received "Award for Outstanding Corporate Image," "Award for Excellence in Brand Communication," and "Award for Excellence in Corporate Social Responsibility" from the Foundation for Public Relations. • Ranked in the Top 5% of listed companies in the "2020 Corporate Governance Evaluation" by the Taiwan Stock Exchange. • Selected by the Taiwan Stock Exchange as a component of the TWSE Corporate Governance 100 Index. • Selected by the Taiwan Stock Exchange as a component of the TWSE RAFI Taiwan High Compensation 100 Index. • Received the "Best Online Bank Award" from Excellence Magazine.

Year	Award
2021	• Awarded 2nd place in the Medium-Sized Enterprise Category of CommonWealth Magazine "Excellence in Corporate Social Responsibility Award". • Received "Corporate Comprehensive Performance Award," "Gender Equality Leadership Award," "Creativity in Communication Leadership Award," and "Corporate Sustainability Report Award – Gold Medal" at the Taiwan Corporate Sustainability Awards (TCSA), and "Great Practice Award" in the World Class category (Social Impact program) at the Global Corporate Sustainability Award (GCSA) by the TAISE. • Received 3rd Class and Special Class in the "Buying Power – Social Innovation Product and Service Procurement Incentive Program" by the Small and Medium Enterprise Administration, Ministry of Economic Affairs. • Received "Excellent Performance" certification of CG6012 (2019) Corporate Governance System Assessment from the Taiwan Corporate Governance Association. • Ranked in the Top 5% of listed companies in the "2021 Corporate Governance Evaluation" by the Taiwan Stock Exchange. • Selected by the Taiwan Stock Exchange as a component of the TWSE RAFI Taiwan High Compensation 100 Index. • Received the "Best Online Bank Award" from Excellence Magazine. • Received the "Best Digital Information Service Award" in the Bank category of "2021 Digital Financial Service Award" from Commercial Times.
2022	• Received an ESG Risk Rating of 8.7 from Morningstar Sustainalytics (published in January 2023), and was also recognized as "ESG Industry Top Rated – Banks" and "ESG Regional Top Rated – Asia Pacific" by Sustainalytics in January 2024. • Received "Top 100 Corporate Sustainability Award," "Gender Equality Leadership Award," "Creativity in Communication Leadership Award," and "Corporate Sustainability Report Award – Silver Medal" at the TCSA by the TAISE. • Received 3rd Class in the "Buying Power – Social Innovation Product and Service Procurement Incentive Program" by the Small and Medium Enterprise Administration, Ministry of Economic Affairs. • Ranked in the Top 5% of listed companies in the "2022 Corporate Governance Evaluation" by the Taiwan Stock Exchange. • Selected by the Taiwan Stock Exchange as a component of the TWSE RAFI Taiwan High Compensation 100 Index. • Received "Gold Award" of Taipei City Workplace Gender Equality Certification. • Received the "Best Online Bank Award" from Excellence Magazine. • Received "Good MPF Employer Award" and "e-Contribution Award" from Hong Kong Mandatory Provident Fund Schemes Authority.
2023	• Received an ESG Risk Rating of 7.6 from Morningstar Sustainalytics (published in February 2024). According to the Taiwan Depository & Clearing Corporation Investor Relations Platform (TDCC IR Platform), O-Bank ranked first among all financial institutions in Taiwan as well as second among all listed companies in Taiwan (as of the end of May 2024). • Achieved a score of 4.3 out of 5.0 in the FTSE Russell ESG Score, ranking first among financial institutions in Taiwan and forth among all Taiwanese listed companies (as of the end of May 2024), according to the TDCC IR Platform. • Took part for the first time in the Carbon Disclosure Project (CDP) assessment and received Leadership Level A-. • Received "Sustainability Performance Award," "Social Inclusion Leadership Award," "Gender Equality Leadership Award," "Workplace Wellbeing Leadership Award," "Creative Communication Leadership Award," and "Corporate Sustainability Report Award – Silver Medal" at the TCSA by the TAISE. • Received third Class and Special Class in the "Buying Power – Social Innovation Product and Service Procurement Incentive Program" by the Small and Medium Enterprise Administration, Ministry of Economic Affairs. • Ranked in the Top 5% of listed companies in the "2023 Corporate Governance Evaluation" by the Taiwan Stock Exchange. • Selected by the Taiwan Stock Exchange as a component of the TWSE Corporate Governance 100 Index. • Selected by the Taiwan Stock Exchange as a component of the TWSE RAFI Taiwan High Compensation 100 Index. • Received "High Distinction Performance" certification of CG6014 (2023) Corporate Governance System Assessment from the Taiwan Corporate Governance Association (valid from December 26, 2023 to December 25, 2025). • Received a Sustainable Development Award in the China Times Financial Services Awards. • Recognized by the Financial Supervisory Commission (FSC) for Superior Performance in implementing the FSC's "Program to Incentivize Lending by Domestic Banks to Enterprises in Target Countries of the New Southbound Policy (NSP)." • Received the "Best Online Bank Award" from Excellence Magazine. • Received the "Best Innovation Award" and "Best Digital Inclusive Finance Award" in the Bank category of the "2023 Digital Financial Service Award" from Commercial Times.

Year	Award
2024	• Received an ESG Risk Rating of 7.1 from Morningstar Sustainalytics (published in March 2025). According to the TDCC IR Platform, O-Bank ranked first among financial institutions in Taiwan and first among all listed companies in Taiwan (as of the end of May 2025). Sustainalytics also recognized O-Bank as "Global 50 ESG Top Rated," "Industry ESG Top Rated," and "Regional ESG Top Rated". • Achieved a score of 4.3 out of 5 in the FTSE Russell ESG Scores, ranking first among financial institutions in Taiwan and seventh among all Taiwanese listed companies (as of the end of May 2025), according to the TDCC IR Platform. • Participated in the CDP assessment and received the highest rating of Leadership Level A. • Received a score of 87 in the S&P Global Corporate Sustainability Assessment (CSA), resulting in inclusion in the 2025 Sustainability Yearbook and recognition among the Top 10% of companies globally within the same industry. • Awarded fifth place in the Medium-Sized Enterprise Category of the 2024 CommonWealth Magazine "Excellence in Corporate Social Responsibility Award". • Received "Taiwan Top 100 Corporate Sustainability Model Awards," "Gold Award – Sustainability Report Category (Financial and Insurance Sector)," "Gender Equality Leadership Award," "Workplace Wellbeing Leadership Award," "Social Inclusion Leadership Award," and "Creative Communication Leadership Award" at the TCSA by the TAISE. • Received third Class in the "Buying Power – Social Innovation Product and Service Procurement Incentive Program" by the Small and Medium Enterprise Administration, Ministry of Economic Affairs. • Ranked in the Top 5% of listed companies in the "2024 Corporate Governance Evaluation" by the Taiwan Stock Exchange. • Selected by the Taiwan Stock Exchange as a component of the TWSE RAFI Taiwan High Compensation 100 Index. • Received the "Sustainable Development Award" in the "2024 Want Want China Times Financial Service Awards," organized by the China Times. • Honored with the "Best Online Bank Award" by Excellence Magazine. • Recognized at the Commercial Times Digital Finance Awards with the "Gold Award – Digital Financial Inclusion," "Gold Award – Fair Customer Treatment in Digital Banking," "Merit Award – Digital Innovation," and "Merit Award – Digital Information Security (Anti-Fraud Team)". • Awarded "SME Digital Innovation of the Year – Taiwan" at the 2024 Asian Banking & Finance (ABF) Awards.
2025	• Received the latest ESG Risk Rating of 6.89 from Morningstar Sustainalytics. According to the TDCC IR Platform, O-Bank ranked first among financial institutions in Taiwan and first among all listed companies in Taiwan (as of the end of May 2026). Sustainalytics also recognized O-Bank as "Global ESG Leader," "Industry ESG Leader," and "Regional ESG Leader". Furthermore, due to its significant management performance in low-carbon transition, the Bank was also recognized as "Industry Low Carbon Leader" and "Regional Low Carbon Leader" by Sustainalytics. • Achieved a score of 4.7 out of 5 in the FTSE Russell ESG Scores, ranking first among financial institutions in Taiwan and first among all Taiwanese listed companies (as of the end of May 2026), according to the TDCC IR Platform. • Participated in the CDP assessment and received the highest rating of Leadership Level A. • Received a score of 92 in the S&P Global CSA, resulting in inclusion in the 2026 Sustainability Yearbook and recognition among the Top 5% of companies globally within the same industry. • Awarded eighth place in the Large-Sized Enterprise, Financial Industry Category of the 2025 CommonWealth Magazine "Excellence in Corporate Social Responsibility Award". • Received "Taiwan Top 100 Corporate Sustainability Model Awards," "Gold Award – Sustainability Report Category (Financial and Insurance Sector)," "Gender Equality Leadership Award," "Workplace Wellbeing Leadership Award," "Social Inclusion Leadership Award," and "Creative Communication Leadership Award" at the TCSA by the TAISE. • Received the "Potential Action Award" in the "Buying Power – Social Innovation Product and Service Procurement Incentive Program" by the Small and Medium Enterprise Administration, Ministry of Economic Affairs. • Ranked in the Top 5% of listed companies in the "2025 Corporate Governance Evaluation" by the Taiwan Stock Exchange. • Received "High Distinction Performance" certification of CG6015 (2025) Corporate Governance System Assessment from the Taiwan Corporate Governance Association (valid from December 29, 2025 to December 28, 2027). • Selected by the Taiwan Stock Exchange as a component of the TWSE RAFI Taiwan High Compensation 100 Index. • Received the "Sustainable Development Award" in the "2025 Want Want China Times Financial Service Awards," organized by the China Times. • Recognized at the Commercial Times Digital Finance Awards with the "Gold Award – Digital Financial Inclusion," "Merit Award – Fair Customer Treatment in Digital Banking," "Merit Award – Digital Innovation," and "Merit Award – Digital Net-Zero Finance," and "Merit Award – Digital Information Security (Security Team)". • Recognized as a "2025 Benchmark Bank for Inclusive Financial Services" by the FSC.

Received the highest rating of Leadership Level A in the CDP assessment

S&P Global CSA Score included in the 2026 Sustainability Yearbook and recognized among the Top 5% of companies globally within the same industry

Named "Global ESG Leader," "Industry ESG Leader," "Regional ESG Leader," "Industry Low Carbon Leader," and "Regional Low Carbon Leader" by Morningstar Sustainalytics

O-Bank awarded 8th place in the Large-Sized Enterprise, Financial Industry Category of the 2025 CommonWealth Magazine "Excellence in Corporate Social Responsibility Award"

2.3 Market Environment and Development Strategies

2.3.1 Banking Sector Business Environment and Future Prospects

Global inflation continued to ease, and many countries gradually shifted toward interest rate-cutting cycle in 2025. However, due to factors such as persistent geopolitical tensions and tariff policies, global economic growth remained moderate. Taiwan benefited from strong demand for artificial intelligence (AI) and high-performance computing-related semiconductors and hardware, which drove export growth and expanded private investment, leading to stellar macroeconomic performance. According to the Directorate-General of Budget, Accounting and Statistics (DGBAS), Executive Yuan, Taiwan's economic growth rate reached 8.68% in 2025, an increase of over 3 percentage points from the previous year and its highest level in nearly 15 years. The banking sector also benefited from increased financing demand from both corporate and retail customers as well as robust activity in the securities market, which supported growth in lending and fee-based income, resulting in solid overall profitability momentum. Taiwan's banking industry reported NT$583.6 billion in net profit before tax in 2025, representing a 10.7% growth compared to the prior year.

Looking ahead to 2026, although the effects of various countries' accommodative monetary policies take hold and supply chain adjustments mature, factors such as ongoing geopolitical conflicts, high trade policy volatility, and uneven recovery paces across countries continue to pose challenges to the global economic outlook. Taiwan continues to benefit from emerging technology applications such as AI, high-performance computing, and cloud data services, which are expected to sustain momentum of the nation's production and export growth. Additionally, a stable domestic labor market and private consumption momentum are expected to support further economic expansion. According to the DGBAS, Taiwan's economic growth rate is projected to reach 7.71% in 2026.

Regarding the operating environment of the domestic banking industry, uncertainties surrounding U.S. trade policies, the ongoing slowdown of China's economic growth, heightened geopolitical tensions, and crude oil price volatility driven by the Iranian conflict remain critical factors shaping the nation's economic outlook. Against this backdrop, the profitability prospects of Taiwan's banking sector warrant a prudent approach. Concurrently, sustainability initiatives within the financial industry have become a major focus for international organizations and domestic regulatory authorities. In recent years, alongside the International Sustainability Standards Board's release of International Financial Reporting Standards (IFRS) S1"General Requirements for Disclosure of Sustainability-related Financial Information" and S2 "Climate-related Disclosures," Taiwan's regulatory authorities have also successively introduced a number of sustainability-related initiatives and frameworks, including the "Green Finance Action Plan 3.0," "Green and Transition Finance Action Plan," "Taiwan Sustainable Taxonomy" (Second Edition), and "Taiwan's Roadmap for Aligning with IFRS Sustainability Disclosure Standards". Furthermore, listed companies are now required to establish internal control systems for sustainability information management. These developments are set to accelerate the adoption of sustainable thinking and green finance into the financial sector's core daily operations, driving comprehensive implementation of sustainable development practices.

2.3.2 O-Bank's Development Strategy

Banks have come to look upon the application of financial technologies as an important way to boost their competitiveness. At the same time, non-financial institutions are now able to rely on their technological expertise to embark upon the financial services industry. Moreover, this trend has prompted banks to make a serious effort to build up their digital capabilities. O-Bank has cultivated its retail banking business for many years. Capitalizing on its solid experience in digital banking and customer base, it continues to optimize digital channel services and create diverse application scenarios to enhance product penetration and customer experience. Furthermore, the bank has newly established the "Digital Development Committee" to oversee technological initiatives and strategic applications, aiming to optimize overall operational efficiency, expand business opportunities, and implement digital transformation.

Regarding customer management, the Bank continues to focus on meeting corporate clients' needs such as trade finance, cash management, foreign exchange, and financial transactions. In recent years, a strategic business transformation has been actively pursued, emphasizing the expansion of high-margin and light-capital sectors – such as wealth management, treasury marketing unit (TMU) services, trade finance, accounts receivable financing, and trust services. Additionally, enhancing the diversity and customization of personal financial products has helped meet clients' sophisticated wealth management needs. Regarding asset management, the Bank continuously optimizes its deposit structure by developing payroll and securities settlement accounts. It aims to increase the proportion of digital and retail deposits, thereby strengthening fund utilization efficiency. Concurrently, through internal interest rate pricing and the refinement of return on risk-weighted assets (RoRWA), net interest margin income is further enhanced.

Regarding overseas expansion, the O-Bank Group is actively pursuing business and investment opportunities in emerging international markets. In February 2025, the Group established a new subsidiary, O-Bank Capital Asia, in Singapore, followed by the establishment of a representative office in Sydney, Australia, in March of the same year, further broadening its footprint across the Australian and Southeast Asian markets. Concurrently, integrating the North American operational network of its subsidiary, EverTrust Bank, and leveraging this diversified global presence allows the Bank to accelerate its overseas profit growth potential. Ultimately, the Group aims to continuously optimize its profit structure through diversified asset allocation and strategic positioning in high-growth international markets.

Given the trend toward pursuit of sustainable development, O-Bank will continue to ramp up our sustainability undertakings and seek to improve our performance in the areas of corporate governance, customer relationships, employee care, environmental protection, social engagement, and green finance. Concurrently, the Bank is actively practicing responsible lending and investment by incorporating sustainability factors into corporate credit review and investment screening processes, while managing climate risks and reducing carbon emissions from its investment and financing activities. In addition, O-Bank will also continue to launch financial products that embody corporate social responsibility (CSR) ideals, join with customers to engage in environmentally and socially friendly activities, and achieve a greater degree of financial inclusion. Acting in line with the core philosophy that O-Bank sums up in a five-letter acronym – TOUCH (trust, outstanding, unity, creativity, and honor) – O-Bank will continue working to create sustainable value for all stakeholders. Please refer to Table 2-6 for the Bank's short-, mid-, and long-term business development plans.

Table 2-6: O-Bank Short-, Mid- and Long-term Business Development Plans

Stage of Plan	Development Strategies and Plans	Description
Short-term development plan (1~3 years)	1. Optimizing the Asset-Liability Structure and Developing Diversified Deposit Sources	Deepen relationships with corporate clients by addressing their needs for trade finance, cash management, foreign exchange, and financial transactions to become their primary bank. Concurrently, expand usage scenarios for retail clients across payroll, payments, securities settlement, and digital accounts to increase transaction frequency and fund retention, thereby improving the quality of the overall asset-liability structure.
	2. Continuously Expanding Light-Capital Businesses to Achieve Optimal Capital Efficiency	Strengthen business such as wealth management and transaction banking through diversified product design, enhanced professional service capabilities, and deeper client segment engagement to expand light-capital revenue streams. Concurrently, optimize risk-responsive pricing and interest spread management mechanisms to balance asset quality and revenue structures.
	3. Expanding Business Application Scenarios and Implementing Digital Transformation	Continuously optimize digital channel services and expand diverse application scenarios through cross-industry collaborations to enhance customer experience; strengthen data governance and data infrastructure while gradually integrating artificial intelligence (AI) applications to improve operational efficiency; and conduct feasibility analyses on business models in areas such as emerging financial technologies and virtual assets.
	4. Accelerating Overseas Expansion	Actively expand the Bank's overseas footprint by planning to upgrade the Sydney representative office in Australia into a branch to facilitate future local and cross-border financial business; concurrently, leverage the newly established company in Singapore as a vital gateway to connect with Southeast Asian markets.
	5. Strengthening Sustainability Competitiveness	O-Bank has continued to deepen sustainable development and implement sustainable finance, with the aim of enhancing capital market valuation and strengthening medium- to long-term competitiveness, ultimately achieving a win-win model of sustainable operations for all stakeholders.
Mid- and long-term development plan (4~10 years)	1. Deepening Customer Engagement to Become Clients' Primary Bank	Integrate corporate and retail banking to maximize business synergies and leverage group resources to build a boutique and digital bank. Concurrently, maintain a real-time grasp of market dynamics and customer needs, striving to provide comprehensive financial solutions to become clients' primary bank.
	2. Use Equity Investments or Strategic Partnerships to Improve Business Performance.	Integrate group resources to expand operational scale and continue evaluating strategic investment opportunities to strengthen business complementarity and enhance operating performance, thereby deepening and broadening the scope of the group's financial services.

3. Corporate Governance

Sound corporate governance is the cornerstone of corporate sustainability. Guided by its core values of "TOUCH" (Trust, Outstanding, Unity, Creativity, and Honor), O-Bank positions the Board as its highest governing body. The bank has created an open and transparent governance system that provides a foundation for corporate sustainability. To effectively optimize internal controls, O-Bank has adopted the "three lines of defense" model for effective risk management and control, each with clearly defined responsibilities, ensuring that each unit understands its role and function within the overall risk and control framework, to improve risk management, and to strengthen communication and coordination of information among the various internal control tasks, thereby achieve comprehensive internal controls. Accordingly, O-Bank has adopted risk management evaluation policies to ensure proper implementation and oversight of procedures for identifying, measuring, monitoring, and reporting risks. Also, the oversight function of the Board is thoroughly implemented through stratified responsibility and delegation of authority, in order to improve the implementation of operations and controls throughout the organization. At the same time, O-Bank has established a comprehensive internal audit and compliance system, promotes regulatory compliance, conducts related training and testing, and uses internal audit mechanisms to assist the Board and management in their efforts to evaluate the operational effectiveness of internal controls. Additionally, with an eye to the rapid development of digital finance, O-Bank has adopted rigorous information security defense measures and holds annual information security drills in order to continuously upgrade its security controls. In response to the international trend toward greater emphasis on tax governance, O-Bank has also adopted a tax governance policy to ensure effective tax management.

In 2025, O-Bank commissioned the Taiwan Corporate Governance Association to conduct a certification of its corporate governance system, which involved a comprehensive assessment of the comprehensiveness, implementation, and feedback effectiveness of its various governance systems, and received an "Outstanding" certification (valid from December 29, 2025, to December 28, 2027) under the Association's CG6015(2025) Corporate Governance System Assessment in recognition of its ongoing efforts to strengthen and improve its corporate governance.

3.1 Governance Framework

3.1.1 Operations of the Board

O-Bank's highest governing body is the Board, which has 12 seats, including four independent directors, representing one-third of the total. All directors serve three-year terms, and may serve successive terms if re-elected. The Board is responsible for reviewing the company's business plan, capital increases and decreases, organizational rules, budgets and year-end accounts, appointment and dismissal of managerial officers, significant credit extensions, and approval of matters of material importance. In addition, the Board has set up a four-member Board of Managing Directors that meets when the Board is not in session to exercise the powers of the Board within the scope of authorization granted by the latter. O-Bank's "Corporate Governance Best Practice Principles" explicitly stipulate that if a resolution of the Board violates laws or regulations, the Articles of Incorporation, or resolutions of the shareholders' meeting and results in damage to the Bank, the directors shall be held liable for compensation. However, directors who have expressed their objection to such resolutions, either recorded in the meeting minutes or through a written statement, may be exempted from liability.

The directors, who have diverse professional backgrounds, skill sets, and industry experience, take part each year in professional development courses targeted specifically to their needs as directors. Course content encompasses fields such as economics, law, environment and society, and is designed to help directors continually hone their professional knowledge and legal expertise so they can ensure that the company is soundly run and promote corporate governance. For independent directors, their nomination, election, terms of office, and holding of concurrent positions are handled in accordance with the provisions of the "Securities and Exchange Act" and the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies," and their independence and qualifications are reviewed and assessed on the basis of the Taiwan Stock Exchange's qualification requirements for independent directors. Also, to avoid the problem of independent directors losing their independence due to long-term service, none of the independent directors of O-Bank have served for three consecutive terms. Also, to enhance governance quality, the Bank has also adopted restrictions on the holding by directors of concurrent positions; they are not allowed to concurrently hold the position of director or supervisor at more than four listed and OTC companies.

O-Bank elected its 9th Board on June 16, 2023. The terms of the directors will run until June 15, 2026. Apart from the independent directors, all the other directors are O-Bank's shareholder representatives. Men account for 75% of currently serving directors and women account for 25%. The youngest director is Independent Director Jennifer C.F. Wang, who is 53 years old, and the oldest Director is Managing Director Kenneth C.M. Lo, who is 84 years old. The gender and age distribution of the directors is set out below in Table 3-1. The O-Bank Board meets at least once every two months. In 2025, it met nine times, and the average attendance rate was 97.22%. The Board of Managing Directors met 19 times and had an average attendance rate of 97.37%. The O-Bank Board in 2025 approved a total of 121 proposals, including important motions on matters pertaining to governance, economic, and social concerns, and amendments to internal rules in order to align with regulatory amendments or to meet business or risk management needs. Proposals pertaining to key material events were reported to the Board in accordance with the "O-Bank Standards for Delegation of Duties and Division of Authority and Responsibility" and the "O-Bank Procedural Rules Governing Board Meetings," were then thoroughly discussed by the board members, and approved by resolution before material information disclosures were made in accordance with the "Taiwan Stock Exchange Corporation Procedures for Verification and Disclosure of Material Information of Companies with Listed Securities" and the "O-Bank Operating Procedures for the Handling of Material Inside Information". The authorized units handled and followed up appropriately on these material events, eight of which dealt with governance matters and four of which dealt with social matters. None were related to environmental concerns.

Table 3-1: Gender and Age Distribution of O-Bank Directors

As of April 14, 2026

	Gender Distribution		Age Distribution (Note)				
	Male	Female	Aged 30 or below	31~40	41~50	51~60	Aged 60 or above
Number of persons	9	3	0	0	0	2	10
Share	75%	25%	0%	0%	0%	17%	83%

Note: The ages of O-Bank's board members are as follows: Chairperson Tina Y. Lo (54), Managing Director Kenneth C.M. Lo (84), Managing Director Bill K.C. Lin (61), Director George C.J. Cheng (72), Director Mark J.C. Lee (69), Director Chih-Ming Chien (64), Director Alex J.J. Chen (62), Director Gordon W.C. Lin (76), Independent Managing Director Fu-Hsiung Hu (70), Independent Director Hank H.K. Lin (65), Independent Director Tina W.N. Chiang (68), and Independent Director Jennifer C.F. Wang (53).

Table 3-2: Directors and Supervisors

As of April 14, 2026

Title	Name	Gender	Experience and Education	Other Position
Chairperson (Managing Director)	Tina Y. Lo	Female	• Experience Vice Chairperson, O-Bank Vice Chairperson, EverTrust Bank Member, MIT Sloan Asian Executive Board Vice President, Chinese National Association of Industry and Commerce (CNAIC) and convener, CNAIC's Young Entrepreneur Committee Director, Bankers Association of the Republic of China Director, Cross-Strait CEO Summit Chief Executive, O-Bank Hong Kong Branch President, IBT Management Corporation • Education MBA, MIT (Massachusetts Institute of Technology) Sloan School of Management, USA	Note 1
Managing Director	Ming Shan Investment Co., Ltd. (Rep.: Kenneth C.M. Lo)	Male	• Experience Chairman, O-Bank Chairman, EverTrust Bank Director, Cross-Strait Common Market Foundation Managing Director, Cross-Strait CEO Summit Chairman/Honorary Chairman, Chinese National Association of Industry and Commerce President, CTBC Bank Co., Ltd. • Education M.A. in Finance, The University of Alabamam, USA	Note 2
Managing Director	Tai Hsuan Investment Co., Ltd. (Rep.: Bill K.C. Lin)	Male	• Experience Chairman, IBT Management Corp. Director, IBT VII Venture Capital Co., Ltd. Chairman, Guppy digital technology Co., Ltd. Independent Director, GOMAJI Corp. Ltd. Director, EasyCard Investment Holding Co., Ltd. Founder and CEO, Payeasy Digital Integration Co., Ltd. Chairman, International Community Health Care Association (Taiwan) Sales supervisor of Credit Card Business, Taishin International Bank • Education MBA, Chinese Culture University Executive MBA (EMBA), National Taiwan University	Note 3
Director	Abag Investment Holdings Co., Ltd. (Rep.: George C.J. Cheng)	Male	• Experience Chairman, Abag Enterprise Co., Ltd. Chairman, Abag Investment Holdings Co., Ltd. Chairman, SanHo Development Co., Ltd. Director/President, San Ho Plastics Fabrication Co., Ltd. • Education MBA, St. John's University, USA	Note 4
Director	Mark J.C. Lee	Male	• Experience Chairman, Sung Yuan Development Co., Ltd. Director, Bai Tong Investment Co., Ltd. Director, Heng Gi Lie Investment Ltd. President, Heng Tong Machinery Co., Ltd. President, Heng Kuo Co., Ltd. • Education Department of Accounting, Feng Chia University	Note 5

Title	Name	Gender	Experience and Education	Other Position
Director	Ming Shan Investment Co., Ltd. (Rep.: Chih-Ming Chien)	Male	• Experience Chairman, Infinite Finance Co., Ltd. Director, IBT Leasing Co., Ltd. Director, Taijun International Leasing Ltd. President, China Bills Finance Corp. Senior Vice President, Risk Management Department, O-Bank Retail Credit Officer, CTBC Bank Co., Ltd. Corporate Credit Officer, CTBC Bank Co., Ltd. • Education Bachelor of Economics, National Chung Hsing University	Note 6
Director	Tai Ya Investment Co., Ltd. (Rep.: Alex J.J. Chen)	Male	• Experience Chairman, IBT VII Venture Capital Co., Ltd. Director, IBT Management Corp. Business Advisor, O-Bank Independent Director, Castles Technology Co., Ltd. Director, Altrust Inc. Advisor to Chairman & President, LAKALA Financial Technology Group China President, WeLab Group Executive Vice President, China Resource Bank Senior Vice President, CTBC Bank Co., Ltd. Senior Vice President, Taishin International Bank Manager, First Commercial Bank President, Taiwan GM, Visa International Systems Engineer, IBM Taiwan • Education M.A. in Computer Science & Information Engineering Science graduate school, National Taiwan University Bachelor of Computer Science, TamKang University	Note 7
Director	Yi Chang Investment Co., Ltd. (Rep.: Gordon W.C. Lin)	Male	• Experience Chairman, Shen Feng Investment Co., Ltd. Chairman, IBT Leasing Co., Ltd. Chairman, Taijun Internatonal Leasing Ltd. Director, IBTS Holdings Ltd. Chairman, Taiwan Industrial Bank Securities Director, O-Bank Education Foundation Executive Vice President, O-Bank • Education MBA, National Taiwan University	Note 8 Note 9

Title	Name	Gender	Experience and Education	Other Position
Independent Managing Director	Fu- Hsiung Hu	Male	· **Experience** Independent Director, Walsin Lihwa Corp. Chairman, Taiwan Cooperative Securities Co., Ltd. Chairman, Joint Credit Information Center Director, Taiwan Ratings Corps. Director, Mega International Commercial Bank Head of Department of Economic and Energy Affairs, Executive Yuan Vice Chairman, Council of Agriculture, Executive Yuan Chief Information Officer (CIO), Council of Agriculture, Executive Yuan Senior Executive Officer, Council for Economic Planning and Development, Executive Yuan Commissioner, Bureau of Foreign Trade, Ministry of Economic Affairs Consultant, The Bankers Association of the Republic of China Director, Section V, Executive Yuan · **Education** MBA, National Taiwan University	Note 10
Independent Director	Hank H.K. Lin	Male	· **Experience** Chairman, EY Cultural and Educational Foundation Supervisor, Union MechaTronic Inc. Supervisor, EverBot Technology Co., Ltd. Director, St. Ann Medical Co., Ltd. Director, Globe Union Industrial Co., Ltd. Director, PANJIT International Inc. Independent Director, Samson Holding Ltd. Director, Jumei Social Welfare and Charity Foundation, Taichung Managing Partner, EY Taiwan Practicing CPA, EY Taiwan Lead Partner, Taichung Office, EY Taiwan · **Education** MBA, City University of New York (Brooklyn College), USA	Note 11
Independent Director	Tina W.N. Chiang	Female	· **Experience** Chairperson, Shanda Information Co., Ltd. Chairperson, Taipei Financial Education Development Association Director, EasyCard Corp. Supervisor, Financial Information Service Co., Ltd. (FISC) SEVP & Chief Officer of Digital Technology, SinoPac Financial Holdings Co., Ltd. Chief Officer of Operations, SinoPac Financial Holdings Co., Ltd. President, Bank SinoPac Co., Ltd Head of Consumer Banking, Electronic Banking, Integrated Marketing Division, Bank SinoPac Co., Ltd Senior Vice President & President, MasterCard International Inc., China Vice President & President, MasterCard International Inc., Taiwan Senior Vice President & Head of Credit Card Division, Fubon Commercial Bank Systems Engineer, Tatung-Fujitsu Computer Co., Ltd. · **Education** M.B.A., Specialization of Information Management, Aspen University, USA Bachelor of Business, Administration in Business Mathematics, Soochow University	Note 12

Title	Name	Gender	Experience and Education	Other Position
Independent Director	Jennifer C.F. Wang	Female	• Experience Independent Director, TXC Co., Ltd. Independent Director, Lotus Pharmaceutical Co., Ltd. Partner, Taiwan Chen & Lin Attorneys-at-Law Attorney, Taiwan Chen & Lin Attorneys-at-Law Intern lawyer, Simpson Thacher & Bartlett LLP • Education Columbia University School of Law (LL.M.) National Taiwan University Law School (LL.M.)	Note 13

Note 1: Positions concurrently assumed by Tina Y. Lo: Director, Ming Shan Investment Co., Ltd.; Director, Yi Chang Investment Co., Ltd.; Director, Cross-strait Common Market Foundation; Director, Tai Hsuan Investment Co., Ltd.; Director, Tai Ya Investment Co., Ltd.; Chairperson, IBT Holdings Corp.; Director, KC Investments Corp.; Director, Lucky Bamboo Investments Limited; Managing Supervisor, Friends of the Police Association; Vice Chairperson, Chinese National Association of Industry and Commerce; Director, The Bankers Association of Taipei; Director, Bankers Association of the Republic of China; Director, Cross-Strait CEO Summit; Director, Taiwan Women on Boards Association; Director, Criminal Investigate Association of Republic of China.

Note 2: Positions concurrently assumed by representative Kenneth C.M. Lo: Chairman, O-Bank Education Foundation; Chairman, Hong Ju Investment Co., Ltd.; Director, National Taiwan University Economic Research Foundation; Director, Taiwan Cement Corporation; Director, Institute for National Policy Research; Director, Andrew T. Huang Medical Education Promotion Fund; Honorary Chairman, Chinese National Association of Industry and Commerce.

Note 3: Positions concurrently assumed by representative Bill K.C. Lin: Chairman, IBT Management Corp.; Director, IBT VII Venture Capital Co., Ltd.; Chairman, Guppy Digital Technology Co., Ltd.; Director, Curdoctor Information Service Corp.; Independent Director, GOMAJI Corp. Ltd.; Chairman, International Community Health Care Association (Taiwan).

Note 4: Positions concurrently assumed by representative George C.J. Cheng: Chairman, San Ho Development Co., Ltd.; Chairman, Abag Enterprise Co., Ltd.; Chairman, Abag Investment Holdings Co., Ltd.; Director, San Ho Plastics Fabrication Co., Ltd.

Note 5: Positions concurrently assumed by Mark J.C. Lee: Chairman, Sung Yuan Development Co., Ltd.; Director, Chia Wheel Enterprises Co., Ltd.; Director, Heng Jih Song Accurate Industries Co., Ltd.; Director, Heng Tin Feng Investment & Development Co., Ltd.; Director, Tong Chuan Investment & Development Co., Ltd.; Director, Bai Tong Investment Co., Ltd.; Director, Heng Ying Machinery Co., Ltd.; Director, Heng Tong Assets Management Co., Ltd.; Director, Heng Tong Machinery Co., Ltd.; Director, Heng Gi Lie Investment Ltd. Company; Director, Chang Yan Investment Co., Ltd.; Director, Hong Fu Investment Co., Ltd.; Director, Siang Tai Investment Co., Ltd.; Director, Hong Da Investment Co., Ltd.; Director, Heng Kuo Co., Ltd.; Supervisor, Heng Tong International Development Co., Ltd.

Note 6: Positions concurrently assumed by representative Chih-Ming Chien: Chairman of Infinite Finance Co., Ltd.; Director, Infinite Energy Solutions Co., Ltd.; Director of Risheng Quantaitong Passenger Car Leasing Co., Ltd.; Director, Infinite Commercial Finance Co., Ltd.; Director of Risheng International Financial Leasing Co., Ltd.; Supervisor, Jun Teng New Century Co., Ltd.

Note 7: Positions concurrently assumed by representative Alex J.J. Chen: Chairman, IBT VII Venture Capital Co., Ltd.; Director, IBT Management Corp.; Independent Director, Castles Technology Co., Ltd.; Director, AItrust Inc.

Note 8: Positions concurrently assumed by Representative Lin, Gordon W.C.: Chairman, Shen Feng Investment Co., Ltd.; Director, O-Bank Education Foundation; Supervisor, Gamma Paradigm Co., Ltd.

Note 9: The corporate director, Yi Chang Investment Co., Ltd., serves a three-year term. On October 28, 2025, its designated representative was changed from Ms. Grace W.S. Tang to Lin, Gordon W.C. (with a term of office from October 28, 2025 to June 15, 2026).

Note 10: Independent Executive Director Fu-Hsiung Hu concurrently serves as: Independent Director of Walsin Lihwa Co., Ltd.

Note 11: Independent Director Hank H.K. Lin concurrently serves as: Chairman, Taipei EY Culture and Education Foundation; Director, Globe Union Industrial Corp.; Director of Taichung Private Jumei Social Welfare and Charity Foundation; Director, PANJIT International Inc.; Independent director, Johnson Health Tech Co., Ltd.; Supervisor, Union MechaTronic Inc.; Supervisor, EverBot Technology Co., Ltd.

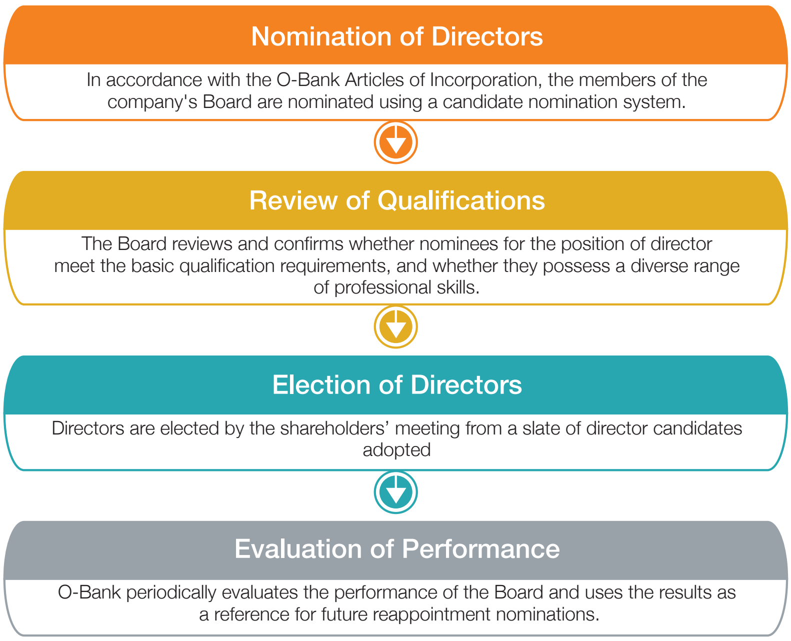
Note 12: Independent Director Tina W.N. Chiang concurrently serves as: Chairperson, Shanda Information Co., Ltd.; Director, iAPOTel Corp.; Chairperson, Shanda Information (Japan) Co., Ltd.; Supervisor, Shengli Investment Co., Ltd.; Chairperson, Taipei Financial Education Development Association.

Note 13: Independent Director Jennifer C.F. Wang concurrently serves as: Independent Director, Lotus Pharmaceutical Co., Ltd.; Partner, Chen & Lin Attorneys-at-Law.

• Board Diversity Policy

In accordance with the O-Bank Articles of Incorporation, the members of the company's Board are elected using a candidate nomination system. O-Bank selection criteria are not limited by factors such as gender, age, ethnicity, and nationality, but aim to recruit elite talent who possess professional expertise and experience in a diverse range of fields that the Bank needs for its future development. In order to achieve its corporate governance goals and meet the Bank's development needs, the Board as a whole possesses a wide range of professional abilities, including: operational judgment and business management; accounting and finance; risk management and crisis management capabilities; financial expertise and industry knowledge; an international market perspective and investment/M&A capabilities; leadership and decision-making; corporate sustainability and environmental protection; legal knowledge; information technology, information security and other knowledge, skills, and competence necessary for performance of their duties.

Fig. 3-1: Selection Procedures for O-Bank Board Members



• Diversity of Board Member Skills

For further information regarding the election results of O-Bank's 9th Board election, see p. 15~16 of the Minutes for 2023 Annual General Meeting of Shareholders

O-Bank's 9th Board values diversity, and has elite members with expertise in finance, industry, and academia. Ten of the directors hold Master's degrees and two hold Bachelor's degrees in the fields of economics, commerce, business management, accounting law, and information technology. The Board collectively possesses capabilities in operational judgment, business management, and leadership decision-making, led by Directors Tina Y. Lo, Kenneth C.M. Lo, George C.J. Cheng, Mark J.C. Lee, and Chih-Ming Chien. Financial and accounting expertise is represented by Hank H.K. Lin, Mark J.C. Lee, Gordon W.C. Lin, Fu-Hsiung Hu, and Tina W.N. Chiang, while those adept at risk and crisis management include Bill K.C. Lin, Chih-Ming Chien, Hank H.K. Lin, and Fu-Hsiung Hu. Banking and financial expertise is held by Tina Y. Lo, Kenneth C.M. Lo, Gordon W.C. Lin, Fu-Hsiung Hu, Tina W.N. Chiang, and Alex J.J. Chen, whereas those with a broad international market perspective include Tina Y. Lo, Kenneth C.M. Lo, George C.J. Cheng, Gordon W.C. Lin, and Jennifer C.F. Wang. Furthermore, expertise in corporate sustainability and environmental protection is represented by Tina Y. Lo, Bill K.C. Lin, and Fu-Hsiung Hu. Those specializing in information technology and cybersecurity are Alex J.J. Chen, Hank H.K. Lin, Fu-Hsiung Hu, and Tina W.N. Chiang. Directors with legal expertise include Fu-Hsiung Hu and Jennifer C.F. Wang. All Board members possess the requisite knowledge, skills, and professional acumen to execute their duties, each bringing extensive expertise in finance, accounting, commerce, law, and industry.

Table 3-3: Diversity of Board Member Professional Expertise

Board Diversity and Expertise / Names of the Directors	Operational Judgment / Business Management	Accounting & Financial Analysis	Risk Management (Note 1)	Crisis Management	Financial & Industry Expertise	International Markets & Investment/ M&A	Leadership & Decision-Making	Corporate Sustainability & Environmental Protectione	Legal Expertise	Information Technology & Information Security
Tina Y. Lo	✓	✓	✓	✓	✓	✓	✓	✓		
Kenneth C.M. Lo	✓	✓	✓	✓	✓	✓	✓	✓		
Bill K.C. Lin	✓	✓	✓	✓	✓		✓	✓		✓
George C.J. Cheng	✓	✓	✓	✓	✓	✓	✓	✓		
Mark J.C. Lee	✓	✓	✓	✓	✓		✓	✓	✓	
Chih-Ming Chien	✓	✓	✓	✓	✓		✓	✓	✓	
Alex J.J. Chen	✓	✓	✓	✓	✓		✓		✓	✓
Grace W.S. Tang	✓	✓	✓	✓	✓	✓	✓	✓		
Fu-Hsiung Hu	✓	✓	✓		✓		✓	✓	✓	✓
Hank H.K. Lin	✓	✓	✓	✓	✓	✓		✓		✓
Tina W.N. Chiang	✓	✓	✓	✓	✓		✓	✓		✓
Jennifer C.F. Wang			✓	✓		✓	✓	✓	✓	

Note 1: All members of the O-Bank Board have professional expertise in risk management. Specifically, Chairperson Tina Y. Lo previously served in the Risk Management Department at CTBC Bank; Honorary Chairman Kenneth C.M. Lo formerly chaired the Loan Review Committee at CTBC Bank; Independent Director Fu-Hsiung Hu is the former Chairman of the Joint Credit Information Center (JCIC) and concurrent Chairman of its Risk Management Committee; and Independent Director Hank H.K. Lin formerly chaired the Risk Management Committee at EY Taiwan.

Note 2: The expertise of the Board members listed in the table above aligns with corporate governance, risk management, information security, operating performance, green finance, and other material sustainability topics covered to in this report.

• Professional Development

To strengthen the professional expertise of its directors and enhance corporate governance effectiveness, O-Bank arranges regular professional development courses to help directors keep up to date on domestic and foreign legislative trends. In 2025, all directors completed a total of 136.5 person-hours of continuing education in accordance with the Directions for the Implementation of Continuing Education for Directors and Supervisors of TWSE/TPEx Listed Companies, achieving a 100% completion rate. Specifically, the Bank commissioned the Taiwan Investor Relations Institute to conduct "ESG Corporate Governance: A New Era of Business Integrity, Gender Equality, and Fair Services"; Taiwan Corporate Governance Association to conduct "Material Information Disclosure and Directors' and Supervisors' Responsibilities"; and Taiwan Academy of Banking and Finance to conduct "Responding to Trends in Anti-Money Laundering, Counter-Terrorist Financing, and Financial Sanctions". All members of the 9th Board completed these programs to strengthen their understanding of business ethics, workplace sexual harassment prevention, fair customer treatment, and anti-money laundering, recording 25 attendances in total. Additionally, the Bank's directors undergo risk management training annually. In 2025, all members of the 9th Board completed risk management coursework totaling 51 person-hours to ensure they grasp the latest field trends. The curriculum included "Risk Management Frameworks and Audit Practices for the Latest AI Developments," "Corporate Sustainability: From Anxiety to Strategy" (Banking Sector Focus), and "Asian Capital Senior Forum: Oversight and Excellence in High-Net-Worth Wealth Management Strategies under Corporate Governance". Regarding sustainable development, directors further engaged in diverse sustainability courses, backed by a 2025 budget of NT$62,000. These courses totaled 53 person-hours and included "Natural Carbon Sinks and Biodiversity: Creating New Opportunities for Corporate Transformation," "Sustainable Development Seminar" (Taichung Session), as well as the aforementioned ESG and corporate sustainability courses. Detailed information regarding the 2025 training courses and directors' participation is provided in Table 3-4.

Table 3-4: Participation and Course Person-hours by O-Bank Directors in Continuing Education in 2025

Date	Type of Course	Course	Participant(s)	Total Person-hours
2025/02/13	Information security; Risk management	Discussion on the Latest AI Development Risk Management Frameworks and Audit Practices	Tina Y. Lo, Kenneth C.M. Lo, Bill K.C. Lin, Fu-Hsiung Hu, Hank H.K. Lin, Tina W.N. Chiang, Jennifer C.F. Wang, Chih-Ming Chien, George C.J. Cheng, Mark J.C. Lee, Alex J.J. Chen, Grace W.S. Tang	24
2025/04/09	Risk management; Ethical best practices and corporate governance; Sustainability	Corporate Sustainability – From Anxiety to Strategy (Banking Industry Focus)	Tina Y. Lo, Kenneth C.M. Lo, Bill K.C. Lin, Fu-Hsiung Hu, Hank H.K. Lin, Tina W.N. Chiang, Jennifer C.F. Wang, Chih-Ming Chien, George C.J. Cheng, Mark J.C. Lee, Alex J.J. Chen, Grace W.S. Tang	24
2025/05/02	Ethical best practices and corporate governance; Sustainability; Equal and friendly working environment	ESG Corporate Governance: New Era of Business Integrity, Gender Equality, and Fair Service	Tina Y. Lo, Kenneth C.M. Lo, Bill K.C. Lin, Fu-Hsiung Hu, Hank H.K. Lin, Tina W.N. Chiang, Jennifer C.F. Wang, Chih-Ming Chien, George C.J. Cheng, Mark J.C. Lee, Alex J.J. Chen, Grace W.S. Tang	24
2025/06/26	Ethical best practices and corporate governance	Disclosure of Material Corporate Information and the Responsibilities of Directors and Supervisors	Chih-Ming Chien	3
2025/07/21	Environmental sustainability; Green finance	Natural Carbon Sinks and Biodiversity – Creating New Opportunities for Corporate Transformation	Bill K.C. Lin	2
2025/07/22	Sustainability	Sustainable Development Seminar – Taichung	Hank H.K. Lin	3
2025/08/21	Risk management Compliance and internal audits	Responding to Trends in Anti-Money Laundering (AML), Countering the Financing of Terrorism (CFT), and Financial Sanctions	Tina Y. Lo, Kenneth C.M. Lo, Bill K.C. Lin, Fu-Hsiung Hu, Hank H.K. Lin, Tina W.N. Chiang, Jennifer C.F. Wang, Chih-Ming Chien, George C.J. Cheng, Mark J.C. Lee, Alex J.J. Chen, Grace W.S. Tang	24
2025/10/13	Ethical best practices and corporate governance	Advanced Practical Course for Directors, Supervisors (Including Independent), and Corporate Governance Officers	Bill K.C. Lin (Lecturer)	1

Date	Type of Course	Course	Participant(s)	Total Person-hours
2025/10/21	Ethical best practices and corporate governance	Advanced Practical Course for Directors, Supervisors (Including Independent), and Corporate Governance Officers	Bill K.C. Lin (Lecturer)	1
2025/10/23	Ethical best practices and corporate governance	Trade Secret Protection and Non-Compete Agreements	Chih-Ming Chien	3
2025/10/31	Ethical best practices and corporate governance	Advanced Practical Course for Directors, Supervisors (Including Independent), and Corporate Governance Officers	Bill K.C. Lin (Lecturer)	1
2025/11/12	International trends	Crypto Investment Insights Share / Cryptocurrency Investment Briefing	Kenneth C.M. Lo, Bill K.C. Lin, Fu-Hsiung Hu, Hank H.K. Lin, Tina W.N. Chiang, Jennifer C.F. Wang, Chih-Ming Chien, George C.J. Cheng, Alex J.J. Chen, Gordon W.C. Lin	10
2025/11/25	Compliance and internal audits	Internal Audit Seminar for Financial Holding Companies and Domestic Banks	Fu-Hsiung Hu, Hank H.K. Lin, Jennifer C.F. Wang	10.5
2025/12/03	Risk management Ethical best practices and corporate governance	Asia Wealth High-Level Forum: Strategic Oversight and Excellence in High-Net-Worth Wealth Management Under Corporate Governance	Gordon W.C. Lin	3
2025/12/26	Industrial trends	2026 Global Outlook: Key Transformations in Industries and Markets	Gordon W.C. Lin	3

Note: The courses listed in this table align with the material sustainability topics covered in this report, including ethical corporate management and corporate governance, risk management, legal compliance and internal audit, information security, green finance, environmental sustainability, and an equal and friendly workplace.

• Communication with Directors

O-Bank has already disclosed on its official website the state of its independent directors' communications with the company's chief auditor and its certified public accountant (CPA). These disclosures include the dates and results of all such communications, which enhances transparency regarding the full discharge by independent directors of their duties. These disclosures encompass: the chief auditor submitting reports to the Audit Committee on the annual audit plan, the status of audit execution, and the Internal Control System Statement, as well as periodically holding review meetings on the internal control system. Concurrently, at meetings of the Audit Committee, and in separate sessions with the Bank's independent directors, the CPAs report and communicate on financial report audits and reviews, audit planning, and related matters.

• Director Performance Evaluations

O-Bank has established performance goals to elevate the role of the Board, and the Board has adopted the "O-Bank's Regulations Governing the Performance Evaluation of the Board of Directors" in order to enhance the effectiveness of the Board's operations. These Rules require the Board and its functional committees to conduct an internal board performance evaluation at least once a year and to commission an independent outside professional institution or an independent outside team of experts and scholars to conduct a board performance evaluation once every three years. The focal points of internal board performance evaluations include: degree of participation in the running of the company; the quality of decision making by the Board and its functional committees; the composition and structure of the Board and its functional committees; the election of the directors; understanding of directors' duties; professionalism and continuing professional education; internal controls; achievement of corporate social responsibilities; and promotion by the Board of the Bank's involvement in other important ESG issues (e.g. corporate governance, risk management, compliance, information security). Furthermore, beginning in 2025, the Bank has more comprehensively incorporated its performance in managing economic, environmental, and people (including human rights) impacts into the internal performance evaluations for directors. In the first quarter of 2026, O-Bank completed its 2025 Board performance evaluation and will use it as reference in improving the performance of the directors, setting director compensation, nominating candidates for election to the Board. It was found that, overall, the Board and its functional committees operated well and were able to fully exercise their duties to guide and oversee corporate policies, important lines of business, risk management, and sustainable development. In addition, the various functional committees operated with clearly defined roles and responsibilities, effectively enhancing the Board's functions and improving decision-making efficiency and execution. Finally, the Board members have a clear understanding of their duties, actively participate in business operations and strategic decision-making, and continuously strengthen their professional capabilities and governance literacy to ensure high-quality decision-making and further reinforce the Bank's corporate governance framework.

In addition, O-Bank in 2024 commissioned the Taiwan Corporate Governance Association (TCGA) to conduct an external evaluation of the performance of its Board during the period from September 1, 2023 to August 31, 2024. In addition to examining open-ended questionnaires filled out by O-Bank personnel, as well as various reference material and publicly available information, the TCGA also conducted on-site interviews with the O-Bank chairperson, independent directors, the president, chief internal auditor and chief corporate governance officer to evaluate the performance of the Board in the following five areas: the composition and division of responsibilities of the board; guidance and oversight provided by the board; the board's delegation and risk management; the board's communication and collaboration; and the board's self-discipline and advancement. The TCGA submitted its O-Bank Board Performance Report on November 27, 2024. O-Bank then forwarded the performance report and a follow-up improvement plan on December 24, 2024 to the 9th meeting of the 2nd Corporate Governance and Nomination Committee as well as the 14th meeting of the 9th Board on December 25, 2024, where the documents were reviewed and approved. Throughout 2025, the Bank has also regularly reviewed the implementation status of follow-up improvement plans based on the recommendations outlined in the evaluation report. The results of the 2025 internal board performance evaluation and the 2024 external evaluation have both been disclosed on the Bank's official website, with the next external evaluation scheduled for 2027.

Board performance assessment

• Directors' Remuneration Policy

O-Bank director pay includes director remuneration, director compensation, and operational disbursements. Article 22 of O-Bank's Articles of Incorporation provides that the Bank's directors (including independent directors) may receive fixed director remuneration while they are executing their job duties, regardless of whether the Bank operates at a profit or a loss, and the Articles authorize the Board to set directors' remuneration on the basis of the degree of their participation in the Bank's business operations and the value of their contributions, and to make reference to the level of remuneration paid by peer institutions. In years when O-Bank operates at a profit, it may pay director compensation to directors up to a maximum of 2.5% of those profits, and on the basis of the degree of their participation in the Bank's business operations and the value of their contributions, directors (but not independent directors) may also receive earnings distributions paid out of those profits; moreover, the distribution of director compensation is included each year among matters to be reported at the Annual General Shareholders' Meeting. What is reported to shareholders includes the directors' compensation distribution ratio and the total amount distributed to the directors. Detailed information on individual compensation paid to O-Bank directors in 2025 is set out on pages 28~29 of the 2025 O-Bank Annual Report. Apart from the severance package and retirement benefits paid to the chairperson, which were the same as those paid to ordinary employees, other directors did not receive a severance package or retirement benefits. Also, to ensure that director pay is more closely linked to director performance and business operations, the Bank's "Director Remuneration Policy" provides as follows: If a director is involved in ethical misconduct or causes a seriously adverse impact on the company's image, the Board may assess the matter and pass a resolution to execute a board member pay clawback mechanism; if the company's net income drops sharply, the growth rate of director compensation may not be higher than in the preceding year, and an O-Bank executive officer who serves concurrently as an individual O-Bank director is not allowed to receive O-Bank director pay.

For further information on remuneration of directors in 2025, please see p. 28~29 of the 2025 O-Bank Annual Report

3.1.2 Functional Committees

To strengthen the Board's management, checks and balances, and supervisory functions, O-Bank has established various functional committees under the Board, and the Board has approved the respective organizational rules and charter of each functional committee, including the Audit Committee, Compensation Committee, Corporate Governance and Nomination Committee, and Board Sustainability Committee. These professional and independent functional committees enhance O-Bank's corporate governance.

1. Audit Committee

O-Bank's Board passed a resolution in February 2011 to replace the supervisors with an Audit Committee, and approved the "Audit Committee Organizational Rules". In June of 2011, the Annual General Shareholders' Meeting approved the establishment of the Audit Committee, and an Audit Committee system was implemented starting with the 5th Board. The four members of the committee are all independent directors and their primary duties are to supervise the following: fair presentation of financial statements; any appointment or dismissal of the certified public accountant, and review of its independence and performance; effective implementation of the internal control system; effective implementation of the company's information security system; the company's compliance with laws and regulations; and management of existing or potential risks. The Audit Committee met nine times in 2025, and the committee members achieved an average attendance rate of 100%.

2. Compensation Committee

To build a comprehensive compensation and benefits policy and system, O-Bank established a Compensation Committee in 2009. The four members of the committee are all independent directors and their primary duties are to assist the Board in reviewing and supervising overall compensation policies as well as to evaluate and approve the compensation of directors and senior executives. In carrying out its duties, the Compensation Committee refers to market research performed by consulting firms and compensation levels at peer companies, takes performance evaluations into account, and uses these findings as its criteria for evaluating compensation. Also, the primary principle of the Compensation Committee is to ensure that directors, managerial officers, and salespersons do not pursue compensation by taking risks that exceed the Bank's established risk appetites. The Compensation Committee met eight times in 2025 and the committee members achieved an average attendance rate of 100%.

3. Corporate Governance and Nomination Committee

In order to reinforce the election mechanism for directors, build a Board with a diverse and professional membership, and continuously improve the corporate governance system, O-Bank established its Corporate Governance and Nomination Committee in November 2020. This committee's membership includes three directors, and more than half of the members are independent directors. Their primary duties include: formulating director selection criteria; reviewing director candidates and making nominations; formulating and reviewing directors' professional development plans, meeting attendance standards, and succession policy; adopting O-Bank's "Corporate Governance Best-Practice Principles," "Ethical Corporate Management Best Practice Principles," "Codes of Ethical Conduct," "Anti-Corruption Policy," "Executive Talent Succession and Development Plans," and "Accountability Mechanisms and Regulations Governing the Performance Evaluation of the Board"; supervising the operational and execution status of various systems and policies; and overseeing and guiding corporate governance evaluation outcomes and performance evaluations of the Board. The Corporate Governance and Nomination Committee met four times in 2025, and the committee members achieved an average attendance rate of 100%.

4. Board Sustainability Committee

To further implement sustainable business practices and achieve various sustainable development goals, O-Bank established a Board Sustainability Committee in August 2023. This committee has seven directors, including four independent directors. The main functions and duties of the Board Sustainability Committee are the following: deliberating upon O-Bank's sustainability strategies, and overseeing O-Bank's annual sustainability plans and the achievements of sustainability goals and KPIs. The Board Sustainability Committee convened four meetings in 2025, with one meeting convened each quarter. The average attendance rate of all committee members was 96.4%.

3.1.3 Shareholder Structure and Communication

O-Bank holds an Annual General Shareholders' Meeting once per year. Matters addressed by shareholders meeting resolutions include the following: amendment of the Articles of Incorporation; election and dismissal of directors; examination and approval of the statements and books prepared and submitted by the Board; capital increases and decreases; distributions of earnings and dividends; and other matters that the law requires to be settled by shareholders' meeting resolutions. O-Bank has established "Procedural Rules Governing Shareholders' Meetings," which includes provisions governing how shareholders meetings must be held, deadlines for delivery of meeting notices, and meeting procedures in order to safeguard the rights and interests of shareholders. In addition, e-voting has been used for shareholders' meetings since 2012, so shareholders now have more ways to exercise their voting rights. Also, O-Bank attaches high importance to communicating and interacting with shareholders, eastablishing diverse channels to facilitate this engagement. A dedicated "Investors Section" on the company website provides detailed disclosures of company information, regularly publishes financial performance figures, puts out information on investor conferences and shareholders' meetings, and provides contact information for the O-Bank spokesperson and deputy spokesperson so that shareholders can express their views at any time. O-Bank adopted a resolution at the 2025 Annual General Shareholders' Meeting to pay a common stock cash dividend of NT$0.5 per share for 2024, totaling NT$1,391,209,439. The Bank also paid Class A preferred stock dividends of NT$0.36821995 per share, totaling NT$83,824,690, and Class B preferred stock dividends of NT$0.14459016 per share, totaling NT$36,147,541. As of the record date, the Bank's shareholder structure is detailed in Table 3-5.

Table 3-5: Structure of O-Bank Shareholders

Date of Record: April 14, 2026

Common Shares

Unit: shares

Type of Shareholder	Government Agencies	Financial Institutions	Other Juridical Persons	Foreign Institutions and Natural Persons	Individuals	Treasury Shares	Total
Persons	1	5	144	157	32,911	1	33,219
Shares Held	100	28,851,745	1,778,105,167	177,104,751	798,357,115	22,939,000	2,805,357,878
Ownership Stake	0.00%	1.03%	63.38%	6.31%	28.46%	0.82%	100.00%

Preferred Shares

Unit: shares

Type of Shareholder	Government Agencies	Financial Institutions	Other Juridical Persons	Foreign Institutions and Natural Persons	Individuals	Treasury Shares	Total
Persons	0	1	62	8	5,234	0	5,305
Shares Held	0	1,994,000	189,377,083	87,654	58,541,263	0	250,000,000
Ownership Stake	0.00%	0.80%	75.75%	0.04%	23.41%	0.00%	100.00%

Note: For further information on the stock holdings of O-Bank directors in 2025, please see director information on p. 4~11 of the 2025 O-Bank Annual Report.

3.2 Ethical Best Practices

3.2.1 Ethics and Integrity

1. Policy Initiatives

To build up a strong culture of ethical best practices, in addition to adopting "Code of Ethical Conduct" in August 2020 to serve as guidelines for its directors, managerial officers, rank-and-file employees, and consultants, O-Bank has also made reference to the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx-Listed Companies" in formulating its "Ethical Corporate Management Best Practice Principles" and "Procedures for Ethical Management and Guidelines for Conduct." These documents require the company to abide by the "Company Act," "Securities and Exchange Act," "Business Entity Accounting Act," "Political Donations Act," "Anti-Corruption Act," "Government Procurement Act," "Act on Recusal of Public Servants Due to Conflicts of Interest," and other applicable laws and regulations which set out concrete provisions governing matters to be observed by employees in carrying out their duties. O-Bank also conducts annual reviews of the effectiveness of the "Code of Ethical Conduct," the "Ethical Corporate Management Best Practice Principles," and the "Procedures for Ethical Management and Guidelines for Conduct" as well as the Bank's compliance performance. No incident occurred in 2025 involving a violation by O-Bank of the "Code of Ethical Conduct" or the "Ethical Corporate Management Best Practice Principles". In addition, O-Bank has retained an impartial third-party organization to perform an Agreed-Upon Procedures (AUP) engagement to inspect the implementation of the "Code of Ethical Conduct". The focal points of the inspection include internal rules, the content of internal awareness activities, records of internal awareness activities, and the content of related statements. The third-party organization prepared an AUP report in August 2025 to ensure the effectiveness of O-Bank's Code of Ethical Conduct implementation. To build greater awareness of the need for ethical best practices, O-Bank has adopted a "Declaration of Intent to Comply With the O-Bank Ethical Management Policy and Anti-Corruption Policy" and a "Statement of Consent to Comply With the O-Bank Ethical Management Policy and Anti-Corruption Policy," which are to be signed by senior management, current employees, and newly hired employees. In addition, O-Bank requires employees to sign a "Statement of Intent to Maintain Ethical Business Practices" each year. In 2025, O-Bank completed the signing by all employees of a "Statement of Intent to Maintain Ethical Business Practices," achieving a 100% signing rate. Also, in order to effectively help employees scrupulously abide by ethics requirements during their daily work, O-Bank has set up an ethics consultation mailbox to provide a proactive channel for employees to seek guidance.

2. State of Implementation

To continue implementing the Bank's ethical management policies, the Corporate Governance Subcommittee of the ESG Development Working Committee serves as the primary designated unit in charge of ethical management, responsible for the following: formulating ethical management policies and prevention programs; promoting and monitoring matters related to ethical management; ensuring that directors, managerial officers, rank-and-file employees, and mandataries do not violate ethical principles; tracking the effectiveness of various ethical management initiatives; continuously reviewing and improving these measures; and reporting to the Board at least once per year. The main duties of the Corporate Governance Subcommittee are set out in the "Ethical Corporate Management Best Practice Principles," which are stipulated as follows:

(1) The Corporate Governance Subcommittee shall incorporate integrity and moral values into the Bank's business strategies and adopt related internal policies to establish preventive measures, thereby ensuring ethical management in compliance with legal and regulatory frameworks.

(2) The Corporate Governance Subcommittee shall formulate programs to prevent unethical conduct, and establish standard operating procedures and conduct guidelines for business operations within each program. To ensure the implementation of ethical corporate management, O-Bank – acting in compliance with the "Implementation Rules of Internal Audit and Internal Control System of Financial Holding Companies and Banking Industries" – has established effective internal control systems and accounting systems. The Bank conducts regular audits of its domestic business, financial, asset custody, and information technology units, as well as other administrative units. O-Bank also retained a certified public accountant to regularly audit its internal control systems to ensure efficient operation of these controls and firmly practice ethical corporate management.

(3) The Corporate Governance Subcommittee shall plan the internal organization, structure, and allocation of responsibilities, and set up mutual check-and-balance mechanisms for business activities within the scope of operations that pose a higher risk for unethical conduct. To prevent corruption-related risks, O-Bank has established a number of different standard operating procedures, adopted malfeasance prevention measures that are in line with legislative requirements in Taiwan as well as all other jurisdictions where the O-Bank maintains establishments, and implemented risk identification procedures for risk control self-assessments (RCSAs), and assessed business corruption risks. Each of the Bank's functional units uses the assessment results to control risks and prevent the risk of corruption within the company. In addition, the Audit Division includes corruption-related risks in its annual audits of the Bank's integrity management practices. The audit results are submitted to the Human Resources Department for reporting to the Board. O-Bank has completed corruption-related risk assessments for 100% of its global business locations, and the results did not reveal any significant irregularities.

(4) The Corporate Governance Subcommittee shall promote and coordinate outreach and training activities regarding ethical management policies.

(5) The Corporate Governance Subcommittee shall establish and implement a whistleblower system and ensure its effective implement.

(6) The Corporate Governance Subcommittee shall assist the Board and management in auditing and assessing whether the Bank's preventive measures for implementing ethical management are operating effectively, and regularly evaluate the compliance of relevant business processes, and prepare reports.

O-Bank has adopted various internal preventive measures. In addition to implementing a regular job rotation system for employees with certain functions, O-Bank has also instituted a "negotiated leave" system to reduce the risk of unethical conduct occurring in the course of operations. As for the implementation of ethical corporate management by subsidiaries, O-Bank has adopted a set of "Regulations Governing the Management of Invested Companies," established firewalls between O-Bank and its subsidiaries as well as among subsidiaries, and ensured that all subsidiaries have established robust internal control procedures and management procedures. Also, acting in accordance with laws and regulations that subsidiaries are required to comply with, the Regulations handles the following matters: management of information security service systems; management of customer information and maintenance its confidentiality; prevention of the acceptance of improper benefits; limiting of business cooperation and sharing of resources; limiting of extension of credit to or other transactions with interested parties and substantive interested parties; prevention of insider trading; and administration of internal operating guidelines.

3. Whistleblower System

To encourage internal and external personnel to blow the whistle on unethical or improper conduct, O-Bank has adopted a "Whistleblowing Policy" and posted a Whistleblower System to its corporate website. Any person who discovers that a director, supervisor, manager, employee, or mandatary of

O-Bank or a member of the O-Bank Group, or a person having substantial control of O-Bank or the Group, has possibly committed crimes, fraud, or regulatory violations, may submit a whistleblowing report to the O-Bank Chief Auditor and the convener of the Audit Committee via telephone, email, or mail. After it has been confirmed that a whistleblower report has been accepted, an investigation must be launched within seven working days, and an investigation report must be completed within 15 working days; when necessary, the deadline for completion of the report may be extended to 30 working days, and a progress report must be submitted every five working days to the receiving officer of the case. If an investigation substantiates that the respondent in a whistleblowing report has violated applicable laws and regulations, the case shall be forwarded to O-Bank's human resources unit, and O-Bank shall take disciplinary action in accordance with its "Regulations for Personnel Award and Punishment". If the legal violation is serious, O-Bank may refer the case directly to law enforcement authorities for appropriate action. In addition, to ensure that a whistleblower understands how the case is being handled, the whistleblower shall receive timely progress reports via telephone, written correspondence, and email, or other channels. O-Bank commits to protecting the whistleblowers from any retaliatory or adverse treatment due to their reports. Protection measures shall include: O-Bank shall maintain the confidentiality of the identity of the whistleblower, and shall ensure that the content of the whistleblower complaint is not divulged in such a way as to reveal the identity of the whistleblower; O-Bank shall not fire, dismiss, demote, or impose a pay reduction to retaliate for the filing of the whistleblower complaint; O-Bank shall not infringe upon the rights and interests that the whistleblower ought to enjoy in accordance with law, contract, or prevailing norms; O-Bank shall not impose any other disposition that is adverse to the whistleblower. If the whistleblower or an investigator meets with unfair, retaliatory, or similar treatment as a result of his/her participation in the whistleblower case, the whistleblowing report accepting officer or the whistleblowing report investigative unit may, depending on the severity of the circumstances, notify all independent directors, to implement corporate governance and integrity management. A total of 65 cases were submitted to the O-Bank whistleblower box in 2025. Of these, one case was an external, signed whistleblower report, which was investigated and handled by the Audit Division in accordance with established procedures. The remaining 64 cases did not specify an accused party, provide concrete evidence, or involve case types eligible for processing. Therefore, none met the acceptance criteria under Article 4 (Accepts the types of whistleblowing reports) and Article 6 (Requirements for accepting of whistleblowing reports) of the Bank's "Whistleblowing Policy".

Table 3-6: Number and Type of O-Bank Whistleblower Cases in 2025

Type of Case		External Reports				Internal Reports				Number of Cases
		Named Report		Anonymous Reports		Named Report		Anonymous Reports		
		Substantiated	Unsubstantiated	Substantiated	Unsubstantiated	Substantiated	Unsubstantiated	Substantiated	Unsubstantiated	
Accepted Cases	Embezzlement or misappropriation of Bank funds	0	0	0	0	0	0	0	0	0
	Offering or acceptance of bribes	0	0	0	0	0	0	0	0	
	Illegal possession or unauthorized disposal of Bank property	0	0	0	0	0	0	0	0	

Type of Case		External Reports				Internal Reports				Number of Cases
		Named Report		Anonymous Reports		Named Report		Anonymous Reports		
		Substantiated	Unsubstantiated	Substantiated	Unsubstantiated	Substantiated	Unsubstantiated	Substantiated	Unsubstantiated	
Accepted Cases	Document forgery that causes harm to O-Bank	0	0	0	0	0	0	0	0	1
	Disclosure of Bank secrets, or of employee or customer information	1	0	0	0	0	0	0	0	
	Pursuit of illicit personal gain, corruption or collusion for the purpose of cheating, resulting in either direct or indirect funneling of illegal gains to oneself or to others	0	0	0	0	0	0	0	0	
	Incident involving human rights violations	0	0	0	0	0	0	0	0	
	Other crimes, fraud, or possible legal violations	0	0	0	0	0	0	0	0	
Cases Not Accepted (Non-whistleblower)										64
Total										65

4. Management of Stakeholder Conflicts of Interest

O-Bank has adopted a set of "Rules Governing Extension of Credit to Interested Parties" and "Procedural Rules Governing Board Meetings" When a director or a juristic person represented by the director is an interested party with respect to any proposal at a board meeting, the director shall explain the interested party relationship at the meeting, recuse themselves from both discussion and voting on that proposal, and refrain from acting as another director's proxy to exercise voting rights on that matter, so as to prevent any conflict of interest. In 2025, instances of recusal by O-Bank directors to avoid conflicts of interest were shown in Table 3-7.

O-Bank has adopted "Insider Trading Prevention Principles". With respect to O-Bank insiders, including directors, managerial officers, and major shareholders with holdings of 10% or more, O-Bank sends out emails once per month to remind them of commonly seen problems in stock ownership filings, and to prohibit short-swing trading or insider trading. O-Bank has also adopted its "Corporate Governance Best-Practice Principles" and "Shareholding Management Rules" to require that, beginning from the day on which a director receives an O-Bank financial report or related business performance information, stock trading restrictions will take effect (a blackout period is enforced for 30 days prior to the publication of the company's annual financial report, and for 15 days prior to the publication of quarterly financial reports, during which time directors are not allowed to buy or sell O-Bank shares or equity-type securities).
Prior to the beginning of stock trading restrictions, O-Bank notifies directors by email of various trading restriction matters. In 2025, no directors violated the aforementioned of stock trading control measures, and no instances of directors pledging their shares as collateral occurred.

Table 3-7: Exercise of Recusal Due to Conflict of Interest by O-Bank Directors in 2025

<table>
<tr><th>Date</th><th>Content of Motion</th><th>Director</th><th>Cause for Avoidance</th><th>Participation in Voting</th></tr>
<tr><td>2025/02/13
The 15th meeting of the 9th Board</td><td>Removal of non-compete restrictions for the Bank's executive officers</td><td>Bill K.C. Lin, Chih-Ming Chien, Alex J.J. Chen, Grace W.S. Tang</td><td rowspan="10">Stakeholder conflict of interest under Article 14 of the Bank's Rules of Procedure for Board of Directors Meetings.</td><td rowspan="10">The Bank's directors recuse themselves from discussions and voting on resolutions involving conflicts of interest, in accordance with the recusal principle.</td></tr>
<tr><td rowspan="2">2025/03/12
The 16th meeting of the 9th Board</td><td>Donation to the Chinese National Association of Industry and Commerce, Taiwan (CNAIC)</td><td>Tina Y. Lo, Kenneth C.M. Lo</td></tr>
<tr><td>Donation to the O-Bank Education Foundation</td><td>Tina Y. Lo, Kenneth C.M. Lo</td></tr>
<tr><td rowspan="3">2025/05/02
The 18th meeting of the 9th Board</td><td>Removal of non-compete restrictions for the Bank's directors</td><td>Bill K.C. Lin, Chih-Ming Chien, Alex J.J. Chen</td></tr>
<tr><td>Donation to the Criminal Investigation and Prevention Association of the R.O.C.</td><td>Tina Y. Lo, Kenneth C.M. Lo</td></tr>
<tr><td>Proposal for the distribution of 2024 director and employee remuneration</td><td>All non-independent directors regarding director remuneration distribution: Tina Y. Lo, Kenneth C.M. Lo, Bill K.C. Lin, Chih-Ming Chien, George C.J. Cheng, Mark J.C. Lee, Alex J.J. Chen, Grace W.S. Tang</td></tr>
<tr><td>2025/08/21
The 20th meeting of the 9th Board</td><td>Donation to the Chinese National Association of Industry and Commerce, Taiwan (CNAIC)</td><td>Tina Y. Lo, Kenneth C.M. Lo</td></tr>
<tr><td>2025/11/12
The 22nd meeting of the 9th Board</td><td>Removal of non-compete restrictions for the Bank's directors</td><td>Gordon W.C. Lin</td></tr>
<tr><td rowspan="2">2025/12/24
The 23rd meeting of the 9th Board</td><td>Donation to the NTU Economics Research Academic Foundation</td><td>Tina Y. Lo, Kenneth C.M. Lo</td></tr>
<tr><td>Nomination of representatives to select chairpersons for investee companies, and removal of non-compete restrictions for the Bank's executive officers</td><td>Bill K.C. Lin, Alex J.J. Chen</td></tr>
</table>

Note: For information on O-Bank's related-party transactions in 2025, see p. 73~75 of the 2025 Parent Company Only Financial Statements.

5. Education and Training

To ensure that all employees comply with laws and regulations in the conduct of their job duties, O-Bank's compliance, auditing, and human resources departments in 2025 jointly held 30 sessions of in-person, online, and external courses that attracted a total attendance of 18,603 participants who completed a combined 27,345.86 person-hours of training (see Table 3-8), achieving a completion rate of 100%. With respect to domestic matters, O-Bank carries out outreach activities to familiarize employees with important legislative amendments, regulatory penalties, matters pertaining to ethical corporate management and corporate social responsibility, internal audit systems, principles for fair treatment of consumers, anti-money laundering, confidentiality rules, protection of personal information, and other important topics. As for overseas compliance matters, O-Bank holds education and training courses focusing on selected topics, and holds annual risk policy training courses for employees throughout the Bank. In 2025, 100% of full-time employees completed the training and passed the post-class test. In addition, O-Bank in 2025 continues to collaborate with Deloitte & Touche to conduct a series of six "Personal Information Protection Training" sessions for operational risk management supervisors and employees, attracting a total attendance of 2,635. O-Bank also held the Bank-wide "Insider Trading Prevention Training" in 2025, covering the legal liabilities of the insider trading, the constituent elements, compliance typologies, and trading blackout periods, etc. In total, 1,281 people completed the training (statistical figures are based on the employee headcount as of the day prior to the beginning of training; the course completion rate was 100%). To better familiarize employees with ethics and compliance, each business unit continued to conduct outreach activities focusing on ethical corporate management guidelines. These activities, designed to ensure better compliance and prevent unethical conduct, attracted a total attendance of 1,391 (statistical figures are based on the employee headcount as of the day prior to the beginning of training; the course completion rate was 100%).

Seminar on Corporate Sustainability-From Anxiety to Strategy (with a Core Focus on the Banking Industry)

Table 3-8: O-Bank Education and Training Activities in 2025

Name of Course	Number of Sessions	Target Audience	Hours	Attendance	Total Person-hours
Training & panel discussion for unit compliance officers	1	Unit compliance officers	1	71	71
First-Half Online training & testing for compliance	1	All employees	1	1,189	1,189
Second-Half Online training & testing for compliance	1	All employees	2	1,269	2,538
Education and training series for protection of personal information	4	All employees in Taiwan	1	2,476	2,476
	1	Designated personnel from audited units for verification	1	17	17
	1	Operational risk managers and designated personnel from each unit	0.33	142	46.86
Anti-Fraud Training & Awareness	1	All employees in Taiwan	1	1,147	1,147

Name of Course	Number of Sessions	Target Audience	Hours	Attendance	Total Person-hours
In-depth analysis of the "Financial Consumer Protection Act"	1	All employees in Taiwan	3	1,279	3,837
Annual Online Compliance Training and Testing for the Hong Kong Branch	3	All employees from the Hong Kong Branch	1	328	328
AML/CFT education & training	1	All employees in Taiwan	3	1,109	3,327
Annual Online AML Training and Testing for the Hong Kong Branch	1	All employees from the Hong Kong Branch	1	109	109
OJT workshop for compliance personnel	1	Unit compliance officers Successor compliance officers	3	63	189
Information security training courses	3	All employees	1	4,264	4,264
Self-inspection training	1	Personnel engaged in self-inspection work	1	1,138	1,138
Comprehensive training on occupational safety and health (Inc. Workplace Harassment & Abuse Prevention)	1	All employees	3	1,280	3,840
Seminar on ESG Corporate Governance: A New Era of Business Integrity, Gender Equality, and Fair Service	1	Directors	2	12	24
Seminar on Material Corporate Information Disclosure and Directors' and Supervisors' Responsibilities	1	Directors	3	1	3
Seminar on Responding to Trends in Anti-Money Laundering, Countering the Financing of Terrorism, and Financial Sanctions	1	Directors	2	12	24
Seminar on the Latest AI Development Risk Management Frameworks and Audit Practices	1	Directors	2	12	24
Seminar on Corporate Sustainability-From Anxiety to Strategy (Banking Industry Focus)	1	Directors	2	12	24
Asia Investor Senior Forum: Seminar on Strategic Oversight and Excellence in High-Net-Worth Wealth Management Under Corporate Governance	1	Directors	3	1	3
Insider trading prevention training	1	All employees	0.5	1,281	640.5
2025 Ethical management outreach, education, and training	1	All employees	1.5	1,391	2,086.5
Total	30			18,603	27,345.86

3.2.2 Internal Control and Audit Systems

Acting in compliance with The Bankers Association of the Republic of China's "Code of Practice for the Three Lines of Defense for Internal Controls of Banks," O-Bank has established the three lines of defense for its internal control system (see Figure 3-2) to maintain the effective and appropriate operation of the internal control system and ensure the Bank's sound management.

Fig. 3-2: Three Lines of Defense in the O-Bank Internal Control System

O-Bank's Auditing Division reports directly to the Board. Internal auditors carry out auditing duties in an impartial, objective, and independent manner, and do not concurrently hold any position that conflicts with or compromises their auditing duties, so as to reasonably ensure the effective operation of internal controls. The frequency of on-site examinations of domestic and overseas units, as well as subsidiaries, is based on the "Implementation Rules of Internal Audit and Internal Control System of Financial Holding Companies and Banking Industries" and the "Regulations Governing the Implementation of Internal Control and Audit System and Business Solicitation System of Insurance Agent Companies and Insurance Broker Companies," and is incorporated into the annual audit plan. The Chief Auditor reports once per quarter on these matters to the Board and the Audit Committee to help the Board and management understand the operational status of the internal control system. In addition, O-Bank's Board convenes a review forum on the internal control system every six months to communicate and review internal control deficiencies with internal auditors, with minutes of these meetings duly recorded. Also, the Auditing Division supervises all first-line-of-defense units in conducting their self-inspections. If the Auditing Division has conducted a general business audit, a financial examination agency has carried out a general business inspection, or the unit has conducted a compliance self-assessment during the month, project-based self-inspections may be waived. Each unit is required to conduct at least one general self-inspection every six months and at least one project-based self-inspection each month. The Auditing Division also provides regular annual audit training to personnel responsible for carrying out self-inspections.

In addition to conducting risk assessments of environmental, social, and corporate governance issues related to operations, and adopting related risk management policies and strategies, O-Bank's Auditing Division has incorporated the implementation status of each unit's annual sustainability goals and the management of sustainability information into its internal audit items. The audit results for 2025 revealed no systemic deficiencies, material weaknesses, or irregularities. Furthermore, the Bank's 2026 Audit Plan includes the implementation status of sustainability goals as a key audit item for each unit, while also incorporating the management of sustainability information in accordance with regulatory requirements. This plan was deliberated and approved at the 23rd meeting of the 9th Board on December 24, 2025.

In 2025, the O-Bank Auditing Department completed all business and operational audits for its various units and subsidiaries in accordance with the annual audit plan and directives from the competent authorities, covering the internal control systems across all entities. The resulting audit findings for each unit and subsidiary have been systematically tracked and monitored until fully rectified, thereby enhancing the overall risk management process, improving the effectiveness of internal controls, and continuously strengthening audit supervision over overseas branches. In addition, acting in accordance with Article 28 of the "Implementation Rules of Internal Audit and Internal Control System of Financial Holding Companies and Banking Industries," O-Bank engaged Deloitte & Touche to perform agreed-upon procedures regarding the execution of the Bank's 2025 internal control systems. The scope of these procedures encompassed the execution status of internal control system and regulatory compliance systems, the appropriateness of policies governing loan loss provisions, the accuracy of regulatory filings submitted to competent authorities for the banking business, and personal data protection practices. According to the Agreed-Upon Procedures report issued by Deloitte & Touche, there were no significant irregularities.

3.3 Compliance

3.3.1 Compliance

To thoroughly implement its compliance policy, O-Bank establishes the compliance plan annually, and in addition to reviewing compliance systems, framework, and regulations, O-Bank also prepares an integrated overview of the handling of compliance matters by O-Bank as a whole. This overview covers matters such as each department's compliance self-assessment and the causes of significant compliance deficiencies or malpractices, possible impact, recommendations for improvement, compliance performance evaluation, education and training, and the handling of insurance agent services. The head office Chief Compliance Officer reports the above-mentioned matters semi-annually to the Board and the Audit Committee to help the Board and senior management effectively understand the implementation status of O-Bank's compliance. For employees who violate laws and regulations or are found dereliction of duty, the bank will take disciplinary action in accordance with the "Rules for Employee Recognition and Discipline". In addition, O-Bank has established "Rules Governing the Procedures for Compliance System," which have been approved by the Board. These Rules incorporate financial laws, regulations, anti-money laundering laws, personal data protection laws, codes of ethics, financial consumer protection requirements, sustainable development principles, and principles of fair treatment of consumers into the Bank's compliance system, which O-Bank established as part of its Compliance Management Regime. Acting via a clear internal control system, O-Bank ensures that its routine management and operating activities can remain continually compliant with applicable regulatory requirements, and the Bank's "Rules Governing Bank's Compliance System" clearly stipulate that the Board's responsibilities include supervising compliance management system, approving compliance policy plans, and reviewing the implementation status at least every six months; the responsibilities of senior management include ensuring the effectiveness of compliance risk management system, establishing and promoting compliance policies, ensuring that compliance policy plans are followed and implemented, and reporting to the Board as the internal regulation required, thus improving the Bank's sound business practices and developments. Furthermore, to strengthen a responsibility-based corporate governance framework, the Bank has established the Business Executive Accountability Regime Implementation Guidelines, under which the Corporate Governance and Nomination Committee is responsible for accountability matters. The Bank promotes the implementation of The Business Executive Accountability Regime, which clearly defines the duties and responsibilities of senior management, thereby reinforcing a corporate culture of integrity and accountability.

To ensure that each line of business is conducted in accordance with regulatory requirements, the head office Chief Compliance Officer, acting in compliance with laws and regulations as well as rules governing the review of new products: signs off on or issues a letter of consent before O-Bank applies for approval of (or launches) a new product, new service, or new line of business; and assists with pre-launch review of products and services to examine personal information risk, ML/TF risk, and consumer protection matters. In addition, O-Bank's compliance unit promptly informs other units of changes to external laws, regulations, and rules, and it also assists other units to review, establish/or amend internal rules. At the same time, the compliance unit helps with the planning and implementation of the entire Bank's compliance-related courses and training, both in-person and online.

O-Bank supervises compliance at overseas branches in accordance with the competent authority's "Self-Regulatory Guidelines Governing the Management Regime for Compliance, Anti-Money Laundering, and Countering the Financing of Terrorism of Foreign Branches (Subsidiaries) for Domestic Member Banks of the Bankers Association of the Republic of China". and holds periodic meetings with the chief compliance officers of the Hong Kong Branch and EverTrust Bank, O-Bank's US subsidiary, facilitating and ensuring alignment with regulatory requirements of compliance measures. Also, O-Bank periodically reviews the monthly and semi-annual compliance reports of the Hong Kong Branch Compliance Division as well as the compliance-related items on the meeting agenda of the EverTrust Bank Board. These matters are reported to the O-Bank Board on a periodic basis.

O-Bank strictly adheres to all applicable internal and external regulations, and was not involved in fraud, money laundering, insider trading, anti-competitive behavior, anti-trust or monopolistic behavior, malpractices, market manipulation in 2025, and it has not been subject to fines/settlements of exceeding US$100 million in the past three years, and it did not incur losses from legal proceedings in connection with the sale or provision of financial products or services. In the event of any regulatory violations or significant internal control deficiencies, the Bank conducts a case-by-case review involving the unit where the deficiency was found, the Compliance & AML/CFT Department, the Audit Department, and the Risk Management Department will jointly examine the reason for the deficiency's occurrence and its possible impacts, propose a corrective action plan, and follow up the completion of the corrective actions of the deficiency. Depending on circumstances, the matter may be reported to the Board together with an explanation of corrective action measures.

3.3.2 Anti-Money Laundering, Countering the Financing of Terrorism (AML/CFT), and Anti-Fraud

In compliance with the regulations of the competent authorities governing AML/CFT matters, O-Bank has adopted a Risk-Based Approach (RBA) to assess its exposure to ML/TF risk. The Bank has established relevant internal controls and management mechanisms, and regularly conducts employee training. Under this RBA framework, the Bank optimized its transaction monitoring alert thresholds and analyzed the effectiveness of suspicious activity red flags. Additionally, the Bank engaged EY to assist in conducting an institution-wide ML/TF risk assessment, which incorporated the Hong Kong Branch and the US subsidiary, EverTrust Bank, to perform a comprehensive review of the Bank's group-wide AML/CFT implementation.

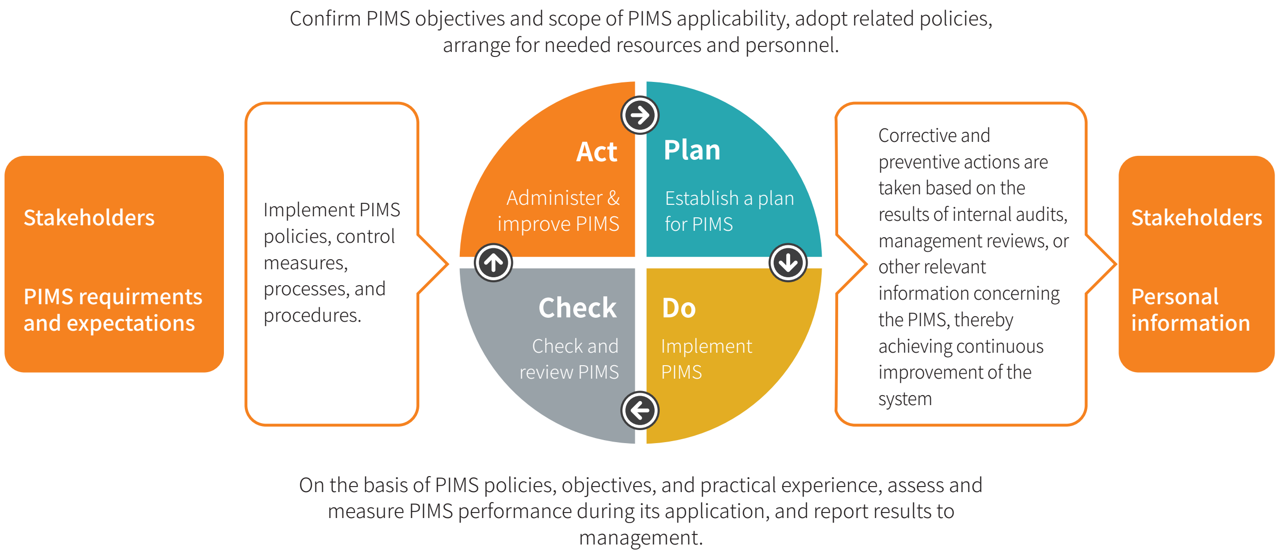
In addition, O-Bank annually conducts a comprehensive ML/TF risk assessment across four dimensions: customers, products and services, transactions or delivery channels, and geographies, and formulates its AML/CFT programs based on the assessment results. Meanwhile, the bank has adopted the "Guidelines for Anti-Money Laundering and Countering the Financing of Terrorism". If employees identify transactions suspected of involving money laundering or terrorist financing, they should report them in accordance with the prescribed procedures. To enhance employees' ability to respond to money laundering and terrorist financing, the bank conducts annual AML/CFT training, the content of which includes international economic sanctions measures and methods. In 2025, the training covered all employees in Taiwan, reaching a total of 1,109 participants. To ensure that all business operations comply with AML/CFT laws and regulations, the head office Chief AML/CFT Officer, in accordance with regulatory requirements, must review the ML/TF risk assessments of all new products, services, or lines of business prior to their application or launch. O-Bank has also established the "O-Bank Group Policy for Sharing AML/CFT Information," the "O-Bank Rules Governing the Management Regime for AML/CFT of Foreign Branches (Subsidiaries)," and the "O-Bank Group Operation Procedures for Sharing of AML/CFT Information" to strengthen the Group's AML/CFT governance and information sharing mechanisms. O-Bank semi-annually reports the AML/CFT operational status of its head office and the Group to the Audit Committee and the Board. In 2025, O-Bank incurred no regulatory penalties for AML/CFT violations.

To enhance the monitoring effectiveness of AML/CFT/CPF, O-Bank has not only leveraged digital technology to develop its AML system to implement automates transaction monitoring, name screening, and periodic reviews, but also continues to conduct enhanced, (such as name screening tests, transaction monitoring system tests, and suspicious transaction reporting related to money laundering or terrorism financing), as well as personnel training. (including training for new hires, incumbent employees, supervisors, business units, and board-level senior management). In terms of fraud prevention, in addition to conducting anti-fraud training for all staff, the bank has actively established a comprehensive anti-fraud framework, including: joining the "Real-time Inquiry Function" to collaborate with peers in disrupting suspicious cash flows; implementing enhanced care for individuals on the high-risk "potential victims" list; setting up an over-the-counter early warning mechanism for financial accounts suspected of fraud; strengthening warning mechanisms on online banking to remind customers to be mindful of transfer recipients; and partnering with police departments and communities to visit schools and adult day care centers to conduct anti-fraud awareness campaigns for students and senior citizens.

3.3.3 Personal Information Protection

O-Bank continues improving its protection and management of personal information. All of the Bank's operations comply with the "Personal Data Protection Act", the "Regulations Governing Security Measures for the Personal Information Files for Non-government Agencies," and other relevant external regulations. In addition, O-Bank also has the "Guidelines for the Collection, Processing and Use of Personal Data Files," which clearly stipulates that the Bank must obtain the consent of the data subjects (customers) before collecting and using customer information. Furthermore, O-Bank has established the "Guidelines for Entrusting Personal Information Files," which stipulates that third-party service providers accessing personal data from the Bank must comply with all of the bank's personal data protection regulations. To ensure that third-party service providers comply with the "Personal Data Protection Act" and the Bank's personal data-related regulations, O-Bank also requires them to sign a "Third-Party Service Provider Personal Data Risk Statement". Moreover, when a third-party service provider wishes to access personal data from O-Bank, the Bank must inspect the form and reason for access, check whether access to the relevant data is permitted, and implement corresponding control measures. Additionally, making reference to the latest version of the BS 10012 Personal Information Management System (PIMS), taking an institutionalized, documented, and systematized approach, and following the Plan-Do-Check-Act (PDCA) management model, O-Bank has established a PIMS (see Fig. 3-3). Its personal information management policy is faithfully implemented by analyzing operating procedures, information systems, and third-party management and exercising stringent control over the acquisition, processing, use, transmission, storage, archiving, and destruction of personal information. O-Bank also considers the matter from the perspectives of "organization," "procedures," and "information technologies" and takes a top-down approach, using a strategic eye to define organizational management and operations. By analyzing operating procedures and information systems, O-Bank reviews the lifecycle of personal information processes, all the way from acquisition, processing, use, transmission, storage, archiving, and destruction of personal information. Throughout the process, the location, access to, and control of personal information are tracked. At the same time, O-Bank reviews and minimizes personal information not needed for business purposes in order to reduce the organization's management and control costs. O-Bank continues to carry out a "BS 10012 Maintenance, Consulting, and Advisory Service" project to improve the protection and management of personal information.

Fig. 3-3: O-Bank Personal Information Management System (PIMS)



O-Bank has incorporated the management of personal information into its compliance management framework, and has established a Personal Information Management Task Force, which is composed of the Legal & Compliance Division, Risk Management Division, and the Information Technology Division. This Team is charged with the responsibility for: promoting the protection of personal information and control measures and plans; assisting all departments with their management of personal information; planning and conducting personal information management, education, and training activities; and formulating measures for responding to various supervisory requirements that relate to the protection of personal information. The Team seeks to ensure compliance with regulatory requirements and to implement the personal information protection framework.

Also, to ensure effective implementation of the personal information management mechanism, in addition to establishing a Personal Information Management Team, O-Bank has also set up a Personal Information Management Committee (Fig. 3-4), which is chaired by the president of O-Bank and composed of several members of senior management. The Committee holds an annual meeting to review and oversee Bank-wide personal information management mechanism matters reported by the Personal Information Management Task Force. Such matters include the examination or acknowledgement of rules governing personal information management, and the oversight and direction of crisis management and response. Subsequently, the Personal Information Management Committee submits

Fig. 3-4: O-Bank Personal Information Management Framework

self-assessment reports on personal data security maintenance to the Risk Management Committee for deliberation and then to the Board for review and discussion. On November 10, 2025, the Committee convened its annual meeting to review and decide on matters related to personal information as well as present a self-evaluation report of personal information security and maintenance to the Risk Management Committee and the Board.

To ensure effective management of personal information protection, in addition to including personal information management among the items that must receive attention in annual internal audits, O-Bank also retains a third-party institution to audit O-Bank's protection of personal information every year. O-Bank has obtained BS 10012:2017 Personal Information Management System (PIMS) certification for nine consecutive years, thus complying with regulatory requirements and keeping in line with international standards. In addition, to enhance employee awareness of the importance of personal information protection, and to improve their incident response capabilities, O-Bank offers regular company-wide training courses on personal information protection every year. These activities are complemented by compliance training, plus activities designed to better familiarize employees with related laws. In this manner, O-Bank seeks to incorporate awareness of personal information protection into its corporate culture, so as to honor its commitment to personal information protection. In 2025, O-Bank held four "Personal Information Protection Courses," which focused on different topics for the benefit of different types of participants. O-Bank also launched a digital learning platform, which is used to carry out compliance training and testing. There were separate sessions in the first and second halves of the year, and personal information matters were covered among the topics.


Certificate TW18/00206

The management system of

O-Bank

No.99, Sec. 2, Tiding Blvd., Neihu Dist., Taipei City 114, Taiwan (R.O.C.)
has been assessed and certified as meeting the requirements of

BS10012:2017

For the following activities
The provision of personal information protection and management operations of Insurance agency business and Wealth Management including the following departments:
- Wealth Management Department
- Business Department (WM Center Unit I)
- Retail Operation Department (Operation Unit of Business Department)
- Infrastructure and System services Department (System Support Unit、System Management Unit、System Operation Unit)

This certificate is valid from 28 February 2024 until 28 February 2027 and remains valid subject to satisfactory surveillance audits.
Issue 7. Certified since 28 February 2018

Certified activities performed by additional sites are listed on subsequent pages.

Authorised by
Stephen Pao
Deputy Director

SGS Taiwan Ltd.
No. 136-1, Wu Kung Road, New Taipei Industrial Park, Wu Ku District, New Taipei City 24803, Taiwan
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BS10012:2017 Personal Information Management System Certification

3.3.4 Intellectual Property Management

To strengthen its intellectual property management, O-Bank implemented the Taiwan Intellectual Property Management System (TIPS) in 2022 and successfully passed the initial TIPS (Level A) certification audit. The Bank has been gradually establishing an IP management framework aligned with its business goals and strategies to ensure that all departments adhere to proper IP practices, protect research and development outcomes, and enhance market competitiveness. In 2025, O-Bank passed the TIPS (Level A) recertification audit (valid through December 31, 2027). The Bank remains committed to innovation and will continue to build its intellectual property capabilities as part of its pursuit to develop a leading digital boutique bank.

3.4 Risk Management

3.4.1 Risk Management Policies and Operations

A financial services firm must formulate rigorous risk management policies to ensure that, when applied to different trading methods, product types, and routine operations, the firm is able to prudently assess various potential risks and control them effectively, thus maintaining compliance with the requirements of both domestic and overseas supervisory authorities. Acting in line with the overall business environment, its risk management capabilities, and external legislation, O-Bank has adopted a "Risk Management Policy" that has since been approved by the Board. The Bank has also adopted numerous internal rules governing credit, operational, market, liquidity, climate and nature, as well as anti-money laundering and terrorist financing risks, and have reported them for approval at the appropriate level of management in accordance with the principles of hierarchical authorization. The related operating procedures include risk identification, measurement, monitoring, reporting, and response strategies.

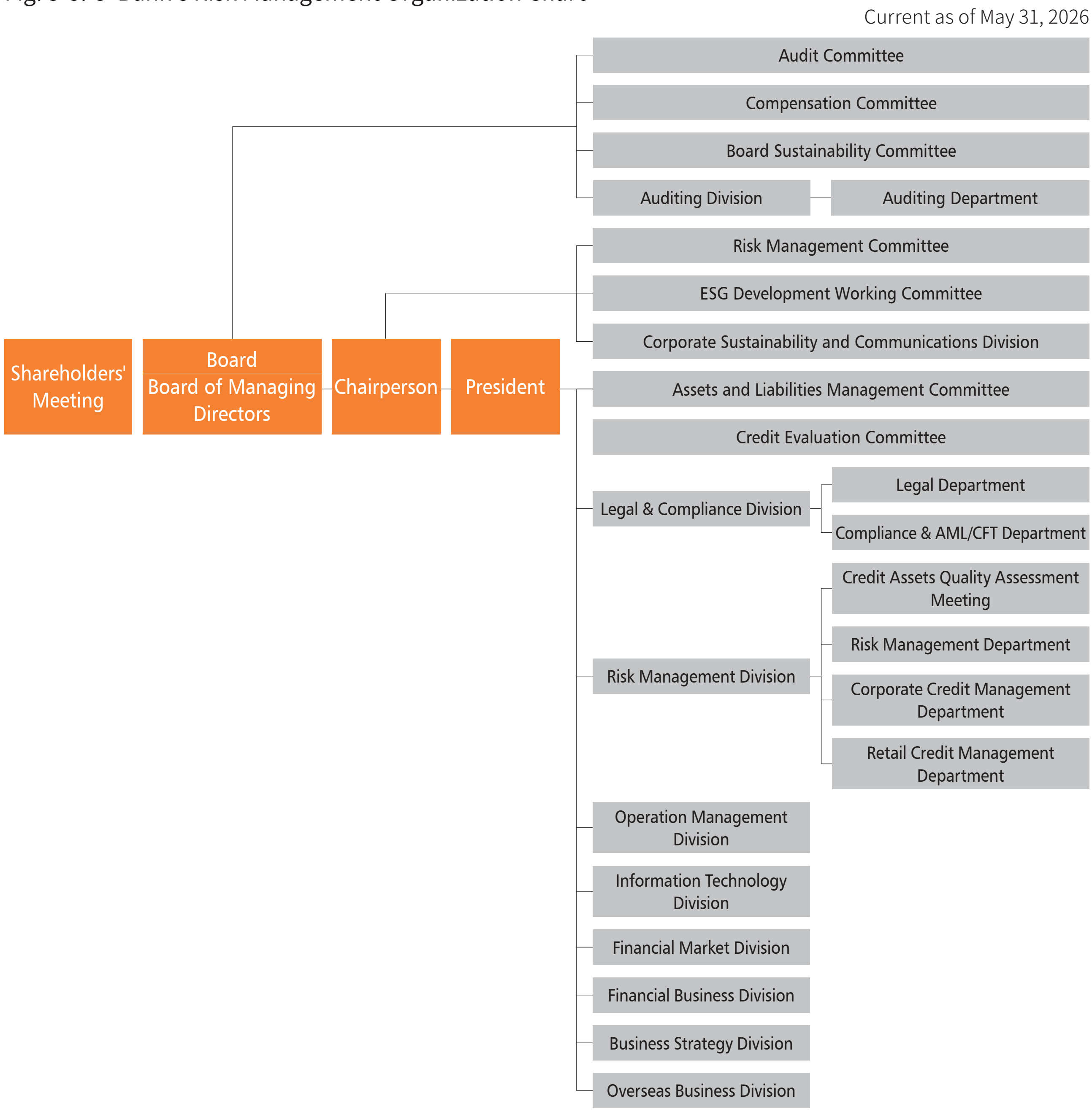
1. Risk Management Framework

The highest authority in O-Bank's risk management organization is the Board, which approves risk management mechanisms and risk appetite based on the overall business strategy and business environment. To ensure the effective implementation of bank-wide risk management procedures, a "Risk Management Committee" has been established under the Chairperson. This committee deliberates on risk management mechanisms and proposals requiring Board-level approval, and monitors the management and execution effectiveness of various risks. The Risk Management Committee convened 12 meetings in 2025 to discuss proposals regarding such matters as: business risk, credit risk, market risk, interest rate risk in the banking book, liquidity risk, and operational risk management; risk controls at EverTrust Bank; stress tests; climate and nature risk management reports; climate risk scenario analyses; the state of AML/CFT work; the overall execution status of information security; reports on major unexpected incidents; revisions to various risk management regulations; and review and monitoring of risk limits. Under the President, the "Assets and Liabilities Management Committee" and "Credit Evaluation Committee" have been established, with responsible departments convening regular meetings to discuss risk-related proposals. The Assets and Liabilities Management Committee convened 12 meetings and the Credit Evaluation Committee convened 50 meetings in 2025.

O-Bank divides its risk control units by business nature into the Risk Management Department, the Corporate Credit Management Department, and the Retail Credit Management Department. The Risk Management Department is responsible for building bank-wide risk management mechanisms; identifying, measuring, monitoring, controlling, reporting, and responding to its credit risks, market risks, operational risks, liquidity risks, and interest rate sensitivity risks; controlling non-performing assets; assessing asset quality; and supervising and monitoring effectiveness of risk management throughout the Bank. The Corporate Credit Management Department is responsible for drafting and revising regulations governing corporate credit operations; rating, scoring, and controlling corporate credit risks; reviewing and evaluating corporate credit applications and post-credit reviews; examining corporate credit agreements and collateral; and managing facility limit controls and releases. The Retail Credit Management Department is charged with drafting and revising regulations governing retail credit operations; rating, scoring, and controlling retail credit risks; and reviewing and evaluating retail credit applications and post-credit reviews.

During the risk monitoring of O-Bank, all exceptions such as violations of policies, limits, and authorizations are reported, processed and rectified immediately. At the same time, to ensure full disclosure of risk control status, O-Bank discloses the "Risk Management Policy" approved by the Board on its official website, as well as the risk management organization and its operational status. Meanwhile, the risk management units regularly report on the state of Bank-wide risk management at meetings of the Board and the Risk Management Committee, and the Bank also discloses the execution outcomes in the annual financial reports. In order to make continuous improvements to its risk management system, O-Bank periodically provides employees opportunities to communicate directly with the head of the Risk Management Division, soliciting feedback from employees at the "WeCare 2.0+ In-Person Sharing Sessions with Senior Management" activities. In addition, the Auditing Division conducts an internal audit annually on trading operations' market risk management procedures (including risk measurement systems, risk reports, and the management of interest rate risk in the banking book) in order to ensure the overall effectiveness of the Bank's risk management.

Fig. 3-5: O-Bank's Risk Management Organization Chart



2. Risk Management

O-Bank's risk management policy covers risk definitions, risk management objectives, risk management organization and scope of risk management functions, the responsibilities and authorities of authorized personnel, ownership of risk management functions, risk appetite, risk measurement methods, risk response strategies, communication of risk management information, and reporting mechanisms. In addition, in order to fully disclose the rights and obligations of the guarantors and the scope of their guarantee liabilities, O-bank regularly sends a guaranteed liability notification to the customer's joint and several guarantors each year, informing their maximum guarantee limiteds and outstanding guaranteed debt amounts at the Bank. O-Bank's specific risk control measures are detailed below:

Fig. 3-6: Framework of O-Bank's Risk Management Policies

(1) Credit Risks

The "Credit Policy" and "Credit Risk Management Principles" are approved by the Board as the execution guidelines and risk control basis for credit operations. O-Bank pursues sound credit asset quality and optimal earnings targets. In accordance with the fundamental credit principles of public interest, security, liquidity, profitability, and growth, the Bank prudently assess factors such as the borrower, source of repayment, use of funds, creditor protection, and credit outlook, thereby establishing the control mechanism for the credit portfolio and concentration limits. In addition, in order to control related-party transactions and strengthen the connectivity between related-parties' data, O-Bank maintains a Customer Information System (CIS) to effectively control information on credit-related parties.

In order to understand how changing economic and financial conditions affect O-Bank's risk-bearing capacity and capital adequacy, O-Bank conducts stress tests in accordance with the Financial Supervisory Commission's "Guidelines for the Conduct of Stress Tests by Domestic Banks". The results of these stress tests serve as important basis for risk management, and are used for ongoing adjustments to business development directions, credit policies, investment policies, and risk assessment procedures. The purpose is to ensure that, despite changes in the external environment, the Bank can still maintain adequate capital and pursue a proper balance between risk and returns in order to achieve its operational and management objectives. As of the end of 2025, O-Bank's top ten industries by loan balance and investment balance are shown in Table 3-9 and Table 3-10, respectively.

Table 3-9: O-Bank's Top Ten Industries by Loan Balance

Current as of December 31, 2025
Unit: NT$ million

Sector and Rank (Note 1)	Total Loan Balance
1. Individual Consumers (Note 2)	66,833
2. Finance and Insurance	62,504
3. Real Estate	37,604
4. Manufacturing	26,156
5. Wholesale and Retail Trade	13,499
6. Electricity and Gas Supply	7,281
7. Information and Communication	4,645
8. Accommodation and Food Service	4,142
9. Construction	3,979
10. Professional, Scientific and Technical Service	3,186

Note 1: The sector categorizations are based on the loan recipient and depositor categories adopted in statistics published by the Directorate General of Budget, Accounting and Statistics, Executive Yuan and the Central Bank of the Republic of China (Taiwan).

Note 2: The term "individual consumer" means a natural person who borrows money under their individual names.

Table 3-10: O-Bank's Top Ten Industrial Sectors by Investment Balance

Current as of: December 31, 2025
Unit: NT$ million

Sector and Rank (Note)	Total Investment Balance
1. Finance and Insurance	18,731
2. Manufacturing	10,180
3. Electricity and Gas Supply	5,538
4. Information and Communication	1,900
5. Real Estate	1,282
6. Transportation and Storages	412
7. Wholesale and Retail Trade	316
8. Mining and Quarrying	158
9. Public Administration and Defense; Compulsory Social Security	92

Note: The sector categorizations are based on the loan recipient and depositor categories adopted in statistics published by the Directorate General of Budget, Accounting and Statistics, Executive Yuan and the Central Bank of the Republic of China (Taiwan). As of December 31, 2025, the Bank's holdings covered only nine major industry categories.

(2) Market and Liquidity Risks

On the basis of three main product categories – comprising equity, interest rate, and exchange rate products – and their respective risk attributes, O-Bank has adopted regulations that set out express provisions governing risk management indicators, exposure limits, reporting of limit breaches, authorization levels, and corresponding corrective actions. To address market and liquidity risks, O-Bank takes care to ensure compliance and rigorous management that balanced profitability and security. Annually, in response to changing financial market conditions, the supervisory authority's liquidity risk measures, and plans for the Bank's business footprint, the Bank formulates management approaches and risk limits. Once these management approaches and risk limits have been reviewed and approved by the Assets and Liabilities Management Committee and the Risk Management Committee, they are submitted to the Board for final approval. Additionally, regarding the "Fundamental Review of the Trading Book" (FRTB) issued by the Basel Committee on Banking Supervision, which the competent authority officially implemented on July 1, 2025, the Bank initiated relevant research and assessment operations as early as 2022 and has successfully aligned with international standards in accordance with the scheduled timeline.

(3) Operational Risk

O-Bank's operational risk management policy includes clear-cut risk identification, control assessment, and reporting that govern such matters as the organizational structure, scope of risk management functions, allocation of roles and responsibilities, regulations, and implementation tools, including Loss Data Collection (LDC), Risk and Control Self-Assessment (RCSA), Key Risk Indicators (KRIs), and Clean Desk (CD) policies. To ensure that operational risk management mechanisms operate smoothly, O-Bank has included operational risk management execution within the annual performance appraisals of each unit, with units assigned a rating across five levels depending on how well they have carried out their operational risk management duties. The performance reviews are conducted at year's end. In addition, O-Bank completed the implementation of its Governance, Risk Management, and Compliance (GRC) management platform in June 2023 to enhance the efficiency and oversight of its internal control systems. With regard to non-financial risks, O-Bank, acting pursuant to regulatory requirements of the Financial Supervisory Commission (FSC), carried out an analysis based on the assumption that the Bank experienced an internal fraud event involving the misappropriation of customer deposits, resulting in FSC sanctions and additional operational risk capital requirements.

To heighten employees' awareness of the need to maintain the confidentiality of proprietary business information and the security of personal data, O-Bank continues to promote its Clean Desk initiative, and in view of the initiative's progress has revised its "Clean Desk Operational Risk Management Rules," which all units are expected to observe in their daily operations. O-Bank's risk management units conduct monthly random spot checks of each unit's compliance with Clean Desk standards. The scope of these spot checks encompasses the review of each unit's self-inspection records, as well as physical examinations of personal desks, folders, multi-function printers (MFPs), and file cabinets. These inspections verify operational forms are left on desks after working hours, printed documents remain unclaimed at MFPs, or laptops are left unlocked or unstored in locked cabinets. In 2025, the Bank comducted a cumulative total of 199 spot checks across all units, achieving an overall compliance rate of 88%. Any unit that fails to comply with the rules will have points deducted in its annual operational risk management performance evaluation, and the risk management units will notify the unit supervisor of any anomalies to facilitate internal awareness raising and corrective actions. The Bank will continue overseeing all units to ensure that they properly implement these measures and effectively mitigate the risk of proprietary business information and personal data being compromised through unauthorized disclosure or theft.

To ensure that supervisory information is reported more accurately and in a more timely manner, O-Bank has integrated the filing of financial statements via the Financial Supervisory Commission's One-Stop Window for Reporting of Financial Supervisory Information, and in November 2019 established the Regulatory Reporting section under the Risk Management Department to centralize and manage statutorily required reporting forms across revelant units. This unified management helps the Bank achieve compliance with the "Guidelines for Handling Defects in Filing of Supervisory Information by Domestic Banks".

(4) Emerging Risks

Faced with increasingly stringent supervision, rapid technology development, global environmental change, and uncertainties due to political and economic developments, financial institutions may have to deal with emerging risks that are unexpected or different from those of the past and could therefore have adverse impacts upon future business operations. To identify and manage emerging risks, O-Bank leveraged the "Global Risks Report 2026" published by the World Economic Forum to select those risks which are particularly relevant to financial institutions. The Bank then distributed survey questionnaires to revelant internal units, prompting them to assess the likelihood of occurrence and the degree of impact for each emerging risks. Based on the survey results, the Bank prepared an emerging risks analysis matrix, as shown in Fig. 3-8. With regard to the top two emerging risks, O-Bank further assessed their impact and formulated mitigation measures, as shown in Table 3-11.

Fig. 3-7: O-Bank Flow Chart for the Identification of Emerging Risks

Risk Identification

Select emerging risks in the World Economic Forum Global Risks Report that are particularly relevant to financial institutions.

Risk Measurement

- Disseminate questionnaires to internal units, assess the likelihood of emerging risks materializing and the degree of impact.
- Based on the survey results, prepare an emerging risks analysis matrix and select material emerging risk issues.

Risk Monitoring and Control

Study the impact of risks on business, and establish response plans (or mitigation measures).

Risk Reporting and Responses

Regularly reports on response measures for emerging risks, submit reports to Risk Management Committee and Board.

Fig. 3-8: Matrix of O-Bank Emerging Risks

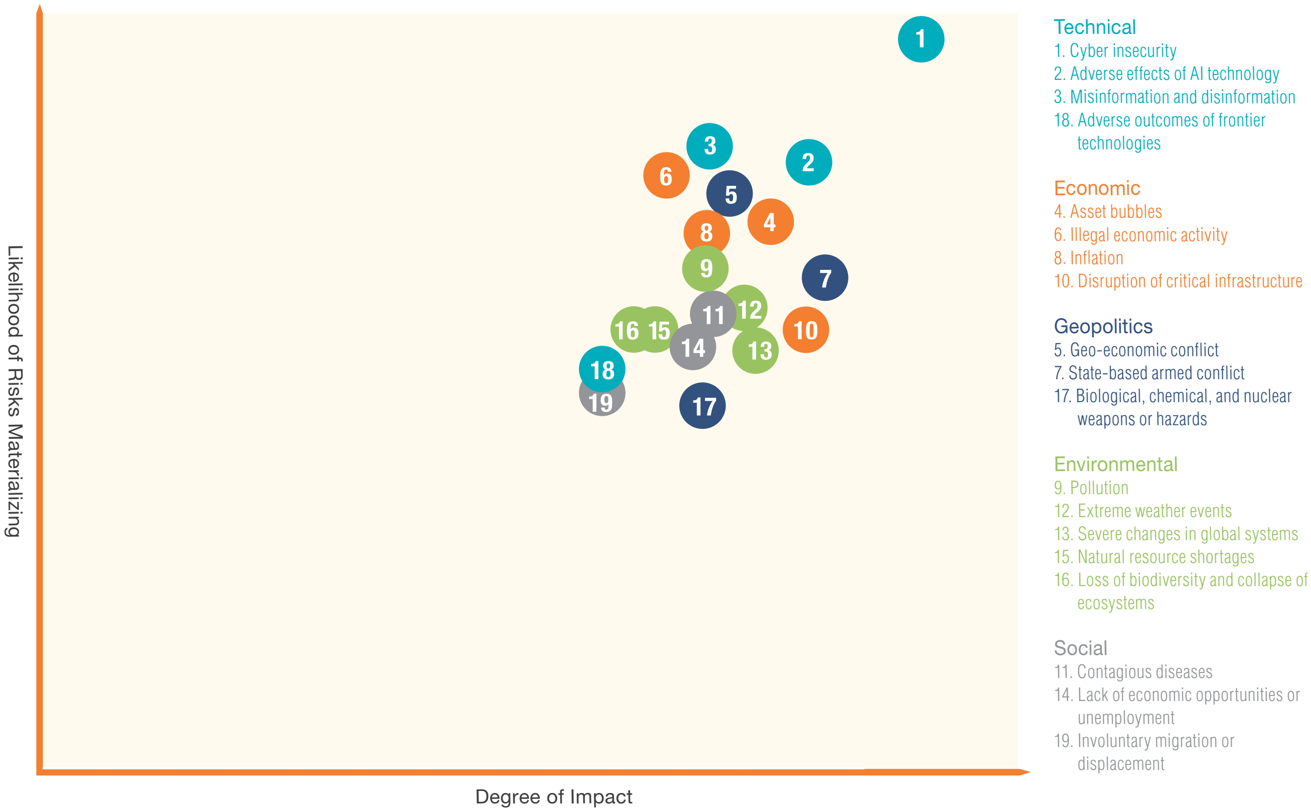


Table 3-11: Identification of Emerging Risks and Response Actions

Emerging Risk Issues	Risk Description	Impact or Effect on Business	Response Plan (mitigation measures)
Cyber insecurity	1. AI-Driven Multi-Layer Supply Chain Attack Risk: Attackers leverage artificial intelligence to conduct automated vulnerability scanning and perform sophisticated intrusions targeting security weaknesses in third-party vendors. Using the supply chain as a stepping stone, such attacks may disrupt the Bank's core operations, cause system paralysis, or result in large-scale customer data breaches. 2. Compliance Risk Arising from Regulatory Disparities in Cross-Border Data Transfers: Under a global financial services footprint, cross-border outsourcing involves multiple jurisdictions, creating a gap in regulatory stringency regarding personal data protection between data exporters and importers. This regulatory asymmetry easily leads to gray areas in personal data protection, increasing the Bank's exposure to legal disputes, regulatory sanctions, and compliance risks during cross-border data transfers. 3. Control Risk Associated with Cross-Border Sub-contracting in Data Transfers: Cross-border sub-outsourcing within outsourced operations often results in an overly extended data processing chain that is difficult to trace effectively. This increases the probability of personal data breaches during cross-border transmission and processing, diminishes the Bank's control over downstream data, and creates latent vulnerabilities in cybersecurity defenses.	1. Operational Disruption: If the Bank's critical systems or cloud service providers are compromised by cyberattacks, resulting in system paralysis or transaction disruptions, the Bank may be unable to access operational data or fulfill contractual obligations. This would render the Business Continuity Plan (BCP) ineffective, thereby triggering liquidity risks. 2. Regulatory Non-Compliance and Financial Losses: Failure to comply with cross-border data transfer requirements under the "Personal Data Protection Act" or applicable information security standards may expose the Bank to administrative sanctions imposed by the competent authority, including, but not limited to, the suspension of the business operations in question. In addition, large-scale personal data breaches could trigger civil litigation for damages, cross-border privacy disputes, and the loss of trade secrets, thereby increasing the Bank's compliance costs and potential financial losses. 3. Reputational Damage: Transaction disputes and customer data breaches resulting from cybersecurity incidents can erode customer trust in the Bank, weakening its competitive advantage in the financial market. If this escalates into a massive loss of customers, it could not only threaten the stability of the Bank's deposit base and business operations but also undermine investor confidence and potentially impact on the share price.	1. Strengthen Digital Supply Chain Governance: Implement comprehensive risk assessments for the digital supply chain, and clearly stipulate information security clauses, supply chain management commitments, and compliance and cooperation obligations for outsourced service providers within outsourcing agreements. For cross-border outsourcing, preference will be given to jurisdictions with robust personal data protection laws. In addition, by establishing cybersecurity procedures and conducting regular inspections of IT vendors, the Bank ensures that partners comply with its security standards, thereby mitigating the risk of supply chain compromise. 2. Construct a Dynamic Zero Trust Security Framework: Advance a Zero Trust Architecture (ZTA) and implement continuous, dynamic verification mechanisms to build a defense-in-depth network that extends beyond traditional perimeters. Assess personal data protection measures during the initial stages of system development to enforce data de-identification and the principle of least privilege, thereby strengthening digital defense resilience at the foundational level. 3. Enhance Operational Continuity and Monitoring Resilience: Establish round-the-clock cybersecurity monitoring and real-time response mechanisms to ensure rapid reporting and decisive action upon incident detection. Regularly conduct cybersecurity stress testing, defense drills, and off-site disaster recovery exercises to reinforce the Bank's business continuity capabilities under extreme scenarios.

Emerging Risk Issues	Risk Description	Impact or Effect on Business	Response Plan (mitigation measures)
Adverse effects of AI technology	1. Intellectual Property Ownership and Infringement Risks: Utilizing artificial intelligence technology to assist in business deliverables entail risks of intellectual property (IP) infringement. This includes the use of unauthorized content during the data acquisition phase or ambiguous ownership of AI-generated content, which may lead to the Bank infringing third-party IP rights or the failure to secure enforceable legal protection for its digital assets. 2. Deepfake Impersonation and Financial Fraud Risks: Attackers exploit AI deepfake technology to conduct highly realistic video and voice impersonations, forging identities and generating fraudulent data to illicitly obtain financial authorizations. They may even masquerade as the Bank's customer service personnel to mislead clients and execute social engineering scams (e.g., inducing fraudulent transfer instructions), threatening the security of financial services. 3. Algorithmic Bias and Digital Discrimination Risks: If data bias or a lack of transparency exists during the AI model training process, the model may generate unfair decision-making outcomes. Such decision-making bias may lead to digital discrimination against specific demographics, compromising the fair treatment of customer and their fundamental rights in accessing financial services. 4. Privacy Breach and Data Processing Risk: During AI application deployment or model training, customers may be misled into disclosing sensitive information, or that their personal data may be unintentionally logged. In the absence of robust privacy protection mechanisms, this could result in personal data breaches.	1. Legal Compliance and Asset Protection Risk: If the application of AI technologies involves infringement or violates regulations such as the "Guidelines for Artificial Intelligence (AI) Applications in the Financial Industry," the Bank may face administrative sanctions and litigation, while escalating compliance costs. Furthermore, if AI-generated content cannot secure copyright protection due to ambiguous legal definitions, or if trade secrets are leaked into external models, the Bank's core competitiveness could be undermined. 2. Financial Losses and Risk Management Failures: Identity impersonation by threat actors leveraging deepfake technology for identity impersonation could lead to unauthorized fund disbursements or successful fraud, causing direct financial losses for both the Bank and its clients. In addition, if AI models produce inaccurate predictions due to biased or insufficient training data, such inaccuracies could trigger a rise in the non-performing loan (NPL) ratio or investment losses, impacting the Bank's asset quality and risk management effectiveness. 3. Customer Complaints and Trust Risks: Algorithmic bias in AI applications that leads to discriminatory credit underwriting or compromises the fairness of financial services may trigger customer complaints and disputes. Moreover, transaction disputes arising from misleading AI-driven interactions can erode customer trust, damaging the Bank's brand credibility and favorability, while ultimately impacting its long-term reputation.	1. Establish AI Accountability Governance and Intellectual Property Management: The Bank requires vendors to provide proof of legitimacy regarding data sources used for AI training and explicitly includes IP non-infringement reprensentations and warranties in contracts. AI-generated content with commercial value is safeguarded as confidential information or trade secrets. Furthermore, the Bank has established an AI digital governance framework to ensure model development complies with explainability and fairness standards, while conducting periodic audits of intellectual property assets to mitigate infringement risks arising from technological evolution. 2. Implement Human-Machine Collaboration and Data Privacy Protection: The Bank adopts a robust human-in-the-loop mechanism for AI-generated outputs; all externally disseminated information and critical judgments must be reviewed by professionals to rectify potential algorithmic biases. At the data processing level, the Bank adheres to data minimization and data de-identification principles to ensure customer privacy protection is strictly enforced throughout the AI training process. 3. Strengthen Digital Security Awareness: To counter emerging threats such as deepfakes, the Bank conducts high-frequency, scenario-based email social engineering drills to strengthen the workforce's cybersecurity awareness and establishes measurable behavioral trend metrics as a basis for continuous management and performance improvement. Concurrently, it closely monitors domestic and international AI-related regulations to conduct compliance risk assessments, while establishing a dedicated anti-fraud portal on its official website to elevate customers' digital security vigilance.

(5) Brand Risk

Since reorganizing as a commercial bank, O-Bank has pursued brand exposure through many different channels, including social media. O-Bank has adopted a set of "Procedures for the Use of Social Media" to ensure that company information and the O-Bank brand image are properly presented in new media, and to manage associated risks. Also, in order to ensure that O-Bank information is presented in an accurate, consistent, and appropriate manner, the bank have also adopted a "Management Mechanism for the Public Statements of O-Bank Employees," which specifies who is authorized to speak publicly on behalf of the company, including the Chairperson, President, Head of Financial Business Division, Head of Legal & Compliance Division, Head of Business Strategy Division (and Deputy Spokesperson), Head of Operation Management Division, and Head of Corporate Sustainability and Communications Division (and Spokesperson). This type of restricted authorization ensures that public communications are accurate and reflect well on the company image. At the same time, O-Bank has set up a Public Relations Section under the Corporate Communications Department to assist the company in managing brand image and communications. The Public Relations Section monitors news reports on the company on a daily basis and checks for any mentions of the company on social media to stay current on news and consumer sentiment. Based on the functions of this Section, O-Bank can respond within the shortest possible time to maintain the company's reputation and brand image, and to avoid the risk of misunderstandings or improper information causing harm to O-Bank's brand image. In addition, O-Bank has established a comprehensive mechanism for inter-departmental liaison and communications so the company can quickly respond to the demands of stakeholders.

3. Crisis Management

To ensure that business continues as usual across all units during major incidents, customer rights and interests are safeguarded, and personnel and financial losses are minimized, O-Bank has adopted the "Major Accident Emergency Response and Recovery Plan Implementation Guidelines" and the "Organizational Guidelines for the Emergency Response Committee". The Emergency Response Committee is convened by the President of O-Bank, who is responsible for directing the company's handling of crises, taking charge of response measures, and ensuring that the Bank is able to promptly access information and effectively integrate cross-departmental information to facilitate swift action in response to emergencies.

To strengthen its ability to respond promptly to emergencies, O-Bank not only continued to maintain ISO 22301 Business Continuity Management System certification for its Corporate Internet Banking system in 2025, but also consistently conducted crisis drills to effectively manage operational risks. This included a drill in September 2025 on supplementary funding operations for the Interbank Settlement Guarantee Special Account (hereinafter referred to as the Special Account) to prevent insufficient balances during non-business hours, which could otherwise lead to failed customer transactions – such as interbank withdrawals and transfers – thereby impacting customer interests and the Bank's reputation. Additionally, the Bank conducted an off-site Business Continuity Plan (BCP) drill in May 2025 targeting critical operational systems, including corporate and retail banking accounting as well as online banking. Through scenario simulations, this drill verified that if the Bank encounters unexpected or major disasters that disrupt normal operations, the IT environment can still successfully activate backup systems, allowing key business transaction processes

Certificate TW24/00001092

The management system of

O-BANK CO., LTD.

No.99, Sec. 2, Tiding Blvd., Neihu Dist., Taipei City 114, Taiwan (R.O.C.)

has been assessed and certified as meeting the requirements of

ISO 22301:2019

For the following activities

Business Continuity Management System includes financial services of Enterprise Internet Banking Service for Taiwan region.

This certificate is valid from 30 December 2024 until 30 December 2027 and remains valid subject to satisfactory surveillance audits.

Issue 1. Certified since 30 December 2024

Certified activities performed by additional sites are listed on subsequent pages.

L. Moran

Authorised by

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Business Manager

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ISO 22301:2019 Corporate Internet Banking Business Continuity Management System Validation Certificate to operate normally. Personnel from the Auditing Division conducted on-site observations alongside participating units to monitor the operational procedures, successfully achieving the objective of verifying actual business operations and meeting continuous operation deployment goals. The following Bank units take part in the annual drills, and are responsible for the following tasks:


O-Bank conducted an off-site backup Business Continuity Plan (BCP) drill in May, 2025 and a switchover drill between its Primary and Secondary Data Centers in December, 2025

- Information Task Group: This task group is composed of personnel from the Infrastructure and System Services Department, Application System Development Department, Core Banking System Development Department, Digital Channel System Development Department, Integrated System Development Department, and Information Security Department. Acting in accordance with the "Standard Drilling and Testing Procedures for Information Systems Continuity," this task group focuses on procedures for network connectivity, system connections, and system recovery.
- Business Operations Task Group: This task group is composed of personnel from the Corporate Operation Department, Retail Operation Department, Deposit and Payment Department, Corporate Cash Management and e-Banking Department, Hong Kong Branch, and Trust Department. In accordance with the established drill plan f, this task group conducts system validation and testing for various business transactions.
- Planning Task Group: The Operation Planning Department implements overall planning of business continuity drill plans, and is responsible for communicating and coordinating among the various groups.
- Services Task Group: The General Affairs Department is responsible for arranging transportation, catering, and related services.

The Bank established its "Primary Data Center" within Far EasTone's Banqiao Cloud Data Center in 2025. This facility has been certified as a Tier III Data Center by the Uptime Institute, a globally recognized authority, and is expected to significantly mitigate the risk of information system disruptions caused by natural disasters such as earthquakes, floods, and fires. The Bank has also re-designated its original Neihu data center as the backup Secondary Data Center. Following the official launch of the Primary Data Center in November 2025, the Bank transitioned its off-site disaster recovery drills into live production environment switchover exercises between the primary and secondary sites. By executing individual switchovers of core application services between the primary and secondary centers, this Bank effectively minimizes operational risks and manual labor while bolstering system continuous service resilience. The Bank conducted a switchover and validation exercise in December 2025 between the Primary and Secondary Data Centers for 31 systems, including MUREX, the Taiwan Clearing House (TCH) Automated Clearing House (ACH) service, the general ledger accounting system, and bond and bill systems. All verifications were completed according to the original plan, with no major abnormalities or areas requiring improvement.

Also, in order to respond promptly to major contingencies and control related risks, O-Bank acts in accordance with the "Directions Governing the Scope of Reportable Major Contingencies, Reporting Procedures, and Other Compliance Matters" issued by the Financial Supervisory Commission, and has adopted its "Mechanism for Handling Major Contingencies" for compliance. In 2025, the Bank experienced three contingency incidents: a server room overheating incident caused by a momentary utility power voltage drop, an external service interruption caused by server room relocation and migration operations, and a client matching a fraud syndicate sanctions list under investigation by the Investigation Bureau.

3.5 Information Security

3.5.1 Information Security Management Policy

To ensure proper implementation of the information security management system and rigorous execution of the information security operations, O-Bank's Board has adopted an Information Security Policy. O-bank's Information Security Department is responsible for information security, and the Chief Information Security Officer coordinates the promotion of information security policies and the deployment of resources throughout the Bank. In addition, the Bank established an "Information Security Promotion Team" and an "Information Security Implementation and Examination Team". Convened by the Head of Information Technology Division, the Information Security Promotion Team is responsible for supervising and deciding on matters related to the information security management system. The team convenes each half-year to examine the implementation status of the information security management system and provide needed resources, and it met twice in 2025. The Bank reports the implementation status of its information security management to the Board on a quarterly basis, and it must, on an annual basis, have its Chairperson, President, Chief Auditor, Chief Compliance Officer, and Chief Information Security Officer jointly issue the "Internal Control System Statement" and submit it to the Board and senior management, which are responsible for oversight. In addition, O-Bank has also retained an information security professional to serve as a standing cybersecurity advisor and provide the Bank with appropriate and professional information security policymaking advisory opinions.

O-Bank's information operations comply with applicable laws and regulations on information security, as it sets the information security policies and goals, adopts implementation and maintenance measures, reviews and amends policies, regulations and risk assessment. The Bank follows the Plan-Do-Check-Act (PDCA) cycle in an ongoing effort to improve and strengthen all relevant aspects, and its Auditing Division conducts annual internal audits covering information infrastructure, software development and maintenance, IT support and control procedures, and the Information Security Management System (ISMS). Furthermore, O-Bank received the ISO 27001:2013 certification for its ISMS in 2017, and completed its three-year recertification cycle in 2022. The scope of the ISO 27001:2013 certification audit in 2023 has been expanded to include all of O-Bank's application systems and information infrastructure (including the data center), achieving 100% certification coverage across all IT units. In 2025, the Bank successfully passed the recertification audit for the updated ISO 27001:2022 standard. Going forward, O-Bank will continue to undergo impartial third-party surveillance audits every year to maintain the validity of the ISO 27001:2022 certification, ensuring the effective operation of its ISMS, thoroughly implementing it in the course of routine business operations, raising the level of information security, and safeguarding the security of customer information.


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ISO/IEC 27001:2022

O-Bank has obtained ISO 27001:2022 Certification for its Information Security Management System

O-Bank's information security goals are as follows:

- Ensure the confidentiality of information assets by enforcing data access controls, restricting access solely to authorized personnel.
- Ensure the integrity of information operations management to prevent unauthorized modification.
- Ensure the continuous availability of information operations.
- Ensure the compliance of information operations with applicable laws and regulations.

3.5.2 Protective Measures for Information Security

O-Bank has acquired information security tools and established robust security control mechanisms to maintain and fortify its cybersecurity defense posture. To ensure the security of the IT environment, O-Bank has deployed the following measures: antivirus systems, double-layer firewalls, intrusion prevention systems(IPS), file and server access controls, network traffic anomaly detection systems, automatic patch updates, website links controls, instant messaging controls, email filtering, external storage device controls, data loss prevention, database activity monitoring, control of mobile devices, privileged accounts management, two-factor authentication, laptop hard disk encryption, advanced persistent threat (APT) prevention, distributed denial-of-service (DDoS) mitigation, endpoint detection and response, network detection and response system, managed detection and response (MDR) services, vulnerability tracking and management system, browser isolation security, and a web log analysis platform. Regarding application security, source code, black-box, and open-source code scanning tools, along with pre-launch verification mechanisms, have been established. In addition, to validate the effectiveness of its security defenses, it introduced an External Attack Surface Management (EASM) security rating mechanism in 2025. This proactive approach leverages continuous automated monitoring and quantified rating metrics to identify potential exposures and enhance the overall cyber resilience of its digital assets. Concurrently, to mitigate potential losses from accidental damage to electronic equipment, the Bank maintains annual "Electronic Equipment Damage Insurance". This coverage mitigates the compensation risks arising from business interruptions caused by sudden accidents that damage or destroy electronic equipment. In 2025, O-Bank's information security expenditures (hardware, software, licensing, and personnel training costs) totaled NT$138.61 million (approximately US$4.38 million), accounting for 13% of the total IT budget.

Each year O-Bank engages a third-party professional information security organization to evaluate the information security of computer systems and mobile apps, ensuring the safety of network communications, computer systems, IoT equipment, and various application systems through comprehensive testing and remediation. This organization's evaluation includes host vulnerability scanning, system penetration tests, and simulated hacker attacks to analyze potential vulnerabilities and attack scenarios that the Bank might face. The scope of the computer system security assessment encompasses: information architecture reviews, network activity reviews, and testing of network equipment, servers, endpoints, IoT devices, client-side applications, security configurations, compliance alignment, and social engineering drills. Mobile app security test is conducted in accordance with the "Basic Security Testing Baseline for Mobile Applications" issued by the Mobile Application Security Alliance, evaluating the security controls of both mobile applications and server-side interfaces. As for professional development for company personnel, O-Bank conducts periodic education, training, and email awareness activities to help employees better understand the importance of information security, related threats, and legislative trends. O-Bank also performs annual social engineering drills for all employees. In the 2025 drills, 3.98% of phishing emails were opened, 2.10% of email links were clicked into, and 0.78% of email attachments were opened. Employees who failed to meet the drill standards were provided additional training and re-tested to make them more alert to phishing attacks. In addition, personnel in O-Bank's IT department in 2025 obtained a total of 28 international information security certifications to continue improving their technical proficiency.

O-Bank periodically conducts internal information security risk assessments to identify information security risks and understand the level of risk to which each information security asset is exposed. Factors considered include information security asset value, vulnerabilities, threats, internal issues, external issues (including laws and regulations, major information security incidents, technological changes, and industry shifts), and the requirements of stakeholders. O-Bank also takes appropriate security defense measures to mitigate cybersecurity risks. O-Bank conducts internal information security tests and vulnerability scans in order to quickly discover system vulnerabilities, remediate, and track them. At the same time, the Bank integrates external threat intelligence to review and assess its internal vulnerabilities and risks, and deploy corresponding defenses.

3.5.3 Information Security Drills

To ensure that the Bank's personnel can promptly report and handle incidents to minimize the operational impact when information systems sustain malicious attacks, O-Bank conducts annual information security scenario drills focusing on Distributed Denial-of-Service (DDoS) attacks, malware attacks, and personal data breaches to enhance its emergency response capabilities, as detailed below:

- Distributed Denial-of-Service attack drills: O-Bank and its Internet Service Provider (ISP) conduct annual DDoS attack drills to ensure that employees are familiar with respective contact windows, roles and responsibilities, and operational procedures. O-Bank also updates its "Distributed Denial-of-Service Attack Response Plan" in a timely manner.
- Malware attack drills: O-Bank conducts annual malware attack drills to ensure IT personnel are proficient in detection, notification, isolation, remediation, and recovery procedures when PCs or servers are subjected to malicious attacks.
- Personal data breach drills: Each year, O-Bank simulates different personal data breach scenarios. Depending on the scope and severity of the potential impact, the participation scope is expanded to encompass additional business units. Post-drill reviews are conducted to ensure that revelant employees are fully proficient in response procedures, enabling them to respond rapidly during subsequent drills or actual incidents.

O-Bank has adopted information security incident reporting and handling procedures, and has set up a rating system to distinguish between information security incidents of differing degrees of severity. After the information security team receives an incident report, it resolves the information security incident within the prescribed handling timeframes, and conducts a cause analysis and takes corrective action to prevent recurrence. In the event of a major security incident that meets the definition of the Bank's "Mechanism for Handling Major Contingencies," a temporary emergency response team will be set up by the relevant units, the Legal & Compliance Division, the Auditing Division, and the Risk Management Department, in order to formulate relevant countermeasures. In 2025, O-Bank experienced three information system anomalies. Investigations revealed that all incidents were caused by hardware or software malfunctions rather than hacker intrusions or virus infections. No data breaches or leaks of customer information occurred, and the Bank incurred no regulatory fines or financial losses resulting from customer data protection lawsuits.

3.6 Tax Governance

3.6.1 Tax Policy

Adhering to the spirit of tax compliance and sustainability development, O-Bank implements tax strategies, manages tax costs, and effectively manages tax risks. The Bank has established a sound tax management system and tax governance culture, fulfilling its obligations as a corporate citizen. O-Bank's tax governance policy is as follows:

- Properly comply with the tax legislation in every jurisdiction where O-Bank operates, correctly calculate tax liabilities, and pay tax returns within the legally prescribed time period.
- Attach importance to economic conditions, treat actual economic output as the basis for calculation of tax liabilities, avoid erosion of the tax base, refrain from using a tax framework designed to seek tax avoidance, and refrain from transferring profits to low-tax jurisdictions or tax havens for the purpose of tax avoidance.
- Transactions with related parties are conducted at arm's length, shall be compliant with the tax legislation in every jurisdiction where O-Bank operates, and O-Bank shall prepare transfer pricing documentation for the purpose of complying with transfer pricing regulations.
- With respect to changes in tax legislation (whether it is the tax legislation in every jurisdiction where O-Bank operates or is international tax legislation), O-Bank shall be able to conduct comprehensive and detailed evaluations of the impacts of such changes, and be able to quickly develop response measures in order to properly limit the scope of tax risks and achieve the goal of sustainable corporate development.
- While ensuring that the Policy complies with the tax legislation in every jurisdiction where O-Bank operates, O-Bank shall carry out appropriate tax planning to prevent double taxation, lower tax costs, and enhance shareholder value.
- Abide by financial reporting standards and related legal requirements, periodically disclose tax information to stakeholders in financial reports and other public information to ensure the transparency and openness of tax information.
- Maintain open communications with tax authorities, proactively participate in tax seminars by providing practical perspectives and insights of the industry, and provide any support which is beneficial to the tax environment and taxation system.
- Conduct ongoing training to cultivate talent and enhance professional tax expertise.

The Board is the highest oversight body for O-Bank's tax risk management mechanisms. The Board approves overall tax governance policies to ensure the effective implementation of tax management mechanisms. The Finance and Accounting Department is O-Bank's tax management unit, and thus responsible for ensuring that taxes are properly handled, reported, and paid by due dates, and that related documents are properly retained. It also prepares reports on major tax matters and submits them from time to time to the Board.

3.6.2 Tax Governance and Communication

In order to manage tax risks, O-Bank's Finance and Accounting Department conducts semi-annual compliance self-assessments and quarterly self-inspections to ensure that taxes are filed and paid in accordance with regulations. To effectively mitigate tax operational risks, the Bank continues to subsidize personnel engaged in tax operations to participate in external training programs and seminars to enhance their tax knowledge, while rigorously implementing a job deputy system to ensure the continuity of relevant experience and professional expertise. In 2025, the Bank conducted tax-related internal education and training for 80 newly recruited account opening personnel, covering the Common Reporting Standard (CRS) and the Foreign Account Tax Compliance Act (FATCA). The terms and conditions for transactions between O-Bank and related parties are the same as those for transactions with non-related parties. O-Bank's transactions are thus conducted at arm's length, are compliant with host-country legislation, and are supported by proper transfer pricing documentation to demonstrate compliance with transfer pricing rules. For more detailed information on O-Bank tax matters in different tax jurisdictions in 2025, see Table 3-12.

O-Bank prepares its financial reports in compliance with International Financial Reporting Standards (IFRSs) as approved and issued by the Financial Supervisory Commission, and discloses tax information to stakeholders in accordance with relevant regulations. As for communication on tax matters, O-Bank provides diverse and convenient communication channels, and has dedicated contact windows and email addresses for different types of stakeholders to make it easier for them to provide their views regarding tax matters. To maintain open lines of communication with tax authorities, in addition to consulting with the tax authorities regarding questions about routine tax matters, O-Bank personnel engaged in tax matters also take active part in seminars held by tax authorities in order to enhance tax knowledge and to have opportunities to communicate face-to-face with tax authority personnel. O-Bank has also joined the Bankers Association of the Republic of China and the Taiwan Securities Association in order to participate in discussions on tax issues and express its views and recommendations.

Tax Governance Policies

Table 3-12: Detailed Information on O-Bank Tax Matters in Different Tax Jurisdictions in 2025

Unit: NT$ million

Tax Jurisdiction	Main Activity	Number of Employees (Note 2)	Standalone Net Revenue	Income from Sales with Third Parties	Income from Internal Sales	Profit before Income Tax	Tangible Assets other than Cash and Cash Equivalents	Income Taxes Paid in Cash	Income Taxes Payable
Taiwan	Banking	1,145	4,817	4,792	25	1,253	2,465	51	149
Hong Kong	Banking	114	1,873	1,265	608	961	39	68	168
Mainland China	Non-profit business activities	3	0	0	0	-9	0	0	0
Australia	Non-profit business activities	2	0	0	0	-12	2	0	0
Total		1,264	6,690	6,057	633	2,193	2,506	119	317

Note 1: References to "O-Bank places of business throughout the world" include places of business in Taiwan, Hong Kong (the Hong Kong Branch), and mainland China (the Tianjin Representative Office), and Australia (Sydney Representative Office).
Note 2: The term "number of employees" in this Table does not include O-Bank's 12 directors, and therefore differs from the number disclosed in the Bank's standalone financial statements.
Note 3: O-Bank's adjusted effective tax rate for 2025 was 21.71%, roughly equal to Taiwan's income tax rate of 20%.
Note 4: Due to the special characteristics of the financial industry, the term "standalone net revenue" in this table means "operating revenues."

Table 3-13: Detailed Information on O-Bank Tax Matters in Different Tax Jurisdictions in 2025 (Including Subsidiaries Included in Consolidated Financial Statements)

Unit: NT$ million

Tax Jurisdiction	Name of Company	Main Activity	Number of Employees (Note 1)	Consolidated Net Revenue	Income from Sales with Third Parties	Income from Internal Sales	Profit before Income Tax	Tangible Assets other than Cash and Cash Equivalents	Income Taxes Paid in Cash	Income Taxes Payable
Taiwan	O-Bank	Banking	1,313	6,957	6,882	75	2,657	2,554	394	673
	China Bills Finance	Brokerage, dealing, and underwriting of bonds and bills								
	IBT Management Corporation	Investment consulting								
	IBT VII Venture Capital Co.	Venture capital investing								
Hong Kong	O-Bank Hong Kong Branch	Banking	114	1,873	1,265	608	961	39	68	168
USA	IBT Holdings Corp. and its subsidiary, EverTrust Bank	Holding company and bank	100	1,136	1,136	0	555	29	273	172
Mainland China	O-Bank Tianjin Representative Office	Non-profit business activities	3	0	0	0	-9	0	0	0
Australia	O-Bank Sydney Representative Office	Non-profit business activities	2	0	0	0	-12	2	0	0
Singapore	O-BANK CAPITAL ASIA PTE. LTD.	Market research and public opinion polling	0	0	0	0	0	0	0	0
Total			1,532	9,966	9,283	683	4,152	2,624	735	1,013

Note 1: The term "number of employees" in this Table does not include O-Bank's directors, and therefore differs from the number disclosed in the Bank's consolidated financial statements.

Note 2: Due to the special characteristics of the financial industry, the term "consolidated net revenue" in this table means "operating revenues."

Table 3-14: O-Bank Effective Tax Rate (Including Subsidiaries Included in Consolidated Financial Statements), 2024~2025

Unit: NT$ thousand

<table>
<tr><th colspan="2">Item</th><th>2024</th><th>2025</th></tr>
<tr><td colspan="2">Consolidated income before tax (A)</td><td>5,016,604</td><td>4,152,118</td></tr>
<tr><td colspan="2">Income tax expense recognized in profit or loss (B) (Note 1)</td><td>1,123,745</td><td>1,002,847</td></tr>
<tr><td colspan="2">Effective tax rate=(B)/(A)</td><td>22.40%</td><td>24.15%</td></tr>
<tr><td rowspan="3">Adjustments (C) (Note 2)</td><td>Adjustments of timing differences (Note 3)</td><td>14,647</td><td>3,695</td></tr>
<tr><td>Adjustments of tax-exempt income (Note 4)</td><td>-375,391</td><td>-150,013</td></tr>
<tr><td>Adjustments of other items</td><td>164,465</td><td>62,767</td></tr>
<tr><td colspan="2">Adjusted income tax expense = (B-C)</td><td>1,320,024</td><td>1,086,398</td></tr>
<tr><td colspan="2">Adjusted effective tax rate =(B-C)/(A)</td><td>26.31%</td><td>26.16%</td></tr>
<tr><td colspan="2">Amount of income taxes paid in cash (D)</td><td>967,029</td><td>734,817</td></tr>
<tr><td colspan="2">Cash tax rate=(D)/(A)</td><td>19.28%</td><td>17.70%</td></tr>
</table>

Note 1: O-Bank's income tax expense recognized in profit or loss for the year ended December 31, 2025 is the sum of accrued income tax of NT$1,012,684 thousand, the deferred income tax arising for the year ended December 31, 2025 NT$-11,440 thousand, and adjustments to prior years' income tax of NT$1,603 thousand.

Note 2: Taiwan's income tax rate is 20%, which is slightly lower than the average effective tax rate for the banking industry provided by the Global Industry Classification Standards (GICS). In addition, under Taiwan tax legislation, certain types of income, like gains from securities transactions, and domestic dividends income, are tax-exempt, therefore the effective tax rate is often lower than Taiwan's statutory tax rate. The adjustments came to NT$-196,279 thousand in 2024 and NT$-83,551 thousand in 2025 respectively.

Note 3: Adjustments of timing differences: These were mainly due to the Group not recognizing deferred income tax items arising from temporary differences. The tax impact on tax expense in 2024 came to NT$14,647 thousand and NT$3,695 thousand in 2025.

Note 4: Tax adjustments items related to tax-exempt income refer to income from domestic investments (including investments under equity method), and profit or loss from Offshore Banking Unit (OBU) operations, etc.

4. Customer Service

4.1 Financial Services and Innovation

4.1.1 Enhanced Financial Services

1. Corporate Finance Services

O-Bank offers corporate clients customers industry's first e-banking platform, which includes a unique integrated security tool that includes the five major features: "scalable security management," "to-do lists," "integrated balance & transaction report," "my favorites," and "alerts/notifications." Adequately taking into account both convenient and secure transactions, O-Bank creates the solutions which could let our customers carry the bank wherever they go. In addition, the e-banking platform has also launched at Hong Kong Branch and the service is available to both corporate and retail customers.

O-Bank Corporate e-Banking Services

O-Bank corporate customers can use the e-banking platform to carry out integrated payment/collection services, and access the real-time account & transaction reports. The customers can also use this single platform to integrate cash flows, and easily complete cross-border and supra-regional transactions. These features have efficiently reduced customers' costs and improved the benefit of their capital utilization. In addition, O-Bank offers Automated Clearing House (ACH) services, which enable our clients to carry out regular, multiple, and small amount payment/collection services. Customers can easily make inquiries online, e.g. check on the progress of third-party collection and payments, track the progress of seal/signature verifications, and view transaction reports.

O-Bank's corporate e-banking platform is enhanced each year to meet corporate customers' business requirement. For example: added a brand new online payroll service to enable customers to schedule individual or batch salary payments on either weekdays or weekends, and simultaneously help by transmitting salary details for the reference of corporate customers and their employees; launched the Enhanced Automated Clearing House (eACH), a faster and more efficient payment/collection services through which multiple large-amount transactions can be completed in a short period of time; launched a new corporate virtual account and convenience stores funds collection service to provide customers with multiple payment receipt channels, which help customers identify the sources of funds and make the reconciliation and funds collection more efficient; and security control components have been upgraded and support multiple browsers and operating systems. In these and other ways, O-Bank continues to provide corporate customers with secure and convenient corporate e-banking services.

To enable corporate customers to obtain real-time access to account and related information, O-Bank communicates with corporate customers via the "e-Advice" automated messaging service. With the integration of communication, payment, and service channels, this system provides corporate customers with over 90 types of business information, including account reconciliation statements, transaction vouchers, and ordinary notifications. Corporate customers have the option of activating automated Email notifications, which keep them constantly up to date on account information while cutting down on the consumption of paper-based documentation.

In addition to Corporate e-banking service and "e-Advice" automated messaging system, which enable corporate customers to conduct transactions and check account information at any time and place, O-Bank also provides a wide range of flexible corporate deposit programs that cater to large, medium, and small size enterprises with preferential deposit rates that could be customized to meet the requirement of customers. In addition, in response to government policies and market conditions, O-Bank also launches NTD and USD special rate schemes when appropriate to meet the needs of customers who hold large amounts of funds. In this manner we enhance relationships with customers and develop stable and lasting sources of funds.

To provide small and medium-sized enterprises (SMEs) with convenient online financial services, O-Bank launched "O-Bank O-Speed Pay", an exclusive internet banking platform for SME clients in 2025. The platform retains only the core functions most frequently used by SME clients, offering a cleaner interface and more intuitive user experience. In addition, "O-Bank O-Speed Pay" does not require card reader authentication – transactions can be completed simply by entering a one-time password (OTP).

In addition, O-Bank assumes buyer credit risk and engages in accounts receivable collection and management to meet the need for accounts receivable services that arises for corporate customers in connection with their provision of products and services. Where customers have questions about accounts receivable services, O-Bank provides explanations and suggestions, and also provides buyer credit limit inquiries and transaction inquiry services; for factoring service customers, O-Bank provides online accounts receivable transfer and inquiry services so that customers can have real-time access to account information. Furthermore, to enhance service quality, O-Bank assigns a dedicated relationship manager to each corporate client and offers tailored recommendations for trade financing structures. Through the Bank's convenient financing channels, corporate clients can promptly meet their funding needs.

2. Retail Digital Financial Services

O-Bank has relied on digital financial technology to build up the first native digital bank in Taiwan. Through mobile devices, customers can use multiple types of financial services online, including fully online account openings, fully online applications for loans, online purchasing of shares in investment funds, upgrading of digital accounts, and currency exchange. All such transactions can now be completed online, thus saving customers the time it takes to travel to a bank branch and wait in line at a service counter. In addition, O-Bank offers customers a wide range of convenient account transfer options. Besides using QR Codes and the "shake to connect" function to complete account transfers, once a customer's mobile phone number has been linked to their O-Bank deposit account number, inputting the phone number is all it takes to make a deposit or transfer funds to their O-Bank account. This has greatly increased the convenience of account transfers.

O-Bank QR Code scan-to-pay function

O-Bank online Red Envelope function

O-Bank online currency exchange function

O-Bank continues to develop innovative app functions to satisfy customers' different daily needs: with the O-Bank Red Envelope function, customers can use their mobile phones to send cash-filled "red envelopes" as gifts to friends and relatives. And now, in an industry first, these red envelopes can even be sent to people without an O-Bank account; applications can now be submitted online to open foreign exchange accounts. At any hour of the day or night, customers can use their O-Bank mobile app to apply to open a foreign exchange account. Customers can buy and sell 12 different foreign currencies online 24 hours a day. The app also has a real-time rate alerts that keeps customers instantly updated on foreign exchange rate movements; with parent-child accounts, the O-Bank accounts of parents and children are linked to each other so that the parents can use the O-Bank app to check the details of their child's spending activity and account transactions in real time, and set limits on the amounts that their child can withdraw or transfer, and limit the amount of their child's debit purchases.

O-Bank has also launched many new tools for payment of bills and fees. Customers can use the O-Bank app to pay electricity bills, water bills, gas bills, phone and Internet bills, fuel taxes, parking fees, and credit card bills. And to help with customers' bookkeeping tasks, the O-Bank app has a payment management function that can be used to present information on the nature and amount of all expenditures by customers, and by integrating account transactions, debit card purchases, and iPASS Card tap purchases, the items of expenditure are automatically categorized.

O-Bank online bill payment function

O-Bank payment management function

O-Bank customers can download their passbook cover page and detailed information on the most recent three months of account activity

To meet the needs of customers for a wide variety of payment options, O-Bank has joined the EMV standard (EMV stands for Europay, Mastercard, and Visa), and now customers can easily make payments by using the O-Bank app to scan the QR Codes of participating merchants. In addition, to make it easier for customers to obtain proof of financial capacity, instead of showing up in person at a service counter, customers can directly use the O-Bank app to download their passbook cover page and detailed information on the most recent three months of account activity, thus saving time.

4.1.2 Financial Innovation

1. Online Personal Loan 2.0 and Revolving Credit Facility

To make it faster and more convenient for customers to apply online for personal loans, O-Bank continues to optimize our process for the submission of online applications for personal loans. Someone who is not an existing O-Bank customer can directly apply online for a personal loan without the need to apply a deposit account first. Besides simplifying the application procedure and reducing interruptions, this approach also shortens a customer's wait for needed funds. In addition, since 2023, a depositor holding a C3 software certificate issued by O-Bank who applies for a loan no longer needs to upload proof of financial capacity because the Bank's system will automatically obtain data on the customer's personal income and labor insurance status from the Joint Credit Information Center. This greatly simplifies the loan application process and accelerates the credit check. At the same time, in order to provide customers with enhanced convenience, O-Bank introduced an automated funds disbursement function. After a loan has been approved, customers can go online to select the time when the funds will be disbursed, which means that customers' need for funds can be met right away. To continue to provide a convenient and safe user experience, O-Bank incorporates the optimization of the online loan application process into the annual performance review of internal units to ensure that they will continue seeking to enable customers to handle their banking business more efficiently.

Besides working to establish a more efficient online loan application process, O-Bank also continues using innovative technologies to improve our internal operations and risk controls. O-Bank has deployed "Card Recognition Technology" and "Online Video Chat" functions into online loans application procedures. Customers can take photos and upload their business cards into the system, which employs optical character recognition (OCR) technology that can automatically fill in customers' information from their business cards which ensures more accurate input of information. To reduce online loan risks, O-Bank utilizes an online video chat function to confirm the applicant's identity. Additionally, O-Bank checks the reasonableness of an IP address, mobile phone number, or E-mail address used by a customer to apply online for a loan to lower the risk of impersonation. These technologies provide customers with the best loan service, because it is more convenient and risks are effectively controlled.

In 2025, O-Bank became an industry pioneer by launching its "Revolving Credit Facility" under this program, customers who maintain 14 months of on-time repayments can redraw their repaid principal at any time directly through online banking or the mobile app. Following automated system review and approval, funds are disbursed immediately under the terms of the original loan agreement. This feature eliminates the need to apply for a new loan, providing customers with fast, flexible access to capital to meet their immediate financing needs.

2. Robo-advisor Service for Investments

O-Bank robo-advisor service provides a wide range of financial planning approaches based on investor preferences

To achieve financial inclusion, O-Bank set an industry first in 2017 with the launch of a robo-advisor service that employs big-data algorithms to generate recommendations on what to trade and when, with each customer's risk tolerance and investment preferences factored into the algorithm to ensure an appropriate portfolio. Customers can freely choose lump sum investments or dollar-cost averaged investments, and for NT$1,000 (approx. US$33) can make use of our robo-advisor service. The availability of such low-threshold investment services helps to achieve financial inclusion. As of the end of 2025, 1,542 O-Bank customers between the ages of 18 and 22 opened trust accounts, and 115 of them have agreed to the terms of using robo-advisor service. Since the launch of the robo-advisor service, O-Bank has also introduced a "Dividend Robot" and made use of a robo-advisor service backed by funds industry leader Allianz Global Investors to meet the varied financial planning needs of investors. O-Bank has also begun accepting payment in foreign currencies for robo-advisor services. In addition to US Dollars, O-Bank was the first in the industry to accept payment for Dividend Robo-advisor services in South African Rand.

3. "Consumer Spending Carbon Calculator" Function

In recent years, the issue of climate change and the carbon reduction trend have attracted constantly increasing concern. In addition to what governments and companies are doing to reduce carbon emissions, O-Bank believes that ordinary consumers also have the ability in the course of their everyday spending to reduce the carbon emissions generated by their purchases. In 2022, O-Bank launched the first "Consumer Spending Carbon Calculator" function in Taiwan, adopted Mastercard's Carbon Calculator, and began accessing Mastercard's big data database, thus enabling O-Bank, based on the item purchased and the amount spent by customers, to estimate the approximate carbon footprint of each debit card purchase. All O-Bank customers holding a Mastercard debit card can use the "Consumer Spending Carbon Calculator" function free of charge to conveniently peruse the carbon emissions of every single debit card purchase. This function helps to raise the awareness of consumers of the need to reduce carbon emissions.

4. "Transportation Carbon Reduction Details" Function

Apart from cooperating with Mastercard to launch a "Consumer Spending Carbon Calculator" function, O-Bank has also collaborated with iPASS Card in 2024 to introduce a "Transportation Carbon Reduction Details" function, making O-Bank the first bank in Taiwan to use the iPASS Card GHG emissions database to calculate the emissions one saves each time one uses public transportation instead of driving an ordinary vehicle. This function allows customers to check and understand the decarbonization effect of taking public transportations. In addition, O-Bank has also used its "Transportation Carbon Reduction Details" function to launch a Transportation Carbon Reduction Card, the first such card in Taiwan for which cashback rewards are based on transportation carbon reduction. The idea is to encourage cardholders to use public transportation, thus contributing to environmental preservation.

5. "O-Bank Securities Hub" – Integrated Banking and Securities Platform

In 2025, O-Bank launched the "O-Bank Securities Hub" platform, enabling customers to open both a securities settlement account and a digital deposit account in one seamless process. The platform brings together multiple securities firms, allowing users to access account opening services and promotional offers from various brokerages simultaneously. The entire application process can be completed online, offering customers a streamlined and convenient experience.

4.2 Service Quality and Customer Experience

4.2.1 Treating Customers Fairly

1. Principles of Fair Treatment of Customers

To ensure that customers are treated fairly and reasonably during the provision of financial products and services, and to continue improving the implementation of the Principles of Fair Treatment of Customers, O-Bank adopted the "Organizational Charter for the Fair Treatment of Customers Committee" and established the Fair Treatment of Customers Committee ("The Committee"). The Committee is chaired by O-Bank President and is responsible for overall planning regarding the Principles of Fair Treatment of Customers and their implementation. To reinforce the Board of Directors' top-down supervision of this corporate culture, the Bank has invited its Independent Directors to attend Committee meetings as observers since the second quarter of 2024. In addition, the Bank regularly reports implementation and evaluation results of the Principles to the Board. The Board oversees the work of the Committee and provides suggestions when appropriate. In addition, O-Bank has also adopted a set of "Principles and Rules of Fair Treatment of Customers" to provide guidelines to O-Bank's various units in protecting financial consumers, and to internalize customer fair treatment as an element of O-Bank's core corporate culture.

To demonstrate our commitment to the Principles of Fair Treatment of Customers, The Committee meets regularly to review implementation status on the principles. The Committee convenes for a routine meeting once per quarter to review how well customer complaints, financial fraud prevention, cases involving operational risk, and related education and training activities are being carried out in order to ensure that O-Bank, in providing products and services, can treat its customers fairly and reasonably. In addition, the Committee reviews the implementation results of the previous year's evaluation in its first quarterly meeting each year, and reports them to the Board of Directors. Accordingly, the Bank presented its 2025 TCF evaluation results to the Board during the 26th meeting of the 9th Board of Directors on April 29, 2026. These results highlighted key achievements, including the adoption of the ISO 10002:2018 Complaint handling system for banking services, under which the Bank revised its "Guidelines for Handling Customer Complaints and Disputes," optimized escalation protocols for complaints, and established supplementary internal audit mechanisms. Furthermore, O-Bank joined the Financial Information Service Co. (FISC) anti-fraud joint defense platform's real-time consultation mechanism, significantly enhancing its ability to detect, intercept, and block suspicious transactions through immediate information sharing with industry peers.

To raise the awareness of directors and all employees regarding the need for fair treatment of customers, O-Bank in 2025 held a course in "ethical best practices and fair treatment of customers" for all members of the O-Bank Board. To help the directors develop a better understanding of the actual implementation of fair treatment of customers so they can make sure that the Bank's various units properly see to the needs of underprivileged people as those units go about providing financial products and services, we took advantage of the course to discuss real cases and provide illustrations of ten principles for fair treatment of consumers, including the following: adequacy of contractual disclosures, fairness of pricing and charges, implementation of product suitability, attaching proper importance to safeguarding the interests of underprivileged and disabled financial consumers, considering the needs of the elderly and the disabled from design through sale, and proper handling and reporting of customer complaints, etc. In 2025, all employees completed the training courses of the "Financial Consumer Protection Act" and the "Principles and Rules of Fair Treatment of Customers" via online trainings of Compliance Self-Assessments and the Financial Consumer Protection Act in order to strengthen employees' understanding and compliance of the fair treatment of customers. Furthermore, the Bank invited an Independent Director to address the general employee assembly, sharing concrete practical case studies to deeply embed TCF awareness across the entire workforce on December 30, 2025.

2. Friendly Financial Services

To continuously enhance financial accessibility and foster a top-down corporate culture that values inclusive banking, O-Bank has established the "Guidelines for Friendly Financial Services," which were reviewed and approved by the Board of Directors. The Operations Planning Department serves as the coordinating unit, responsible for managing and supervising implementation across all business units to ensure that these initiatives are effectively executed. The department periodically submits execution outcomes and recommendations to the Treating Customers Fairly (TCF) Committee, which reports annually to the Board of Directors. Accordingly, the Bank presented its 2025 financial accessibility achievements to the Board during the 26th meeting of the 9th Board of Directors on April 29, 2026. Key milestones included providing exclusive personal loan processing fee discounts for seniors, optimizing the official website for individuals with disabilities to secure the National Web Accessibility Certification, and launching a multilingual smart customer service chatbot for foreign nationals. Furthermore, to enhance all employees' understanding and practical ability in delivering inclusive financial services, the Bank has designated the "Guidelines for Friendly Financial Services" as a mandatory training course for all staff. The training covers the Convention on the Rights of Persons with Disabilities (CRPD), principles of inclusive finance, case studies, and response simulation exercises. In 2025, the training completion rate reached 100%.

In recent years, the Bank has consistently strived to deliver accessible financial services tailored to the needs of diverse customer segments. Beyond issuing five O-Bank Easy-Read Guides – including "Over-the-Counter Deposits, Withdrawals, and Remittances," "ATM Deposits, Withdrawals, and Transfers," "Preparing to Save: Learning How to Save at the Bank," "What Should I Do If I Lose My Chip Debit Card or Seal?", and "Senior Easy-to-Read Manual: Using Online Banking" – the Bank leverages simplified illustrations and text to help various customer groups understand account opening procedures and key financial service considerations. Concurrently, it provides targeted financial accessibility services tailored to specific demographics with unique needs, as detailed in Table 4-1.

Table 4-1: O-Bank Friendly Financial Services

Customer	Friendly Financial Services
Persons with Disabilities	· **Interbank Withdrawal Fee Waivers and Concessions:** Individuals with disabilities are provided with ten free interbank withdrawals per month. In 2025, a total of 40 customers applied for this concession, resulting in the waiver of fees for 354 interbank withdrawals. · **Friendly Services for Visually Impaired Customers:** Branch counters are equipped with reading glasses of various strengths and magnifying glasses to facilitate customers with visual impairments in reading forms, along with support in photocopy enlargement or reading aloud as needed to help customers understand form content. A QR code for the "O-Bank General Deposit Agreement" has been established, allowing customers to scan and access audio reading via mobile devices. The Bank also provides a guide-dog friendly service environment. Customers can contact the customer service hotline at any time for assistance with account inquiries or to resolve issues related to the use of the accessible online banking platform. In addition, the smart customer service chatbot interface allows users to adjust text size according to their needs. · **Friendly Services for Customers with Hearing or Speech Impairments:** All branches provide writing tablets and video sign language interpretation services to facilitate over-the-counter transactions for individuals with hearing or speech impairments. Customers can also utilize the smart customer service chatbot, live online text chat, or video calls featuring real-time text communication with customer service representatives. · **Friendly Services for Customers with Physical Disabilities:** Accessible service room equipped with wheelchairs is established in the Bank's banking hall, providing a private space for customers to conveniently conduct non-cash transactions. Additionally, desktop banknote counting and verification machines are available at cash counters; these can be adjusted to the viewing angles of individuals with disabilities to facilitate the delivery, counting, and verification of cash. · **Accessible Facilities at Banking Outlets:** All physical branches and outlets of the Bank comply with the "Design Specifications for Accessible Building Facilities" and the "Operating Procedures and Recognition Principles for Alternative Improvement Plans for Accessible Facilities in Existing Public Buildings" issued by the National Land Management Agency of the Ministry of the Interior. Furthermore, service bells are installed at all branch entrances. · **Form-Filling Assistance and Formless Services:** Customers with disabilities or senior customers may verbally provide the required information and indicate the services they wish to apply for. Bank staff will assist in filling out the forms or entering the data into the system, subsequently printing the documents for the customer's verification. · **Accessible Automated Banking Equipment:** ATMs at the Bank's Head Office Banking Department, Nanjing Fuxing Branch, and Taoyuan Branch comply with accessibility standards to facilitate use by individuals with disabilities. These ATMs offer an "Accessible Voice" function for visually impaired customers, enabling them to independently conduct transactions such as cash withdrawals, funds transfers, balance inquiries, and password changes. · **Accessible Mobile App:** During the initial phase of development, visually impaired individuals from the Taipei Parents Association of the Visually Impaired were invited to assist in testing the accessibility features of the app. This comprehensive evaluation covered account transaction inquiries, NTD transfers, username and password modifications, interest and exchange rate inquiries, and screen-reading functionalities, ultimately securing an accessibility compliance certification from the association. · **Accessible Website and Online Banking Platforms:** The official website has achieved the highest AAA-level accessibility label under the "Web Accessibility Guidelines" issued by the Ministry of Digital Affairs, while the online banking platform has secured the A-level label. Label validity is reviewed annually and integrated into the routine agenda of the Treating Customers Fairly (TCF) Committee. This ongoing verification ensures that digital financial services accommodate the needs of vulnerable groups and actively mitigate the digital divide.

Customer	Friendly Financial Services
Elderly Customers	• **Service Measures for the Fair Treatment of Elderly Customers:** In accordance with the "Self-Regulatory Guidelines for the Fair Treatment of Elderly Customers by the Banking Industry" and the nature of operations, specific service measures have been established. These encompass elderly customer identification, service processes, prevention of elder exploitation and fraud, customer-friendly services, and the optimization of elderly complaint handling processes. Furthermore, execution review tracks are retained to ensure the effectiveness of relevant service procedures and policies. • **Friendly Senior Priority Service:** Branch multimedia queuing systems feature this option to prioritize the provision of financial services for elderly customers and individuals with disabilities. • **Friendly Counter Equipment and Exclusive Spaces:** Counters are equipped with reading glasses of various strengths and magnifying glasses, and an independent accessible service room is provided, where dedicated personnel assist elderly customers with non-cash transaction services. • **Exclusive Personal Loan Promotion Schemes:** Citizens aged 45~65 who meet our basic personal loan requirements and provide proof of retirement qualify for a waived origination fee.
Foreign Customers	• **Bilingual Branch Network:** Domestic branches operate 100% bilingually, featuring English signage throughout our facilities, dedicated service counters, and translation devices to accommodate multiple languages. • **Bilingual Over-the-Counter (OTC) Forms:** The 24 different types of forms, such as the account opening application, digital account upgrade application, foreign currency outward remittance application, foreign currency outward remittance application for online and mobile banking, and various service application for over-the-counter account opening or transactions, are all provided in bilingual format for the customers' convenience. • Online banking platform features a bilingual interface and provides a range of online services, including account inquiries, NTD fund transfers, and changes to user IDs and passwords. • **Multilingual Smart Customer Service Chatbot:** Smart Customer Service Chatbot supports real-time inquiries in six languages (English, Japanese, Thai, Vietnamese, Tagalog, and Indonesian). Foreign clients can consult directly in their native tongues, with the system instantly processing and responding to queries. This enhances cross-border communication efficiency and delivers a barrier-free digital banking experience.

O-Bank real time customer interaction

O-Bank Friendly Online Banking App

O-Bank Multilingual Smart Chatbot Service Interface

O-Bank Friendly Online Banking

O-Bank Bilingual Account Opening Application Form

Furthermore, for corporate clients facing unforeseen and emerging risks, the Bank not only cooperates with government initiatives to provide necessary support, but also proactively assesses individual circumstances to offer tailored assistance measures. For instance, in 2025, for Customer A, whose credit facility was secured by pledged shares, a downturn in the relevant industry caused the share price to decline by more than 50%, pushing the collateral maintenance ratio below the required threshold. Following a comprehensive assessment, the Bank agreed to temporarily defer the margin call. Similarly, Customer B maintained a credit facility secured by foreign-currency certificates of deposit. Driven by Taiwan-U.S. trade negotiations and substantial foreign capital inflows, the New Taiwan Dollar appreciated sharply within a few trading days, causing the collateral maintenance ratio to fall below the required level. To alleviate the client's foreign exchange conversion and repayment pressures, the Bank temporarily relaxed the collateral maintenance ratio requirement and extended the deadline for remedying the shortfall, preventing the client from being compelled to convert foreign currency at highly unfavorable market rates.

4.2.2 Disclosure of Product Risks

1. Strengthened the Product Suitability

O-Bank values customer needs and service quality, has long worked to cultivate the abilities of our professional traders, and provides tailor-made financial products designed with an eye to market conditions and customer characteristics. To develop a thorough understanding of each customer's financial status, investment experience, investment goals, ability to assume risks, the degree of their product understanding, and other such characteristics, as well as the suitability of a transaction involving the financial products to be traded, O-Bank has adopted a Know-Your-Customer (KYC) system to confirm the risk bearing capability of customers and product suitability, safeguard customer interests, ensure smooth trading operations, recommend financial products that match customers' risk tolerances, implement KYC procedures, and evaluate what level of risk in a financial product is tolerable to each customer.

With respect to young and elder cohorts, O-Bank will step up examinations of product suitability. Where loan products are concerned, other than ordinary questions regarding implementation of the KYC system in compliance with regulatory requirements, O-Bank's "Rules for Management of Consumer Lending Department Loan Officers" require loan officers to ask loan applicants why they are seeking a loan, how they intend to use the proceeds, and whether they have the ability to make the monthly payments in order to confirm that a particular loan product meets the needs of young or elderly customers. In addition, for young customers aged 18 to 35 with no credit history, the Bank's "Guidelines for Personal

Loans" set a stricter cap on the loan amount as a multiple of monthly income. This is to prevent young customers from taking on debt beyond their income capacity and to ensure the provision of loan products appropriate for their financial situation. And to help customers clearly understand the terms and potential risks of loans, O-Bank, in addition to using bold typeface and text in different colors within the body of a contract to call the customer's attention to important matters, also trains its loan officers to use simple and easily understood language to provide a comprehensive explanation of a contract's content, including the actual terms and conditions of the loan as underwritten and the amount of monthly payments. Loan officers also provide detailed disclosures of potential risks, and leave the customer ample time to consider whether or not to apply for a loan. Audio recordings are made of all communications between a loan officer and a customer, and are checked monthly. If any impropriety is discovered, e.g. if a comprehensive explanation of the contract's content is not provided, the loan officer will be required to fill out a form to explain the reason for the impropriety. The matter will continue to be monitored to check whether corrective action has been taken.

In the area of investment and wealth management, O-Bank has adopted a set of "Guidelines for Treatment of Elderly Customers by Wealth Managers," which require that when serving an elderly customer, a wealth manager must fully understand the customer's health condition, daily routines, financial status, level of education, and ability to obtain financial services, and then make sure to provide products that are suitable to the needs of the elderly person. In addition, when an elderly customer purchases a wealth management product or conduct a fund switch transaction, an O-Bank wealth manager has to fill out a "Product Suitability Checklist for Elderly Customer." The content of the checklist includes whether the sum of the product's maturity term and the customer's age falls below a specified threshold; whether the product's terms and conditions stipulate an early termination penalty; whether the product is characterized by low liquidity; whether it is a new-type or highly complex product; whether it is considered a high-risk product; and whether other special product risk matters require notice. After that, the wealth manager has to submit the checklist to the wealth management supervisor or operating supervisor, who will review the checklist and assess its reasonableness. If the supervisor concludes that there is risk, the supervisor will contact the customer again by telephone to check the purpose and necessity of the transaction. Only then may O-Bank assist the customer in carrying out the business. With respect to a young customer, O-Bank, acting in compliance with the provisions of the "O-Bank Know-Your-Customer (Natural Person) Guidelines" and on the basis of the customer's level of education, income, investment experience, risk appetite, and other such factors, must make a judgment regarding the customer's investment risk tolerance in order to provide a suitable investment product.

In order to ensure proper implementation of the product suitability system, O-Bank has adopted the following: "Rules Governing Suitability of Financial Derivatives," "Guidelines for Control of Financial Derivative Transaction Credit Risks," "Guidelines for Pricing of Financial Derivatives," "Guidelines for the Sale of Structured Products," "O-Bank Rules for the Establishment of a Commodities Review Panel and for Its Conducting Review," "O-Bank Guidelines for Financial Product Review," "Guidelines for Wealth Management Product Applicability," "O-Bank Know-Your-Customer (Natural Person) Guidelines," "O-Bank Know-Your-Customer (Legal Person) Guidelines," and "O-Bank Guidelines for Promotion of Wealth Management Business and Management of Customer Account Risks." In addition, O-Bank reviews its standards regarding the reasonableness of financial derivatives prices in order to prevent prices from getting away from the market and leading to transactions taking place at unreasonable prices. The idea is to safeguard the interests of customers and reduce customer complaints. All O-Bank financial products are compliant with applicable legal and regulatory requirements, and O-Bank has adopted comprehensive internal processes and compliance systems. All of our products and services have already undergone compliance assessments.

In addition to providing financial products on the basis of different customer types and needs, O-Bank has also adopted a set of "Guidelines for Sustainable Credit Policy in Consumer Finance," which require the Bank to conduct due diligence on all individual customers and carry out prudent assessments, exclude making loans to sensitive industries and industries that have social risks, e.g. businesses engaged in sex or pornography, gambling operations, or parties engaged in illegal fundraising. In 2025, O-Bank refused to extend loans to a total of 113 applicants who posed high social risks, e.g. customers employed in gambling establishments, pawn shops, informal lending firms, virtual asset firms, or special types of business. In addition, O-Bank conducts environmental risk assessments for housing loans cases, incorporating collateral depreciation due to physical risks such as flooding and slopeland into credit evaluations to manage loan-to-value ratios, and rigorously implements KYC and Anti-Money Laundering (AML) policies. If the occupations of customers were identified as high risk in AML, the Enhanced Due Diligence (EDD) process should be taken, and the approval authority of the cases should be elevated to the next level. In 2025, there were 166 applications that were conducted EDD and 78 of them were declined.

In addition, to improve financial product design and service processes, the monthly meetings of the "Business Management Committee (BMC)" are chaired by O-Bank President, who coordinates with executive managers of all business divisions to regularly review each business division's performance, including planning and evaluating the effectiveness of products and services as well as whether the needs of different customer groups have been taken into account. Through a top-down participation in the BMC, each business division optimizes the product and service in a timely manner to ensure a smooth overall operation. At the same time, to maintain the quality of products, O-Bank regularly reviews the suitability of specific products, collects and monitors customer opinions and market information to serve as reference as we work to improve our products. For example, for co-branded card products, at the time of establishing or renewing a partnership, we conduct product reviews and assess the financial status and media coverage of firms that partner with us on various products. We also monitor their operational status on an ongoing basis to ensure the Bank's products do not result in any negative impact.

O-Bank has adopted a set of "Operating Procedures for Development and Approval of New Financial Products and New Lines of Business" to govern the launch of new products and lines of business, and has also established a Product Review Team that is composed of the supervisors of O-Bank's risk management, finance & accounting, compliance, and operations units to ensure that each new product or new line of business undergoes a rigorous assessment before it is launched. The unit that has proposed a new product or service needs to draft a business plan for the new product or service, submit it to the Product Review Team for review, and as necessary must then convene a "new product/service review coordination meeting." The unit that has proposed a new product or service collects the opinions of the Product Review Team members, make adjustments, then submit them to the Chairman of the Board, then submit them to the Board for either approval or acknowledgement. The assessments of O-Bank's newly developed products and lines of business focus on such matters as: systems for identification, measurement, and management of risks; compliance assessments (regarding personal information risk, AML/Countering the Financing of Terrorism (CFT) risk, and the Principles for Fair Treatment of Consumers); and internal control and audit systems. In addition, the assessments must also pay attention to environmental and social impact, and the associated risks, including whether the products and lines of business involve environmental pollution, destruction of ecosystems, or violations of human rights or labor rights, in order to assure quality and ensure that stakeholder interests can be safeguarded when new products and new lines of business are launched.

Fig. 4-1: Procedure for Assessment of New O-Bank Products or Services

2. Full Disclosure of Product Information

To protect customers' rights and interests, the contents of all O-Bank business contracts and related documents have to be reviewed by the Legal & Compliance Division or external attorneys to make sure that nothing violates mandatory and prohibitory legal provisions, and that the contracts and documents are compliant with standardized contracts and any legal provisions regarding required and prohibited stipulations, so as to safeguard customers' rights and interests. In addition, the important contents of the business contracts and related documents are all printed in bold or prominent colors, and O-Bank sales personnel are always asked to provide customers with detailed explanations regarding the important contents of the contracts, including interest rates, fees, and methods of collection, etc., to ensure that the customers fully understand the financial product and associated risks.

In addition, O-Bank has adopted a set of "Guidelines for Advertisement Solicitation and Sales Campaigns," and all O-Bank advertisements, promotional materials, and videos must be carefully checked using the "Promotional Material Checklist for Advertising, Business Solicitations, and Sales Campaigns" and forwarded to the Legal & Compliance Division for review to ensure that the advertising contains no improprieties, misrepresentations, or any statements that would be misleading to consumers or in violation of applicable laws or regulations. And before a financial product or a marketing activity is launched, O-Bank provides its customer service and business units with education and training to ensure that they transmit correct information to customers. For example, to enable employees to better understand affinity cards, before launching a new affinity card or commencing related marketing activities, O-Bank always arranges comprehensive training that covers cooperation between O-Bank and non-profit organizations, donation frameworks, and customer rights and interests, etc., so that employees can provide customers with adequate product introductions.

For corporate customers, O-Bank posts information on our website (on such matters as corporate credit, syndicated lending, trade financing, receivables factoring, securitizations, and trust services), provides prospectuses for financial instruments, and in our securitization business provides prospectuses. Meanwhile, O-Bank makes disclosures on our website regarding deposits, lending fees, and fee standards for our trade financing and foreign exchange businesses so that corporate customers can obtain complete information on product characteristics, risks, and fees before entering into a transaction.

For retail customers, O-Bank has introduced the robo-advisor and fund services and provides funds information, prospectuses, investor brochures, and risk/return record on our website. Moreover, O-Bank discloses our fund fees and fee policies of our trust services to ensure customers can well-understand the whole picture of the product characteristics, risks, and fees before making an investment. O-Bank investment consultants have published financial education articles on a "Financial Management Classroom" section on the O-Bank website to help build customers' financial literacy. As for overseas bond products, when a customer subscribes to an overseas bond issue, O-Bank always provides the customer with the bond prospectus and our risk disclosure statement in order to clearly disclose and explain the terms of the bond issue and the related risks, while the financial management specialist provides relevant financial knowledge.

To further improve customers' financial management knowledge, O-Bank personnel held a total of 23 financial management related information sessions in 2025. In addition, O-Bank plays financial promotional videos and images provided by competent authorities (such as the government and the Bankers Association of the Republic of China) in the business halls of each branch for the public to watch. The promotional videos include materials from the Taipei City Police Department's Anti-Fraud Dashboard, the Ministry of Digital Affairs' "Black Hole Surveillance" anti-fraud campaign videos, and the video of financial transaction security from the Bankers Association of the Republic of China, etc. By doing so, O-Bank assists customers in building up knowledge of financial transaction security.

In the area of insurance products, O-Bank clearly explains the exchange rate risks and investment risks associated with insurance products through the "Currency Risk Statement for the Non-Investment Life Insurance with Foreign currency Receipt and Payment," the "Confirmation of matters related to insured investment-linked products and Risk Disclosure Statement for Non-Investment Grade Funds," the "Insurance Product/Customer Risk Assessment Questionnaire and Analysis of Revenues/Expenditures," and the "Assessment Form and Insurance Solicitor Report on the proposer and the insured Needs and Suitability," to ensure that customers are provided with insurance products that meet their needs. Relying on our systems designed to ensure product suitability and full disclosure of product information, O-Bank in 2025 recorded zero violations of legislation governing the labeling of products and services, nor were there any violations of legislation on truth in marketing and advertising.

4.2.3 Handling and Tracking of Customer Complaints

1. 24-hour Customer Service

O-Bank set an industry first by launching a 24-hour, year-round video call customer service, thus overcoming the limitations of time and space that apply to brick-and-mortar banking operations, and making it possible to promptly handle customer requests. Customers can make use of the O-Bank app's live text chat (08:00~24:00 on business days), 24-hour phone service and video service at any time or place, and can also use O-Bank's 24-hour service hotline to get in touch with customer service specialists. The O-Bank customer service unit achieved a satisfaction rate of 96% in 2025. The Bank's customer communication channels are detailed in Table 4-2.

O-Bank offers 24-hour video call customer service

Table 4-2: O-Bank Customer Service Communication Channels

Communication Channel	Method of Use/Platform	Service Hours	Service Description
Customer Service	080-080-1010 (Landline only) (02) 8752-1111	24/7, year-round	Customers who require immediate assistance, wish to provide feedback, have inquiries regarding the Bank's products and services, or seek relevant information may contact us through any of the communication channels listed above to receive prompt and professional support.
Toll-Free Web Call	Log in to Online Banking and select "Toll-Free Web Call" via the Smart Customer Service (Chatbot)	24/7, year-round	
Customer Service (video call)	Official Website/Mobile Banking App	24/7, year-round	
Live Chat	Official Website/Mobile Banking App	Business days, 08:00~24:00	
In-Branch Service Staff	Service counters at all physical branches	Business days, 09:00~15:30	
Smart Customer Service (Chatbot)	Official Website/Mobile Banking App	24/7, year-round	Customers may raise inquiries or obtain relevant information regarding the Bank's services. If a customer wishes to provide feedback, the Smart Customer Service (Chatbot) will guide them to connect with a live chat representative for further assistance.
E-MAIL	service@o-bank.com	Customers may also share their comments or provide feedback by email, fax, or postal mail.	
FAX	(02) 2658-8101		
Postal Mail	Mailing Address: No. 99, Sec. 2, Tiding Blvd., Neihu Dist., Taipei City 114, Taiwan (R.O.C.)		

2. Customer Complaint Procedures and Results

Based on the "Principles and Rules of Fair Treatment of Customers," O-Bank has adopted a set of "Rules for Handling Customer Complaints and Financial Consumer Disputes," which addresses such matters as the scope of consumer disputes, organizational framework, the method of acceptance, handling procedures, resolution deadlines, progress inquiries, follow-up checks, education and training, and a periodic review mechanism. When customers encounter disputes in their dealings with the Bank, they may file a complaint at any time through multiple channels, including the 24-hour customer service hotline, the mobile app, email, or any of the Bank's branches. The Customer Service Department, a dedicated unit within the Bank, is responsible for handling the complaints and tracking the progress until a response is provided. These Rules establish a clear and effective mechanism for handling customer complaints. Complaint handling deadlines are as follows:

- When the complaint accepting unit receives a complaint, if it is necessary to refer the matter to another responsible unit, the referral must be completed within five hours.
- Within one working day of our receipt of the referral, the responsible unit must contact the customer with phone call or other specified method, inform them that the case has been received and how long it will take to look into the complaint, expecting that the customer will receive a response as quickly as possible.

- Within three working days of the receipt of the referral, the responsible unit must inform the customer with phone call or other specified method that an appropriate method of handling the matter has been decided upon, and must provide an explanation.
- Within five working days of the receipt of the referral, the responsible unit must appropriately handle the complaint and inform the customer of how the matter was handled with phone call or other specified method.
- If the subject matter of the complaint makes it necessary to meet with a government agency or an entity other than O-Bank, or if it is necessary to make a determination regarding the rights and interests of the customer and O-Bank, and it will take a relatively long time to contact the parties in question and come to a conclusion on questions at issue (e.g. if the matter involves monetary compensation, termination of contract, complex operational matters, or a repeat complainer), within 30 working days of our receipt of the complaint O-Bank must appropriately handle the complaint and inform the customer of how the matter was handled.

ISO 10002:2018 Complaint handling system for banking services

After customer complaints occur, the Customer Service Department will continue coordinating and tracking the improvement plan for each case, and will generate monthly and annual reports which include progress and outcomes of the cases to assist executive managers and the Internal Control department in reviewing the improvement actions to avoid further occurrence of customer complaints. The Customer Service Department periodically collects information on violations of the Principles of Fair Treatment of Customers, and reports on case details, discussed corrective actions, progress toward implementation of those actions at routine meetings of the Committee on Fair Treatment of Customers as well as the Committee's annual meeting. Major customer complaints are referred by the Committee on Fair Treatment of Customers to the Board. In addition, O-Bank has also designated the "Rules for Handling Customer Complaints and Financial Consumer Disputes" as a matter requiring attention in company-wide compliance education and training activities in order to ensure that employees are aware of customer complaint handling procedures and requirements, and are able to handle complaints quickly and fairly. In 2025, O-Bank adopted the ISO 10002:2018 Complaint handling system for banking services and achieved certification (valid until July 2028). Concurrently, the Bank enhanced its complaint-related training frameworks, internal audits, and management review processes. By optimizing its complaint management system, fostering service-oriented values among staff, and enhancing professional capabilities in complaint resolution, O-Bank aims to continuously refine its complaint handling mechanisms.

In 2025, O-Bank received 65 customer complaints. The share of customer complaints appropriately resolved within five working days of their submission and the customer notified of the result reached 93.8%, the rate of overall closed case reached 100%, and there were no instances of mis-selling. In addition, O-Bank in 2025 incurred losses of NT$34,345 due to card-not-present (CNP) fraud, while losses connected with card fraud and bank advances came to NT$291,723.

Table 4-3: O-Bank Customer Complaint Statistics, 2023~2025

Year	2025	2024	2023
Number of complaints	65 (Note)	63	61
Number of customers	521,674	471,021	422,574
Complaint rate (%)	0.0125%	0.0134%	0.0144%
Complaint cases involving financial consultations	4	3	3
Percent of complaint cases involving financial consultations	6%	5%	5%

Note: In 2025, there were a total of 65 cases of customer complaints, including 62 cases referred from competent authorities (including the Financial Supervisory Commission and the Financial Ombudsman Institution), and three customer complaint cases that were filed directly with the Bank. Of these cases, 0% remain open, 12% were further investigated by the competent authority, and 6% involved financial consultations.

Table 4-4: Time Required for Resolution of O-Bank Customer Complaints in 2025

Days till Case Closed	5 Days or Less	6~30 Days	>30 Days
Number of cases closed	61	4	0
Cases closed/total cases (%)	93.8%	6.2%	0%

4.2.4 Customer Satisfaction

O-Bank continues to strengthen its service quality management framework by regularly collecting customer opinions and feedback, analyzing quantitative and qualitative data, and holding interdepartmental meetings to track implementation and identify areas for improvement – all aimed at enhancing the customer experience. For customers who use our counter services, the Bank invites them to complete an online satisfaction survey immediately after their service experience. The survey includes questions such as "service wait time," "service handling time," "teller professionalism and efficiency satisfaction," and "overall branch experience satisfaction," to capture real-time customer impressions. These survey results are consolidated weekly to address any urgent matters, and monthly reports are generated for ongoing tracking. In 2025, the overall branch satisfaction rate reached 99.1%.

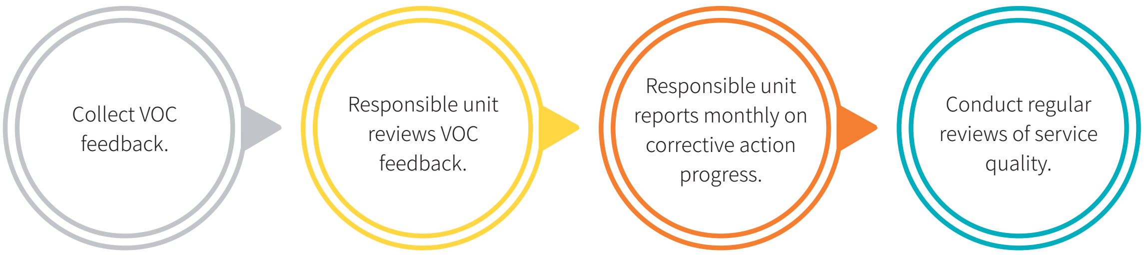
To ensure that the digital financial services provided by O-Bank meet the needs of different customer segments, O-Bank each year carries out a satisfaction survey for customers that frequently use our online banking services. Questions asked include the following: Can you find the function you need? Do the currently available functions satisfy all your financial needs? Do the functions have a fast enough processing speed? Is the system highly stable? The questionnaire also asks open-ended questions that give respondents opportunities to provide suggestions, so that we can continue to optimize O-Bank's digital financial services. In response to the needs of disadvantaged groups and middle-aged to elderly individuals, the Bank not only reviewed whether the satisfaction survey questions effectively addressed their specific requirements, but also used their feedback as a reference for optimizing or adding new services to help bridge the digital divide. According to the 2025 survey results, feedback from these groups included suggestions such as simplifying the app interface, placing promotional information in prominent locations, and optimizing the account opening process. The Bank will take these suggestions into account to further improve app functionality and better meet the digital financial needs of diverse customer segments. In 2026, O-Bank conducted a survey targeting customers who had frequently logged on to O-Bank's online banking platform between October and December 2025, and the survey results showed that 90.1% of the users indicated they were either "satisfied" or "very satisfied" with O-Bank's products and services. In addition, O-Bank customer satisfaction surveys make use of the Net Promoter Score (NPS), and O-Bank's NPS score of 38 (Note 4-1) indicates that users are generally happy with and promote O-Bank's overall digital services.

Table 4-5: Customer Satisfaction Survey for Digital Channel

Key Performance Indicators \ Year	2024	2025
NPS (Net Promoter Score)	39	38
Customer Satisfaction	90.1%	90.1%

In addition, to increase service quality and customer satisfaction, O-Bank has established an interdepartmental Service Quality Team, which employs a systematic approach to collect Voice of the Customer (VOC) feedback, and regularly reviews service quality and identifies areas where improvement is needed. The Team tracks the implementation of corrective actions on a monthly basis to be sure that O-Bank's products and services can satisfy customer needs and reduce customer complaints. In 2025, seven items of VOC were successfully transformed into concrete action plans to continuously enhance the customer service experience. These initiatives include: introducing an "Interbank Deposit Fee Rebate" description in online banking to help customers easily identify the credit status of interbank deposit promotional rebates; introducing cardless ATM withdrawals; supporting Apple Pay mobile payments; and adding an online banking query service for the activation date of the carbon-reduction transportation statement feature.

Fig. 4-2: Voice of Customer (VOC) Feedback Process of the O-Bank Service Quality Team



Note 4-1: Individual NPS scores range from 0 to 10. The percentage of respondents who rate their customer experience from 0 to 6 points are subtracted from the percentage of those who give scores of 9~10, and the resulting number represents the overall NPS score. The higher the score, the more willing a customer is to recommend the brand to others.

In addition to retail banking customers, O-Bank also conducts satisfaction surveys with respect to corporate customers. Questions asked include: degree of satisfaction with services provided by relationship managers; degree of satisfaction with services provided by operations and accounting personnel; degree of satisfaction with corporate lending services; degree of satisfaction with trade finance services; corporate online banking interface experience; quality of corporate online banking customer services; and overall service quality. At the same time, O-Bank has also designed open-ended survey questions so that corporate customers can respond with qualitative suggestions, thereby continuing to improve the quality of services provided to the Bank's corporate customers. The results of the O-Bank 2025 customer satisfaction survey show that only 0.33% of corporate customers indicated any sort of dissatisfaction, while 99.67% of corporate customers indicated satisfaction.

4.3 Transaction Security and Customer Privacy

Financial fraud has been rampant in recent years. To prevent the occurrence of scams, the O-Bank "Manual of Deposit Operations" requires that when a walk-in customer approaches a service counter to conduct a bank transfer, service counter personnel must take the initiative to show concern and ask probing questions about what the funds will be used for. The idea is to prevent the customer from getting scammed. In addition, the O-Bank "Rules for the Conduct of Wealth Managers and Wealth Management" also require the Bank each quarter to select customers whose assets under management have undergone an especially large change and whose total AUM exceed a certain threshold, and classify those persons as watch-listed customers. The supervisor of the wealth management unit interviews watch-listed customers, either by telephone or face-to-face, to provide enhanced attention and reminders to avoid financial fraud. The supervisor also leaves a written record and voice recording of such interviews. To ensure that a watch-listed customer properly implements the matters brought up during such interviews, O-Bank conducts quarterly audits of the written records and audio recordings of the interviews, classifies these as items that must receive attention in each unit's self-audits, and the O-Bank Auditing Department conducts reviews of the self-audits in compliance with the "Implementation Rules of Internal Audit and Internal Control System of Financial Holding Companies and Banking Industries" to ensure that service counter personnel properly show concern for walk-in customers to prevent them from falling victim to scam operations.

To enhance the prevention of fraudulent accounts and implement an integrated defense mechanism for flagged accounts, O-Bank has established the following fraud risk control framework and anti-fraud alert measures:

1. Strengthened account opening review procedures.
2. Enhanced customer due diligence mechanisms.
3. Implementation of a real-time name screening system.
4. Establishment of a collaborative alert mechanism for suspicious accounts.
5. Regular reviews and counter-fraud care mechanisms at branches based on AML customer risk ratings.
6. Established a warning system for Overseas and Domestic Financial Accounts suspected of involvement in fraud, which prompts frontline service personnel to proactively raise concerns and question customers during international wire transfers.
7. Periodic review of customer transaction patterns to add or adjust transaction monitoring scenarios as needed.
8. Participation in the Financial Information Service Co., Ltd. (FISC)'s "Designated Beneficiary Account Grey List Notification Platform" to enhance detection of fraudulent accounts.
9. Integration with the National Police Agency's advisory list system to manage access to ATMs and online banking services for listed customers.

10. Membership in the "Fraud Detection Alliance," incorporating AI-based fraud detection modules to improve early warning capabilities for flagged accounts and strengthen anti-fraud operations.
11. Joined the Financial Information Service Co. (FISC) "Anti-Fraud Financial Alliance Platform – Real-time Verification Mechanism" to strengthen real-time monitoring and interception.
12. Established an "Automated Control Mechanism for High-Risk Foreign National Deposit Accounts" to effectively manage and control suspected illegal or abnormal transactions by high-risk foreign individuals.
13. Implemented a "National Police Agency Missing Persons Information Verification" control mechanism to reinforce the prevention and control of dummy accounts (mule accounts).

The Bank provides monthly anti-fraud case training for front-line branch personnel to improve their awareness of emerging scam tactics. Employees involved in anti-fraud operations also participate in external training programs from time to time to enhance their professional knowledge. To encourage proactive fraud prevention, the Bank has implemented a "Fraud Prevention Incentive Program," which rewards employees who identify and prevent fraudulent transactions that protect the Bank or its customers from loss. Eligible employees may receive commendations or merit awards. In 2025, O-Bank successfully intervened in 55 suspected fraud cases at the counter, including attempts to open fraudulent accounts, set up designated beneficiary accounts, and remit funds. Among these, 10 cases involved successfully blocking customer remittances, thereby preventing financial losses. The total amount of fraud successfully prevented was NT$7.95 million.

In addition, with respect to loan applicants, O-Bank's "Management Rules for Air Loan Officers" and "Management Rules for Loan Officers" require loan officers to ask appropriate questions to prevent customers from falling victim to scam operations, and require sales personnel to use a Know-Your-Customer (KYC) checklist of questions to understand how a customer intends to use loan proceeds, and to ask the customer "whether they are applying for the loan via an agent" and "whether they have paid any processing fee to any party other than O-Bank." At the same time, to prevent loan application frauds from occurring, O-Bank again reminds customers not to apply for a loan via a loan application agent, and that O-Bank does not charge any processing fees of any sort up front. O-Bank conducts monthly audits of audio recordings of business staff and customers, and if any improprieties are discovered the staff member will be required to fill out a form. The manner in which the problem has been addressed will be classified as an item that must receive attention in each unit's self-audits, and the O-Bank Auditing Department conducts reviews of the self-audits in compliance with the "Implementation Rules of Internal Audit and Internal Control System of Financial Holding Companies and Banking Industries" to ensure that service counter personnel properly show concern for walk-in customers to prevent them from falling victim to scam operations.

To maintain the confidentiality of customers' personal information, O-Bank only collects the personal information of customers that we need in order to provide the services requested, takes care to ensure that personal information in our possession is well managed and protected, and only provides it to be used for the purposes and within the scope originally stated by the organizer of an activity. O-Bank is not allowed to provide customer's personal information to any third party or use it for any other purpose unless we have provided prior explanation and obtained the customer's consent. In addition, O-Bank requires any third party with which it shares a customer's personal information to act in compliance with the "Personal Data Protection Act" and O-Bank's own rules on personal information. These measures ensure that such information is fully protected during the process of transmission. In 2025, O-Bank had roughly 434,347 accounts from which the data could be used (with customer consent) for marketing communications purposes.

O-Bank uses the Secure Sockets Layer (SSL) to encrypt and transmit data, has a firewall to prevent cyber attacks, uses passwords ranging from 6 to 20 digits in length, and stores passwords in encrypted form to prevent them from being unauthorized access. Acting on the basis of the highest information protection standards, O-Bank uses a combination of physical, electronic, and process management protective measures to protect non-public personal information collected by O-Bank. By rigorously controlling the security of customers' transactions and information, O-Bank in 2025 no leaks occurred of customer information or violations of customer privacy, and we did not receive any related complaints.

To ensure the security of customers' transactions and information, O-Bank has adopted the following security control mechanisms for our e-banking operations:

1. Security certification: O-Bank employs multi-factor authentication (including usernames, passwords, and CAPTCHA tests) to reduce the likelihood of customers' password-protected accounts from being broken into.
2. Secure transmission: O-Bank uses the highest SSL/Transport Layer Security (TLS) certificate available to ensure data secrecy and integrity.
3. Electronic signatures: A customer provides an electronic signature when authorizing a transaction. This approach safeguards the interests of both parties and provides assurance of non-repudiation.
4. Device binding: Device binding provides an additional authentication factor to ensure that a transaction is being conducted by the actual customer, and thus improve transaction security.
5. Biometrics: Using the fingerprint or facial identification functions of their mobile devices, O-Bank customers can log in and carry out transactions with enhanced security and convenience.
6. Phishing detection: An anti-phishing system searches for fake O-Bank websites or apps and takes them offline to protect the security of consumers.

5. Employee Care

O-Bank acts on our corporate culture of "always sincere, always here" to create a happy workplace that is safe, fair, and friendly. O-Bank firmly believes that only happy employees can provide services that will be satisfactory to customers, and then go on from there to achieve strong business results and drive sustainable growth. Through a set of outstanding human resources policies, O-Bank has created a work environment where employees enjoy peace of mind, has built a comprehensive professional development system and open channels of communication, offers competitive compensation and benefits, and cares in a concrete way for the balanced development of employees by addressing the three aspects of "recruiting talent," "developing talent," and "retaining talent."

5.1 Employee Composition and Promotion of a Friendly Work Environment

5.1.1 Diverse Hiring

As of the end of 2025, O-Bank had 1,139 employees in the Taiwan region and 125 employees overseas, making for a total of 1,264 employees (in response to market strategies and expansion of operational development needs, up by 1.77% from the previous year), including 191 persons in management and 1,073 rank-and-file personnel. The composition of O-Bank employees by gender, age, position, level of education, employment type, and nationality is shown in Tables 5-1, 5-2, 5-3, and 5-4. In addition, at all business locations both in Taiwan and overseas, O-Bank puts top priority on local hiring. In Taiwan, 99.65% of all employees are local hires, including 99.20% of junior management and 100% of both senior management and executive management (Note 5-1). Overseas, 87.20% of all employees are local hires, including 85.71% of junior management. The four senior management and executive management positions are not local hires.

In response to needs generated by the development of digital financial services, O-Bank continued to recruit financial professionals in 2025. As a result, newly hired employees accounted for 26.03% of all O-Bank employees as of year-end 2025 (for further information, see Table 5-5). Because of the rapid development of financial technology and shifting needs in the job market in recent years, O-Bank's voluntary turnover rate was 21.84%, involuntary turnover rate was 1.50%, and overall turnover rate was 23.34%. Details of O-Bank's employee turnover in 2025 are shown in Table 5-6.

In response to digital finance developmental trends, O-Bank makes active use of multiple channels to recruit digital financial professionals from all different specialties who can make O-Bank a stronger competitor. O-Bank uses social media to build up our digital image and attract the younger generations to seek employment at O-Bank. In addition, because sustainable finance has come to take on increasing importance in recent years, O-Bank continues to recruit people with relevant experience who can come in and help us implement sustainability and green finance undertakings, and in the future will be able to help companies to promote sustainable development.

Note 5-1: The term "junior management position" refers to a department deputy head, a managerial officer of a domestic bank branch, or a head of a section or team; the term "senior management position" refers to a head of a center, the head of a department-level unit, or a district supervisor; the term "executive management position" refers to the President, the head of a division-level unit, the Secretary General of the Board, and the Chief Auditor.

Table 5-1: Composition of O-Bank Employees by Gender, Age, Position, and Work Location in 2025

Location/Position		Taiwan		Overseas		Total	Share of All Employees (%)
Gender	Age	Management	Rank-and-File	Management	Rank-and-File		
Male	Age 50 or older	74	89	4	18	185	14.64%
	Age 31~49	35	290	2	31	358	28.32%
	Age 30 or younger	0	92	0	6	98	7.75%
	Subtotal	109	471	6	55	641	50.71%
Female	Age 50 or older	46	79	2	16	143	11.31%
	Age 31~49	25	283	2	35	345	27.29%
	Age 30 or younger	0	126	1	8	135	10.68%
	Subtotal	71	488	5	59	623	49.29%
Total		180	959	11	114	1,264	100%
Share of All Employees (%)		14.24%	75.87%	0.87%	9.02%		

Note: The above figures are current as of December 31, 2025, and only include regular full-time employees, of whom there are 1,264. O-Bank also has 17 part-time employees (see Table 5-2), accounting for 1.33% of all O-Bank personnel. The term "management" above refers to personnel holding a management-level position, i.e., section head or higher.

Table 5-2: O-Bank Employees in 2025 by Employment Type, Gender, and Employment Location

Location/Gender		Taiwan	Overseas
Male	Permanent employees	580	61
	Temporary employees	9	0
	Non-guaranteed hours employees	0	0
	Full-time employees	580	61
	Part-time employees	9	0
Female	Permanent employees	559	64
	Temporary employees	10	0
	Non-guaranteed hours employees	0	0
	Full-time employees	561	64
	Part-time employees	8	0

Note 1: The above figures are current as of December 31, 2025.

Note 2: The Bank had 19 temporary employees in 2025 (17 part-time and 2 full-time), providing visually impaired massage services or business support.

Note 3: As for non-employee workers, as of December 31, 2025, O-Bank engaged a total of 33 dispatched workers who were not O-Bank employees (20 men and 13 women), accounting for 2.51% of all personnel (including full-time employees, temporary employees, and dispatched workers). All of these individuals worked in Taiwan and were employed by the person in charge of managing O-Bank's headquarters building, Royal Human Resources Management Inc., or Core Asia Human Resources Management Co., Ltd. Their duties included security, cleaning, central control room operations, and driving. There were no non-employee workers at our overseas business locations. Compared to 2024, the number of non-employee workers increased by one.

Table 5-3: Composition of O-Bank Employees by Level of Education in 2025

Location/Position		Taiwan		Overseas		Total	Share of All Employees (%)
Gender	Education	Management	Rank-and-File	Management	Rank-and-File		
Male	Ph.D.	2	2	0	0	4	0.32%
	Master's degree	58	124	5	13	200	15.82%
	Bachelor's (or junior college) degree	47	326	1	38	412	32.59%
	High school or lower	2	19	0	4	25	1.98%
Female	Ph.D.	0	0	0	0	0	0%
	Master's degree	29	115	1	7	152	12.03%
	Bachelor's (or junior college) degree	42	352	4	38	436	34.49%
	High school or lower	0	21	0	14	35	2.77%
Total		180	959	11	114	1,264	100%

Note: The above figures are current as of December 31, 2025. The term "management" above refers to personnel holding a management-level position, i.e. section head or higher.

Table 5-4: Composition of O-Bank Employees in 2025 by Nationality

Region of Employment	Taiwan				Overseas				Total	Share of All Employees (%)
Nationality	Executive Management	Senior Management	Junior Management	Rank-and-File	Executive Management	Senior Management	Junior Management	Rank-and-File		
Taiwan	10	45	124	956	1	3	1	10	1,150	90.98%
China (including. Hong Kong)	0	0	0	0	0	0	6	103	109	8.62%
Malaysia	0	0	1	2	0	0	0	1	4	0.32%
Singapore	0	0	0	1	0	0	0	0	1	0.08%
Total	1,139				125				1,264	100%
Local Hiring Rate (%)	99.65%				87.20%					

Note: The above figures are current as of December 31, 2025.

Table 5-5: New Hires at O-Bank in 2025

Location/Position		Taiwan		Overseas		Total	Share of Employees by Category (%)	As a Percentage of Total Employees (%)
Gender	Age	Management	Rank-and-File	Management	Rank-and-File			
Male	Age 50 or older	9	18	1	5	33	17.84%	2.61%
	Age 31~49	3	78	0	8	89	24.86%	7.04%
	Age 30 or younger	0	37	0	5	42	42.86%	3.32%
	Subtotal	12	133	1	18	164	25.59%	12.97%
Female	Age 50 or older	0	11	0	4	15	10.49%	1.19%
	Age 31~49	1	70	0	9	80	23.19%	6.33%
	Age 30 or younger	0	66	0	4	70	51.85%	5.54%
	Subtotal	1	147	0	17	165	26.48%	13.06%
Total		13	280	1	35	329		26.03%
			293		36			
Share of All New Hires (%)			89.06%		10.94%			

Note: The above figures are current as of December 31, 2025. The term "management" above refers to personnel holding a management-level position, i.e. section head or higher.

Table 5-6: Turnover at O-Bank in 2025

Location/Position		Taiwan		Overseas		Total	Share of Employees by Category (%)	As a percentage of Total Employees (%)
Gender	Age	Management	Rank-and-File	Management	Rank-and-File			
Male	Age 50 or older	6	14	0	7	27	14.59%	2.14%
	Age 31~49	5	90	1	6	102	28.49%	8.07%
	Age 30 or younger	0	35	0	8	43	43.88%	3.40%
	Subtotal	11	139	1	21	172	26.83%	13.61%
Female	Age 50 or older	0	15	0	2	17	11.89%	1.35%
	Age 31~49	4	66	0	6	76	22.03%	6.01%
	Age 30 or younger	0	28	0	2	30	22.22%	2.37%
	Subtotal	4	109	0	10	123	19.74%	9.73%
Total		15	248	1	31	295		23.34%
			263		32			
Share of All Turnover Employees (%)			89.15%		10.85%			

Note 1: The above figures are current as of December 31, 2025. The term "management" above refers to personnel holding a management-level position, i.e. section head or higher.

Note 2: The Bank's total employee turnovers reached 295 in 2025 (172 males/58.31%; 123 females/41.69%) and 237 in 2024 (122 males/51.48%; 115 females/48.52%).

Note 3: The Bank's overall turnover rate was 19.08% (237 employees) in 2024. The male was 9.82% (122 employees), comprising: aged ≥50 at 2.25% (28 employees), aged 31~49 at 5.15% (64 employees), and aged ≤30 at 2.42% (30 employees) and female was 9.26% (115 employees), comprising: aged ≥50 at 1.69% (21 employees), aged 31~49 at 5.64% (70 employees), and aged ≤30 at 1.93% (24 employees).

Note 4: The Bank's turnover rate in 2025 (23.34%) was higher than the rate in 2024 (19.08%), with the most notable shift seen in male employees aged 31 to 49. This increase is evaluated as a result of cross-industry digital transformation and rapid technology sector expansion, which heavily attract talent.

5.1.2 Workplace Equality

All O-Bank business locations both at Taiwan and overseas abide by local laws and regulations, comply with labor legislation, and treat our employees in a manner consistent with the principles of fairness, tolerance, and respect. We strive to create a zero discrimination, zero harassment work environment where no one receives unequal treatment due to gender, age, marital status, sexual orientation, ethnicity, skin color, religion, political position, nationality, place of birth, appearance, or physical/mental disability. We also recruit employees using an open selection process, and are committed to ensuring equal employment opportunities for every employee. In addition, acting in accordance with international human rights regulations (such as the "UN Universal Declaration of Human Rights," the "UN Global Compact," the "ILO Conventions," the "UN Guiding Principles on Business and Human Rights," the ILO "Declaration of Fundamental Principles and Rights at Work," and the ILO's core labour standards), O-Bank has adopted the "O-Bank Co., Ltd. Human Rights Policy," which was approved by the Bank's Chairman and establishes appropriate management methods and procedures to ensure equal rights. Information on the state of O-Bank's implementation of ILO's core labour standards in 2025 is set out in Table 5-7. In order to safeguard employee rights and interests, O-Bank does not employ child labor under 16 or involuntary labor, prohibits discrimination and inhumane treatment, and ensures that violations do not take place.

《O-Bank Co., Ltd. Human Rights Policy》

Table 5-7: Management Programs Related to the ILO's Core Labour Standards, and the State of O-Bank's Implementation Thereof in 2025

ILO's Core Labour Standards	Management Programs	State of Implementation in 2025
• Forced Labour Convention • Repeal of the Forced Labour Convention	The "O-Bank Co., Ltd. Human Rights Policy" prohibits forced labor.	There is no record of forced labor at O-Bank.
• Freedom of Association and Protection of the Right to Organise Convention • Right to Organise and Collective Bargaining Convention	1. The "O-Bank Co., Ltd. Human Rights Policy" supports the right of employees to organize and engage in collective bargaining, and respects the right of employees to form and join various types of organizations and legally recognized unions. 2. O-Bank regularly holds labor-management meetings to understand employees' needs.	O-Bank held five labor-management meetings in 2025 (including one at an overseas branch).
Equal Remuneration Convention	The "O-Bank Co., Ltd. Human Rights Policy" supports the principle of equal pay for equal work. In paying compensation to its employees, O-Bank does not discriminate on the basis of gender, sexual orientation, or other such factors.	1. Supports the principle of equal pay for equal work and in paying compensation to its employees, O-Bank promises does not discriminate on the basis of gender. 2. O-Bank has adopted a Gender Pay Equality Program which involves annual reviews of the reasonableness of employee compensation. At the time of annual pay adjustments – taking such factors as national or regional location, job function, and job duties into account – O-Bank examines fixed female/male pay differences at business locations around the world, identifies job duties for which the required abilities are similar or the same and then classifies them as categories within which female and male co-workers should enjoy fair compensation. O-Bank works to narrow gender-based compensation gaps within these categories each year.

ILO's Core Labour Standards	Management Programs	State of Implementation in 2025
Against Discrimination (Employment and Occupation) Convention	1. The "O-Bank Co., Ltd. Human Rights Policy" respects human rights in the workplace and prohibits differential treatment or any form of discrimination, and the President supervises the implementation of our workplace diversity-related plans. 2. Where an employment discrimination complaint is found upon investigation to have merit, O-Bank helps to uphold the rights and interests of the person who has suffered discrimination and provide psychological counseling resources, and acting in line with the O-Bank Rules for Employee Recognition and Discipline, we also discipline persons who have engaged in discriminatory behavior.	1. Held "Diversity and Inclusion Month" in October 2025. Through activities such as an international market fair, O-Bank guided employees to engage with issues related to new immigrants and promoted multicultural exchange, fostering a friendly, zero-discrimination workplace. 2. There were no recorded instances of employment or occupational discrimination in 2025.
Minimum Age Convention	1. The "O-Bank Human Rights Policy" prohibits the employment of child labor under 16. 2. If a person under 16 years of age has deliberately concealed their age and identity while seeking employment, their employment shall be terminated in accordance with the Labor Standards Act.	There were no recorded instances of the employment of child labor.

The O-Bank ESG Development Working Committee's Employee Care Subcommittee each year, acting with reference to international human rights frameworks and the human rights reports of financial institutions, assesses human rights risks that O-Bank employees could possibly face. Our Human Resources Department then uses human resources data to determine the likelihood of occurrence of various risks, sets management targets, and on the basis of such determinations establishes mitigation and compensation measures to reduce the harm and impact that related human rights risks cause to employees. Further details on the O-Bank procedure for identifying human rights risks are set out in Fig. 5-1, while assessment results and the particulars of mitigation and compensation measures are set out in Table 5-8. In 2025, a total of 39 employees (3.09% of all employees) were identified with a likelihood of various risks occurring, and we have carried out mitigation and compensation measures in each of their cases.

To instill in all employees a deeper awareness of basic human rights issues, all full- and part-time employees at all O-Bank business locations worldwide are required

Fig. 5-1: Procedure for Identifying Human Rights Risks

Identify Human Rights Risks
Responsible unit: Employee Care Subcommittee

Identify potential risks on the basis of international human rights frameworks and O-Bank human rights policies, and with reference to human rights reports related to the financial industry.

Assess Human Rights Risk Levels
Responsible unit: Human Resources Department & Occupational Safety and Health Officer

Employ data analytics to identify risk rankings for different issues.

Adopt Plans
Responsible unit: Human Resources Department & Occupational Safety and Health Officer

Adopt different action plans and mitigation measures.

Review Achievements
Responsible unit: Employee Care Subcommittee

Report the results of efforts to address human rights risks.

Conduct Periodic Reviews and Amendments.
Responsible unit: Human Resources Department

Annually review efforts to mitigate human rights risks, and seek to discover other potential human rights risks.

to attend at least one hour of human rights education and training activities each year. Topics include sexual harassment, equal rights, personal data protection, standing up against workplace violence, and cultural education. In 2025, the completion rate of all new and current employees' human rights education and training requirements reached 100%, and total annual training hours amounted to 6,956.5 hours. In addition, education and training on human rights policies were also conducted for contracted security personnel, with a completion rate of 100%.

Table 5-8: Assessment of Human Rights Risks & Related Mitigation or Compensation Measures

Risks	Affected Parties	Indicator	Risk in 2025	Risk Assessment Result	Mitigation Measures	Compensation Measures
Employment discrimination	Job seekers and employees	Number of cases involved in cases deemed "employment discrimination" by the competent authority as % of total employees	0%	Low risk	• The "Human Rights Policy" requires workplace diversity, and prohibits unequal treatment or any form of discrimination based on gender, sexual orientation, ethnicity, skin color, social class, age, marital status, linguistic background, ideology, religion, party affiliation, nationality, facial features, or disability status.	• Where an employment discrimination complaint is found upon investigation to have merit, O-Bank helps to uphold the rights and interests of the person who has suffered discrimination and provide psychological counseling resources, and acting in line with the O-Bank Rules for Employee Recognition and Discipline, we also discipline persons who have engaged in discriminatory behavior. • No employment discrimination cases took place in 2025.
Diversity, tolerance, and equality	Job seekers and persons with disabilities	Shortfall in employment of the legally required number of persons with disabilities as % of number of employees enrolled in labor insurance	0%	Low risk	• Built a barrier-free workplace. • Set up special website sections for recruiting persons with disabilities. • Each unit is required to hire a sufficient number of persons with disabilities to meet legal requirements.	• In 2025, hired 13 persons with disabilities, thus meeting the required percentage. • If for any reason it is not possible to hire a sufficient number of persons with disabilities, O-Bank must pay to the competent authority for labor matters a compensatory charge for the hiring shortfall.
Sexual harassment	All employees	Number of sexual harassment cases filed and persons involved as % of total employees	0.08%	Low risk	• Based on work characteristics and employee needs, provided safe work environments to prevent workplace harassment. • Incorporated sexual harassment prevention coursework into mandatory courses for newly hired employees. • Launched online courses such as "Workplace Sexual Harassment Prevention Training" to improve the ability of supervisors to handle workplace bullying and harassment. The course completion rate among all supervisors was 100%.	• Adopted a set of "Measures for Prevention of Sexual Harassment and Investigation/Handling of Complaints" and "Guidelines for Sexual Harassment Prevention, Complaints, and Discipline"; set up a Mailbox for Sexual Harassment Complaints and a mechanism for independent investigations. • In 2025, there was one sexual harassment complaint. In accordance with regulations, an independent investigation was conducted in conjunction with legal counsel, and the case was ultimately concluded as unsubstantiated.

Risks	Affected Parties	Indicator	Risk in 2025	Risk Assessment Result	Mitigation Measures	Compensation Measures
Excessive working hours	All employees	Number of persons reporting more than three times which exceed 40 hrs overtime per month in a year as % of total employees	2.37%	Low risk	• Adopted the "O-Bank Rules for Management of Employee Overtime" as a guideline for managing excessive working hours, with clear limits set on the number of working hours per day and per month, in order to strictly control total employee working hours. • If an employee's monthly work hours and overtime applications exceed legal limits, the Bank's attendance system will issue a warning to reduce overtime situations. • The Bank's Human Resources Department compiles overtime statistics by unit each month and reports them to heads of division-level units to help monitor and provide care for employees working overtime. • Direct supervisors are responsible for overseeing employee overtime and should periodically review workloads and allocate tasks reasonably to prevent workload concentration. • Supervisors should remind employees to leave the workplace once their tasks have reached a natural stopping point and there are no urgent matters requiring same-day completion, in order to support a healthy work-life balance.	• O-Bank has adopted the "O-Bank Rules for Management of Employee Overtime," which set forth the standards for overtime pay and the conversion of excess working hours into compensatory leave. Employees who work beyond regular hours may apply for overtime pay or compensatory leave in accordance with these rules. • If overtime is not applied for, the attendance system will automatically send a reminder email; if no application is made within a specified period, the system will notify the direct supervisor to ensure overtime is reported. • Each month, the attendance system automatically calculates overtime pay or compensatory leave hours based on submitted overtime applications; employees can view their details in the system to understand their overtime and confirm they received remuneration.

Risks	Affected Parties	Indicator	Risk in 2025	Risk Assessment Result	Mitigation Measures	Compensation Measures
Workplace health	All employees	Number of job adjustments as % of workplace accidents and hospitalizations	0%	Low risk	• O-Bank arranges employee health examinations each year. The list checks performed are more extensive than what is required by law, and necessary follow-ups are conducted. • O-Bank has a special health section on our website, which continues to provide information on the pandemic and health issues in general.	• Arrange for massage therapists to work onsite at the Bank (the headquarters building, the customer service center, the data center, and the Taichung Branch) to provide employees with shoulder, neck, and back massages on appointment. • Arranged for doctors to meet one-on-one with employees to explain the results of medical examinations, and to provide suggestions on how to maintain or improve health.
	Female employees	Number of job adjustments as % of pregnant female employees	0%	Low risk	• For any female employee who applies each month for prenatal check-up leave, O-Bank evaluates her physical and mental condition as well as workload during pregnancy and for one year postpartum.	• Workplace nurses and occupational safety and health officers use a "Self-Assessment Form for Female Employees Who Are Pregnant or Within Their First Postpartum Year" to assess their risk grades, so that on-site physicians can provide suggestions. • There was no instance in 2025 in which a female employee's pregnancy made a job adjustment necessary.
Workplace safety	All employees	Number of workplace accidents & deaths as % of total employees	0.63%	Low risk	• Adopted a set of "Working Rules for Occupational Safety and Health," which set out health standards and matters requiring attention in the workplace. • Conducts occupational safety and health training every year.	• O-Bank's internal work rules prescribe procedures for the handling of workplace accidents and the provision of compensation. Depending on the nature of an employee's injury or illness, the Bank provides medical expense compensation, disability, or death compensation that exceeds statutory requirements. • There were no severe occupational injuries or fatalities in 2025.
	Dispatched workers by outside employment agencies	Number of employees involved in workplace safety incidents as % of dispatched workers	0%	Low risk	• Confirmed that cooperating dispatch companies have all adopted a set of Working Rules for Occupational Safety.	• There were no workplace safety incidents involving dispatched workers in 2025.
Child labor	Job seekers	Number of child laborers as % of total employees	0%	Low risk	• The "O-Bank Human Rights Policy" prohibits the employment of child labor under 16. • Properly checked ID documents of new personnel during recruitment and reporting-in phases.	• If a person under 16 years of age has deliberately concealed their age and identity while seeking employment, their employment shall be terminated in accordance with the Labor Standards Act. • No child labor was employed in 2025.

Risks	Affected Parties	Indicator	Risk in 2025	Risk Assessment Result	Mitigation Measures	Compensation Measures
Labor-management relations	All employees	Number of persons involved in labor disputes as % of total employees	0%	Low risk	• In accordance with labor legislation, O-Bank periodically holds labor-management meetings, with employee representatives elected by the workforce. • To safeguard employee rights and ensure smooth communication, O-Bank has established a Mailbox for Employee Complaints and holds an annual Employee Satisfaction Survey. • O-Bank regularly holds a "WeCare 2.0+" activity to create opportunities for interaction between employees and executive management.	• When an employee's complaint is found to be legally compliant and reasonable, O-Bank launches an internal investigation to work out a solution. • The share of complaints involving labor-management disputes in 2025 was 0%.
Privacy	All employees	Instances of misuse of personal data as % of number of employees	0%	Low risk	• O-Bank holds regular training courses on personal data protection each year. In 2025, the completion rate of human rights education and training for all full-time and part-time employees reached 100%. • Acting in accordance with the O-Bank "Personal Information Management Policy," we inform customers of our purpose in collecting their personal information and the range of uses to which it may be put, and we pay balanced attention to management requirements and the need to protect employee privacy.	• Where a complaint regarding improper use of personal data is found upon investigation to have merit, O-Bank helps to maintain the rights and interests of the aggrieved party or parties and, acting in line with the O-Bank Rules for Employee Recognition and Discipline, we also discipline persons who have improperly used personal data. • No incidents involving improper use of employees' personal data occurred in 2025.

Note 1: Human rights risk level % = Number of employees identified as being at risk / total number of employees (or number of employees relevant to the issue)

Note 2: The figures in this table cover all employees in Taiwan and overseas business locations. The coverage ratio of the human rights assessment was 100%.

Note 3: Risk ratings are set by legislation or comparing yearly average data on the basis of employee self-evaluation questionnaires.

Note 4: A total of ten business locations implemented mitigation plans, including four in Taipei (the Head Office; Asia-Pacific Trade Center Building; First International Computer Building; Nanjing Fuxing Branch) plus the Taoyuan Branch, the Hsinchu Branch, the Taichung Branch, the Kaohsiung Branch, the Tainan Region Business Department, and the Hong Kong Branch.

O-Bank attaches great importance to gender equality. In addition to setting a goal of having women account for 50% of all employees by 2026, the Bank has also set a target of having women account for more than 40% of all management personnel. The ratio of male to female employees in 2025 was 50.71% to 49.29%, meaning that women have accounted for nearly half of all employees for ten consecutive years; also, as of the end of 2025, the average seniority was 4.84 years among female employees and 4.89 years among male employees. Within management ranks, women accounted for 39.79% of all management personnel, including 44.70% of junior management, 25% of middle management, and 45.45% of executive management. The number of women in management positions at O-Bank in 2025, and their share of the total, are indicated in Table 5-9. Women accounted for 45.56% of all promotions in 2025, demonstrating that O-Bank provides fair opportunities for gender-neutral competition and career development. For specific functional categories, women accounted for 29.73% of supervisors in business units, and 17.24% of supervisors in STEM-related positions.

Table 5-9: Number of Women in Management Positions in 2025, and Their Share of the Total

Unit: number of people; share

	Executive Management		Senior Management		Junior Management	
Females	5	45.45%	12	25%	59	44.70%
Males	6	54.55%	36	75%	73	55.30%
Total	11	100%	48	100%	132	100%

Note: Seniors Executive in this table include the President.

Taipei City Workplace Gender Equality Certification Bronze Award Trophy

To create a work environment characterized by gender equality and respect, O-Bank has adopted the "Measures for Prevention of Sexual Harassment and Investigation/Handling of Complaints" and the "Guidelines for Sexual Harassment Prevention, Complaints, and Discipline." These measures and guidelines explicitly prohibit any acts of gender harassment, discrimination, or intimidation, and establish a mechanism for investigation and handling of sexual harassment. After receiving a sexual harassment complaint, O-Bank is required to decide within seven working days whether to consider the complaint. If the complaint is accepted, an ad hoc team will be formed to conduct an investigation, which must be concluded within two months. If necessary, the investigation period may be extended by one month, in which case the parties involved must be notified. There was one sexual harassment complaint in 2025. In accordance with regulations, an independent investigation was conducted in conjunction with legal counsel, and the case was ultimately concluded as unsubstantiated. O-Bank also includes gender equality, prevention of sexual harassment, and concern for disadvantaged groups among the required subjects in new employee training. In 2025, a total of 210 employees (those who passed probation) were required to complete the training, and the completion rate was 100%. In addition, O-Bank offered online training courses for all supervisors on topics such as "Workplace Sexual Harassment Prevention Training" to enhance their ability to handle workplace bullying and harassment. All supervisors completed the training, for a completion rate of 100%. To further promote gender equality, O-Bank since 2018 has implemented employee-friendly workplace policies that are neutral with respect to sexual orientation. All employees receive the same benefits and entitlements, and O-Bank has taken a lead in the industry by granting employees with same-sex couple the same types of marriage leave, paternity leave for prenatal checkups, paternity leave, bereavement leave, and various other benefits funded by the Employee Welfare Committee. O-Bank is doing everything we can to build a friendly workplace and achieve diversity and equality. O-Bank seeks to create a gender-equal work environment, and in 2025 won the Taipei City Workplace Gender Equality Certification Bronze Award (remains valid until December 2027).

In addition, O-Bank in 2022 established a "Women's Empowerment Group" that has held a wide range of experiential activities. These include inviting co-workers to view videos that promote diversity and inclusion, organizing movie viewing and discussion events, holding cross-generational workplace communication lectures, and co-hosting courses designed to unlock innovation potential in cooperation with Wooman Power. These undertakings help employees discover their strengths, clarify their personal positioning, and create diverse opportunities for development and self-expression.

O-Bank promotes workplace diversity and inclusion through various initiatives to create a diverse and equitable work environment. These initiatives included: designating October as "Diversity and Inclusion Month" and hosting international markets to raise employee awareness of new immigrant issues; organizing global workplace life-sharing lectures to expand international horizons and cultivate cross-cultural communication skills; and integrating cultural education into mandatory training for both current and newly hired personnel. In 2025, the rate of reported incidents of cultural discrimination was 0%. At the same time, for employees of indigenous background, in addition to providing equal pay and benefits, O-Bank also offers "Indigenous rituals and ceremonies leave" for indigenous people, allowing them to take three days off during the ritual period of their respective ethnic group, in recognition of their cultural traditions. As of the end of 2025, O-Bank had three indigenous employees in Taiwan. All held non-managerial positions, accounted for 0.26% of employees in Taiwan, and no incidents occurred that infringed upon their rights. In addition, O-Bank has installed a wide range of barrier-free facilities for employees with physical or mental disabilities, such as outdoor access ramps and handrails, indoor accessible corridors, elevators, and accessible restrooms, providing a comfortable working environment. As of year-end 2025, O-Bank had 13 employees with physical or mental disabilities at its global locations. Two of these employees held a managerial position, and all worked in Taiwan. They accounted for 1.03% of the total workforce, in compliance with statutory requirements for employing persons with disabilities (see Table 5-10).

Table 5-10: Overview of O-Bank's Employment of Persons with Physical and Mental Disabilities, 2023~2025

	Gender	2025	2024	2023
Number of Employees with Disabilities	Male	2	5	0
	Female	11	12	7
	Total	13	17	7

Note: In accordance with the People with Disabilities Rights Protection Act, private enterprises with 67 or more employees at a single location are legally required to employ a certain proportion of persons with disabilities. At O-Bank, two business locations meet this threshold: the headquarters (with 889 employees covered by labor insurance in 2025, including 10 employees with disabilities) and the Taichung Branch (with 67 employees covered by labor insurance in 2025, including two employees with disabilities). Both locations comply with the regulatory requirement stipulating that employees with disabilities must account for at least 1% of the total headcount insured. Additionally, Taoyuan Branch, which had 60 employees enrolled in labor insurance in 2025, also employed one person with a disability.

Also, in the event of a material operational change, or if any of the situations set out in Articles 11, 13, and 16 of the "Labor Standards Act" arises, O-Bank will first communicate with employees in order to safeguard their rights and interests, and if such a situation involves the termination of a labor contract, will observe the minimum period of advance notice (as set out in the "O-Bank Work Rules") in providing employees with advance notification. Where a worker has worked continuously for more than three months but less than one year, the notice shall be given ten days in advance; where a worker has worked continuously for more than one year but less than three years, the notice shall be given 20 days in advance; where a worker has worked continuously for more than three years, the notice shall be given 30 days in advance. In addition to providing severance pay and two days of paid leave per week for job searching in accordance with the Labor Standards Act, O-Bank's Human Resources Division also offers career development consulting services. These include resume revision advice, interview coaching, and referrals to recruitment agencies, all aimed at supporting employees in their career transitions and enhancing their employability. In 2025, O-Bank recorded a 0% incidence rate of labor disputes arising from employment terminations, with no related labor dispute cases occurring.

5.1.3 Working Environment and Healthcare

1. Workplace Safety and Protection of the Personal Safety of Employees

To create a healthy and safe work environment, O-Bank regularly holds annual cross-departmental occupational safety and health management meetings, convening personnel from various units to communicate and coordinate on occupational safety issues, as well as to review the implementation progress and effectiveness of the Bank's relevant initiatives. Furthermore, O-Bank has established a Board-approved "Occupational Health and Safety Policy," setting quantified management targets and sets implementation priorities in the following order: zero workplace injuries, 100% compliance with occupational safety and health regulations, and keeping the number of workplace environment-related complaints submitted to the "WeCare mailbox" below 2% of total complaints. To achieve these goals, O-Bank has developed a corresponding action plan that includes: conducting a self-audit of compliance with occupational safety and health regulations every six months; providing all employees with three hours of occupational safety and health training annually; conducting a health promotion activity every six months; carrying out health awareness campaigns every two months; and monitoring air quality and lighting levels in the work environment every six months. The implementation of O-Bank's workplace and employee safety protection measures in 2025 is detailed in Table 5-11. Additionally, when employees have optimization suggestions regarding the Bank's occupational safety and health initiatives, they can provide feedback through labor-management meetings or the "WeCare mailbox".

Table 5-11: Measures for Protection of O-Bank Workplace Safety and Personal Safety of Employees in 2025, and the State of Their Implementation

Item	State of Implementation
Self-audit on our compliance with occupational safety and health legislation	Self-audit completed in July 2025.
Occupational safety and health training	One training sessions was held in November 2025, with total attendance reaching 1,280. 11 employees obtained first-aid certificates.
Fire preparedness team drills	Two drills were completed in May and September 2025, with a total of 114 employee attendances.
Disaster Prevention & Evacuation Drill	Completed one drill in October 2025, with a total of 1,132 participants.
Conduct health promotion activities	Held six health promotion activities in 2025.
Carry out health awareness events	Carried out six health awareness events in 2025.
Carry out work environment air quality and illuminance testing	Carried out two work environment air quality and illuminance tests in May and November in 2025.
Installation of handrails on both sides of the outdoor stairs at the Headquarters main entrance (1F)	Completed in February 2025.
Application of anti-slip strips to the outdoor stairs and ramps at the Headquarters main entrance (1F)	Completed in August 2025.

O-Bank is implementing a PDCA (Plan, Do, Check, Act) management cycle on the basis of an ISO 45001:2018-compliant management system for occupational health and safety, systematically promoting occupational safety maintenance work in the areas of identification of risks, formulation of policies, preparation of action plans, implementation of internal audits, and ongoing pursuit of corrective actions. Through these actions O-Bank seeks to ensure achievement of all occupational health and safety management goals, and pledges to continue improving our occupational safety management system.

We obtained third-party ISO 45001:2018 certification in 2023 (valid through August 2026) and passed the 2025 annual surveillance audit in July. The certification covers the O-Bank headquarters building, where 591 employees work, accounting for 46.76% of all O-Bank employees. In 2025, O-Bank identified occupational health and safety risks in the following order: health examination abnormalities, musculoskeletal pain, exceptional workload, workplace safety, maternity protection, and prevention of wrongful harm during the execution of job duties. O-Bank has drawn up mitigation and preventive protection measures, and has adopted quantitative targets for monitoring purposes. See Table 5-12.

Certificate of passing the 2025 annual surveillance audit for ISO 45001:2018

Taipei City Department of Health certification for exemplary breastfeeding room (valid through August 2028)

Table 5-12: 2025 Assessment of O-Bank Occupational Health and Safety Risk Issues

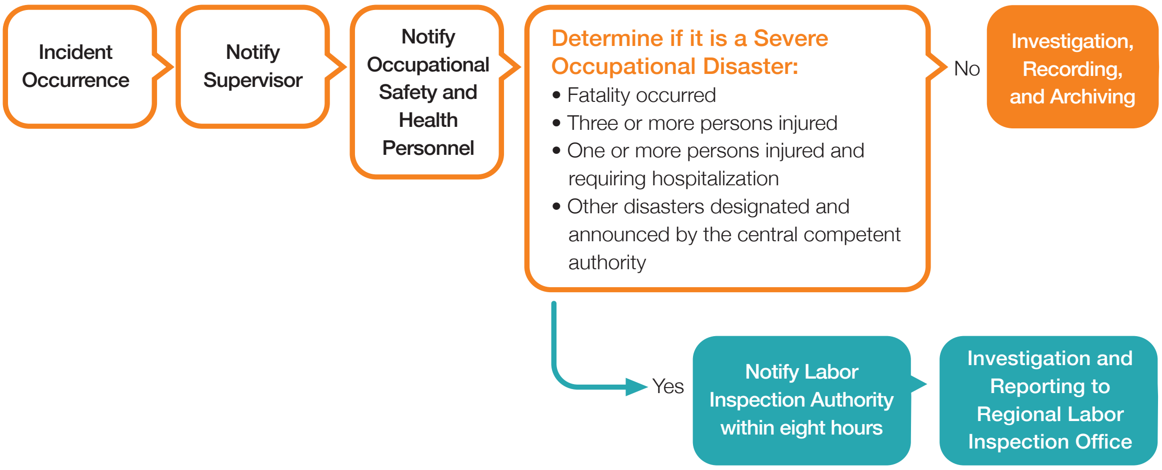
Order of Rank	Risks	Degree of Impact	Risk Mitigation and Preventive Protection Measures	2025 Targets	2025 Target Achievement and Implementation
1	Health examination abnormalities	High risk	• O-Bank arranges employee health examinations each year. The list checks performed are more extensive than what is required by law, and necessary follow-ups are conducted. • Hold health lectures and courses on posture management. • Issue a health publication to familiarize employees with related knowledge. • Order healthy boxed lunches for employees and partially subsidize the cost.	• Employee health check coverage rate reached 90%. • At least four one-on-one physician consultation sessions were arranged to explain health reports and provide employees with health advice. • Hold at least four health lectures. • Issue a health publication every other month. • Order healthy boxed lunches for employees once per month and partially subsidize the cost.	• In 2025, the participation rate in health examinations among O-Bank employees was 92.55%. • Six on-site physician consultations arranged, with 62 employees participating in total. • Held four health seminars. Topics included: healthy diet, metabolic syndrome prevention, stress relief techniques, and health checkup report analysis. • Has issued a health publication in February, April, June, August, October, and December. • A healthy lunchbox pre-order service was offered every month, with a total of 1,122 lunchboxes ordered.

Order of Rank	Risks	Degree of Impact	Risk Mitigation and Preventive Protection Measures	2025 Targets	2025 Target Achievement and Implementation
2	Occupational hazard: musculoskeletal pain	Low risk	• Conduct a "survey for musculoskeletal disorders" to understand the musculoskeletal health of O-Bank employees. • Conduct "Ergonomic Hazard Prevention" education and training. • Arrange for massage therapists to work onsite at the Bank (the headquarters building, the customer service center, the data center, and the Taichung Branch) to provide employees with shoulder, neck, and back massages on appointment. • Hold aerobics and fitness courses to teach co-workers how to relieve emotional stress and do stretch exercises to reduce risks.	• Get at least 90% of employees to fill out a "survey for musculoskeletal disorders". • The participation rate in ergonomic hazard prevention education and training reached 90%. • Arrange for massage therapists to work onsite each month at the Bank, and to provide over 1,000 massages during the year. • Hold ten aerobics and fitness courses.	• In 2025, the response rate for the "survey for musculoskeletal disorders" was 97.43%. • 100% of employees (1,280 persons) participated in "Ergonomic Hazard Prevention" education and training. • Massage therapists working onsite each month at the Bank provided 2,242 massages over the course of 2025. • Had held ten aerobics and fitness courses through August, with total attendance reaching 123.
3	Exceptional workload	Low risk	• Use workload surveys to understand the workload of employees, refer high-risk colleagues to a labor safety unit supervisor or unit supervisor to help assess that colleague's work environment and work style, and on this basis adjust that colleague's work assignment or working hours. • Arrange for individual consulting with on-site physicians. • O-Bank cooperates with the Taoyuan Lifeline Association to provide free counseling services on family relationships, interpersonal relationships, romantic relationships, and workplace adaptation. Employees can directly schedule counseling sessions with the Lifeline Association to protect their privacy.	• Get at least 90% of employees to fill out a workload survey. • The matching rate of on-site physician consultation services for employees with excessive workloads reached 100% among those who requested the service.	• In 2025, 97.20% of employees filled out a workload survey. • According to the results of the overwork survey analysis, employees at risk of abnormal workloads accounted for 3.92% of the Bank's total workforce in 2025. All those who expressed a willingness to received such service have been scheduled for one-on-one consultations with on-site physicians to continuously alleviate their work-related stress.

Order of Rank	Risks	Degree of Impact	Risk Mitigation and Preventive Protection Measures	2025 Targets	2025 Target Achievement and Implementation
4	Workplace safety	Low risk	• Periodically self-audit our compliance with occupational safety and health legislation. • Adopt an "Occupational Health and Safety Policy," establish quantitative management targets, and continue implementing them; at the same time, obtain third-party verification to ensure the effectiveness of O-Bank's measures to promote occupational safety and health. • Periodically conduct education and training related to occupational safety and health legislation and train O-Bank employees to obtain qualification certificates in occupational safety and health.	• Conduct at least one self-audit per year on our compliance with occupational safety and health legislation. • Passed the ISO 45001:2018 annual surveillance audit. • Conduct at least one occupational safety and health training session. • Conducted at least two fire drill exercises. • At least five employees complete a first-aid personnel training course and obtain first-aid certificates.	• Completed one self-audit in July 2025 on our compliance with occupational safety and health legislation. • O-Bank obtained ISO 45001:2018 certification in 2023 (valid through August 2026) and passed the annual surveillance audit in July 2025. • Conducted one occupational safety and health training session, with total attendance reaching 1,280. • Two drills were completed in May and September 2025, with a total of 114 employee attendances. • In 2025, a total of 11 employees obtained first aid certification.
5	Maternity protection	Low risk	• For any female employee who applies for prenatal check-up leave, track and evaluate her physical and mental condition as well as workload during pregnancy and for one year postpartum. • Provide female employees who are pregnant or within their first postpartum year to go to consultations with onsite physicians. • Optimized O-Bank's breastfeeding rooms, thus providing comfortable spaces to female employees who have a need. • Distributed "Mama Gift Packs" containing thoughtful pregnancy essentials to pregnant employees.	• For female employees who have applied for prenatal check-up leave, track their physical and mental condition as well as their workload at least once per month. • Arrange for female employees who are pregnant or within their first postpartum year to go to consultations with onsite physicians. • Passed the Taipei City Department of Health certification for exemplary breastfeeding room. • Each pregnant employee will receive an O-Bank "Mama Gift Pack".	• For any female employee who applies for prenatal check-up leave, track and evaluate her physical and mental condition as well as workload during pregnancy and for one year postpartum. • O-Bank arranged for female employees who were pregnant or within their first postpartum year to go to 11 consultations with onsite physicians. • In 2025, the Bank passed the Taipei City Department of Health certification for exemplary breastfeeding room. (valid through August 2028), receiving a "Distinguished" rating. • In 2025, a total of eight pregnant employees received maternity gift packages from O-Bank.
6	Prevention of wrongful harm during the execution of job duties	Low risk	• Adopted workplace violence prevention and response measures, which include conducting awareness campaigns to prohibit workplace violence, establishing a dedicated grievance hotline and email inbox for unlawful workplace infringement, and providing relevant prevention training. Additionally, the Bank periodically implements the "Program for Prevention of Wrongful Harm During the Execution of Job Duties".	• Hold at least one course on the prevention of workplace violence. • Ensure no instances of wrongful harm.	• In 2025, one training course titled 'Prevention of Workplace Sexual Harassment and Other Unlawful Infringements' was conducted. • There were no instances of wrongful harm in 2025.

To prevent workplace accidents, O-Bank has worked together with five labor representatives to adopt a set of "Working Rules for Occupational Safety and Health" in accordance with the "Occupational Safety and Health Act" of the Ministry of Labor. The O-Bank President exercises coordinated management of labor safety and health throughout the Bank, while unit supervisors are responsible for implementation. The Working Rules apply to all business locations and workers in Taiwan. In addition to regulating the frequency of servicing for official vehicles, firefighting systems, air conditioning, and drinking water dispensers, the Working Rules set out health standards and matters requiring attention in the workplace. They also provide detailed principles regarding first-aid measures, the use of emergency equipment, and accident reporting procedures in the event of an accident. Furthermore, the Rules protect employees from punishment when they report a potential occupational hazard or dangerous situation, or when they leave their work position upon determining that they are exposed to an occupational hazard or dangerous situation. O-Bank has also set out procedures for handling occupational accidents in its "Working Rules for Occupational Safety and Health" (as shown in Fig. 5-2). In the event of such an accident, the responsible supervisor at each level is required to report it to the Chief Occupational Safety and Health Officer and take necessary first-aid or rescue measures to minimize injury and loss.

Fig. 5-2: Occupational Health and Safety Incident Notification and Response Flowchart



In addition to regularly organizing occupational safety and health training for our employees and non-employee workers which covers occupational hazard identification and commuting safety awareness, the Bank also holds fire drills to cultivate employees' emergency response capabilities. Occupational safety and health personnel are responsible for promoting and supervising safety and health management matters, while each department is responsible for its respective safety and health management tasks in a tiered structure. These efforts aim to minimize the risk of occupational accidents. In 2025, O-Bank organized one occupational safety and health training session, two fire brigade drills, and one disaster prevention and evacuation drill, with employee attendances reaching 2,526, and non-employee worker attendances reaching 40. Additionally, 11 employees completed a first-aid personnel training course.

Regular hosting occupational safety and health training

In addition to providing occupational injury and illness leave in accordance with the law under its Work Rules, O-Bank also offers differentiated compensation in the event that an employee suffers illness, disability, or death due to an occupational injury, based on the severity of the case. The Bank also assists employees in applying for labor insurance benefits and offers group insurance benefits that exceed the requirements of the Labor Standards Act, ensuring that needed assistance is provided as quickly as possible following an incident. In 2025, there were no instances of occupational disease among O-Bank's full-time or part-time employees resulting from working conditions or work practices. In 2025, the total recordable incident rate for O-Bank's full-time employees and contract employees was 0.03. A total of eight recordable incidents occurred, all of which were commuting accidents involving full-time employees. In addition, the absence rate for full-time employees and contract employees in 2025 was 0.81%, meeting the bank's target of maintaining an overall absence rate below 1% and the Bank has set a target of keeping the overall absence rate below 1% in 2026. Recordable incidents and absence rate among O-Bank regular full-time employees and contract employees in 2025 are presented in Table 5-13. Regarding outsourced operations, the total working hours for non-employee workers in 2025 amounted to 84,021 hours, with zero instances of occupational injuries, fatalities, or occupational illnesses recorded among non-employee workers.

Table 5-13: Recordable Incidents and Absence Rate among O-Bank Regular Full-time Employees and Contract Employees in 2025

Location	Item / Gender	Number of Recordable Occupational Injuries	Total Recordable Incident Rate	Missed Work Days	Absence Rate (%)
Taiwan	Male	5	0.02	757	0.24%
	Female	3	0.01	1,267.5	0.41%
	Total	8	0.03	2,024.5	0.65%
Overseas	Male	0	0	161.75	0.05%
	Female	0	0	350.625	0.11%
	Total	0	0	512.375	0.16%
Overall		8	0.03	2,536.875	0.81%

Note 1: These statistics are current as of December 31, 2025, and include regular full-time employees and contract employees.
Note 2: Total working hours = 2,505,181 hours (Number of full-time employees × working days in the year × Number of working hours per day + Total working hours in the year of contract employees); Total working days = 313,148 days (Number of full-time employees × working days in the year + Total working days in the year of contract employees)
Note 3: Total Recordable Incident Rate = Number of Recordable occupational injuries / Total working hours × one million hours
Note 4: Absence Rate = (days lost to occupational injuries + days lost to sick leave + days lost to menstrual leave) / Total working days × 100%
Note 5: The total recordable incident rate and absence rate of part-time employees were both 0.
Note 6: Absence rates for 2022, 2023, and 2024 were 0.53%, 0.77%, and 0.65%, respectively.

To prevent poor workplace air quality from affecting employees' health and work efficiency, O-Bank prohibits smoking in all office areas and within ten meters of the entrance to any building, and has installed pre-cooling air handling units and fresh air inlets on our office buildings to maintain good air quality in office environments. Also, office areas are cleaned every day, and on a regular basis these areas are disinfected in order to reduce employee contact with work environment risk factors. O-Bank also tests indoor CO_2 emissions twice a year, and the test results are all in compliance with the regulations. At offices located in areas with serious air pollution, O-Bank installs air purifiers and provides persons who work there with a special allowance to offset the cost of lung CT scans. The CT scan results can help employees be more aware of the health impact of air pollution. O-Bank also tests indoor air quality every three years. In July 2023, the Taipei City Government issued O-Bank an "Indoor Air Quality Voluntary Management Certificate" (valid through July 2026), recognizing O-Bank's achievements in maintaining good workplace air quality.

優良 IAQ Excellent 室內空氣品質

證號：202308300201

O-Bank receives "Indoor Air Quality Voluntary Management Certificate"

2. Employee Health Maintenance

To promote employee health, O-Bank arranges employee health examinations each year, and the list of checks performed is more extensive than what is required by law. Employees aged 40 or older can receive one free health examination per year, while employees under the age of 40 can receive one free health examination every other year. The hospital that conducts the health examinations then sets up individual appointments as necessary to discuss the results and provide health management recommendations. In 2025, 92.55% of employees took advantage of the health examination program. O-Bank has assessed employee health risks on the basis of: the results of employees' health examinations; and surveys carried out under the O-Bank Ergonomic Hazard Prevention Program, the Program for Prevention of Ailments Induced by Exceptional Workload, the Program for Prevention of Wrongful Harm During the Execution of Job Duties, and Self Health Assessments During Pregnancy and the First Year Post-Partum. On the basis of the results, O-Bank has developed health management plans and provided risk mitigation measures, and provided individual employees with suggestions on how to deal with specific risks. The idea is to elevate employees' awareness of the need to care for their own health. The results of O-Bank 2025 employee health risk assessments are as shown in Table 5-14. With respect to assessed items with a relatively high abnormality rate, O-Bank steps up the provision of mitigation measures in order to maintain employees' physical and mental health.

Table 5-14: O-Bank 2025 Employee Health Risk Assessments

No.	Assessed Item		Abnormality Rate	Mitigation Measures
1	Abnormal checkup findings	Cholesterol	42.12%	• Set up a special "Health Information Section" on our digital learning platform to provide information regarding nutrition, posture management, disease management and prevention, mental health management. The idea is to make it easier for employees to obtain accurate health information. • Set up a health kiosk where employees can make use of treadmills, stationary bicycles, stepper machines, dartboard machines, practice putting greens, and other such equipment that employees can use while they're on break. • Launch a wide range of posture management courses, including aerobics, athletic competitions, and physical fitness courses. • Hold lectures on exercise and health to share information on correct exercise posture, how to improve one's diet, and emphasizing the importance of regular health examinations. • Order healthy boxed lunches for employees once per month and partially subsidize the cost, to encourage employees to pay attention to healthy eating habits.
2		Blood pressure	18.85%	
3		Blood sugar	29.62%	

No.	Assessed Item		Abnormality Rate	Mitigation Measures
4	Exceptional workload	Workload surveys	3.92%	• Based on the seriousness of conditions mentioned in questionnaire responses, arrange consultations with an on-site physician. • A labor safety unit supervisor or unit supervisor is referred to a high-risk colleague to help assess that colleague's work environment and work style, and this basis we adjust that colleague's work assignment or working hours.
5		Psychology surveys	11.60%	• O-Bank cooperates with the Taoyuan Lifeline Association to provide free counseling services covering family relationships, interpersonal relationships, romantic relationships, and workplace adaptation. To protect employee privacy, employees can contact the Taoyuan Lifeline Association directly to schedule counseling sessions.
6	Ergonomic hazards	Musculoskeletal survey	3.99%	• O-Bank arranges for massage therapists to be stationed at the headquarters building, Customer Service Center, Information Center, and Taichung Branch, providing employees with 20-minute shoulder, neck, and back massage sessions each month. The Bank also offers correct posture education information in the "Health Information" section.
7	Prevention of wrongful harm during the execution of job duties		0%	• Adopted measures to prevent and punish workplace violence, conducts awareness campaigns to emphasize that workplace violence is prohibited, and periodically conducts activities under the Program for Prevention of Wrongful Harm During the Execution of Job Duties. • There were no instances of wrongful harm in 2025.
8	Protection of maternal health		0%	• O-Bank provides maternity leave and prenatal check-up leave that exceed statutory requirements. • O-Bank provides breastfeeding rooms and was awarded the Taipei City Department of Health certification for exemplary breastfeeding rooms in 2025 (valid through August 2028), receiving the highest rating of "Distinguished". • Daily breastfeeding time extended to 90 minutes, exceeding the legal requirement of 60 minutes. • Provides pregnant employees with one glass of fresh milk each day, plus gift certificates for maternal and infant care shops.

Note: The figures in this table only cover employees in Taiwan.

To prevent exceptional workloads from causing illness, O-Bank uses workload surveys and psychology surveys to assess whether employees have potential risks of stress, and is cooperating with the Taoyuan Lifeline Association to arrange counseling services focusing on such matters as family relationships, interpersonal relationships, romantic relationships, and adaptation to the workplace. In addition, O-Bank observes musculoskeletal disorders to understand the musculoskeletal injuries that co-workers may suffer as a result of having spent long hours sitting in offices or possibly not maintaining good posture. O-Bank has set up a health kiosk in our headquarters building, and is planning to launch posture management courses, hold athletic competitions, and hire visually impaired massage therapists from the Eden Social Welfare Foundation who will work onsite at O-Bank to help employees care for their musculoskeletal health. For matters of pregnancy, O-Bank prepares special care measures for female employees when they are pregnant, are in their first year post-partum, or are lactating, and on the basis of the "Form for Self Health Assessments by Laborers During Pregnancy and the First Year Post-Partum" O-Bank adopts hazard assessment and control measures, and implements health protection measures for pregnant employees. When an employee has a health concern, O-Bank periodically arranges for individual consulting with an on-site physician to provide employees with health education and medical information. Furthermore, O-Bank is equipped with an on-site health room staffed by occupational health nurses. If any employee or non-employee worker experience physical discomfort during working hours, they may rest in the room, where the occupational health nurse will help assess their condition, and based on the evaluation, notify emergency medical services for hospital transport if necessary.

To promote a culture of physical activity in the workplace, O-Bank has established a variety of sports-related clubs, including the Slow Living Club, Basketball Club, Golf Club, Yoga Club, Badminton Club, and Aerobics Club. In 2025, the Bank allocated a total of NT$1,597,317 in subsidies for these clubs to encourage employee participation and support the development of regular exercise habits. In recognition of O-Bank's outstanding efforts in this area, the Ministry of Education's Sports Administration in 2023 granted O-Bank "Taiwan i Sports" certification (remain current through October 2026). In 2025, O-Bank has received a Badge of Accredited Healthy Workplace (remains current through December 2027) from the Ministry of Health and Welfare's Health Promotion Administration. These honors highlight the success that O-Bank has achieved through our efforts to promote a healthy work environment.

Well-equipped employee lounge promotes a healthy workplace.

O-Bank's Aerobics club

O-Bank received a Badge of Accredited Healthy Workplace

O-Bank received "Taiwan i Sports" certification

Fig. 5-3: Health Assessment Procedures and Healthcare Measures for O-Bank Employees

PLAN

Plan yearly employee health exams

DO

Conduct health exams

CHECK

Assess and analyze employees' health risks on basis of health exam results

ACTION

Plan wellness activities

Wellness

Consciousness – Health consciousness

- Set up a special "Health Information Section" on our digital learning platform to provide information regarding nutrition, posture management, disease management and prevention, mental health management. These measures will provide employees with the knowledge they need to manage their own health.
- Organize health and wellness seminars sharing tips on improving diet, promoting exercise habits, and emphasizing the importance of regular health check-ups.

Diet – Healthy diet

- Hold health lectures where dieticians share tips with those who eat out regularly on how to maintain a healthy diet.
- Allowances for healthy boxed meals provide employees with healthier noon-time meal choices.
- Promote wide range of healthy eating choices and set up "energy charging" stations where provides employees with in-season fruits grown by small farmers.

Action – Health activities

- Set up a "health kiosk" where employees can make use of treadmills, stationary bicycles, stepper machines, dartboard machines, practice putting greens, and other such equipment.
- Hire professional trainers to plan out varied posture management courses and online sports competitions, and to provide instruction in proper exercise posture.
- Establish a variety of clubs that engage in physically active pursuits to help employees get in the habit of maintaining active lifestyles.

Assistance – Health management

- Based on the results of the health examinations, the hospital provides individual consultations and health management recommendations, along with on-site physician consultations every two months to help employees stay informed about their health status.
- O-Bank cooperates with the Taoyuan Lifeline Association to arrange counseling services focusing on such matters as family relationships, interpersonal relationships, opposite-sex relationships, and adaptation to the workplace.

5.2 Employee Compensation and Benefits

5.2.1 Fair Compensation

1. Compensation System and Compensation Disclosure

To attract outstanding talent and motivate employees to perform at their best, O-Bank offers a compensation system that balances internal fairness and external competitiveness. Compensation is determined based on each employee's educational background, work experience, performance, position, and required professional skills, without any discrimination on the basis of gender, age, ethnicity, or other such factors. O-Bank regularly reviews employee compensation to ensure that the basic starting salaries for regular full-time employees exceed both the minimum wage set by the Labor Standards Act and the salary level required to meet Taiwan's minimum living wage standard (Note 5-2). In 2025, the monthly fixed salary offered to newly hired university graduates – regardless of gender – was more than 1.38 times the statutory minimum monthly wage (Note 5-3), and the hourly wages paid to part-time employees of both genders met the legal minimum. In addition, the O-Bank Board has a Compensation Committee that reports to it. The Compensation Committee, which is comprised of the entire number of independent directors, periodically examines and evaluates the compensation of directors and executive officers, and determines the performance review standards and compensation peer groups for employees. It also reviews the competitiveness of compensation provided by O-Bank each year by making reference to compensation benchmarks among peer institutions. In addition, O-Bank reports each year on its director remuneration policy and executive management remuneration policy to the shareholders' meeting to ensure that both remuneration-related performance indicators as well as the organizational strategies of concern to stakeholders are all developing in the same direction.

O-Bank has adopted its "Rules Governing Employee Compensation" and is committed to building a compensation and benefits system that is competitive in the market. The Bank provides employees with 12 months of fixed base salary, meal allowances, work allowances, three major holiday bonuses, participation in the Labor Insurance, National Health Insurance, and Labor Pension programs, as well as other employee benefits. In addition, based on the Company's earnings and each employee's individual performance, O-Bank grants two months of festival bonuses and differentiated short-term incentive bonuses, including performance bonuses, sales bonuses, and employee compensation, to encourage the pursuit of excellence. In 2025, employees at O-Bank's global business locations received an average of NT$1.672 million in total annual compensation and benefits, including the aforementioned base salary, meal allowances, and various bonuses. In addition, O-Bank also conducts annual salary adjustments based on factors such as economic growth, the consumer price index, individual performance, job responsibilities, and potential for future development. Employees who were promoted in the previous year and continued to demonstrate outstanding performance received larger salary adjustments to help retain talent. In 2025, over 93% of employees who participated in annual performance evaluations received salary adjustments, with an average adjustment rate of 3.29%. The highest individual salary adjustment exceeded 18%, including adjustments due to promotion.

Note 5-2: The "living wage" is calculated based on the most recent monthly minimum living expense per person announced by the Ministry of Health and Welfare, along with household population statistics. The formula is: {latest announced monthly minimum living expense per person × latest announced average household size (rounded up to the nearest whole number)}/2 (for dual-income households). In 2025, the living wage in Taiwan was NT$23,273.

Note 5-3: Items factored into a "monthly fixed salary" include fixed monthly pay and meal allowances. According to the Ministry of Labor's announcement effective January 1, 2025, the statutory minimum monthly wage was NT$28,590. The reference to "1.38 times the statutory minimum monthly wage" is based on the ratio of the minimum monthly salary offered by the Bank in 2025 to newly hired university graduates to the statutory minimum monthly wage in the same year.

In 2025, the average salary for all O-Bank employees at global business locations was NT$1.56 million, and the median was NT$1.155 million. In the Taiwan region, the average salary was NT$1.457 million, and the median was NT$1.105 million (Note 5-4). Among full-time non-managerial employees, the average salary was NT$1.293 million (Note 5-5), and the median was NT$1.067 million. Information on the salaries paid by O-Bank in 2023-2025 to full-time non-managerial employees in Taiwan is provided in Table 5-15. Since 2018, O-Bank has been included for eight consecutive years as a constituent of the TWSE RAFI Taiwan High Compensation 100 Index, underscoring the Bank's strong commitment to competitive employee compensation.

Table 5-15: Salary Information for O-Bank Full-time Non-managerial Employees in Taiwan, 2023~2025

Unit: NT$

Year	2025	2024	2023
Full-time employees (Note 1)	1,006	968	875
Average salary (Note 2)	1,293,000	1,344,000	1,317,000
Median salary	1,067,000	1,109,000	1,081,000

Note 1: The term "full-time non-managerial employees" means all persons employed in salaried positions in the current year for six months or longer, but it excludes employees of overseas branches and some part-time employees. The numbers are calculated on a weighted average basis.
Note 2: The term "average salary" is calculated by taking the accrued annual salaries of the full-time non-managerial employees referred to in Note 1, including regular earnings (basic salary and any fixed monthly allowances and bonuses), overtime pay, and irregular earnings ("allowances, bonuses, and employee compensation" that are not issued on a monthly basis), and then dividing by the number of full-time non-managerial employees.
Note 3: In 2025, the average and median salaries for full-time non-managerial employees of the Bank in the Taiwan region both decreased by 3.79% compared to the previous year.

O-Bank upholds the principle of equal pay for equal work and is committed to ensuring that salaries and rewards do not differ on the basis of gender. The Bank conducts regular annual reviews of employee compensation to ensure that individual salaries fall within the appropriate salary band for each grade. In 2025, the average salary for female employees at O-Bank's global business locations was NT$1.374 million, compared to NT$1.745 million for male employees. The female-to-male average annual total compensation ratios were approximately 0.59:1 for executive management, 0.84:1 for middle management, 0.92:1 for first-line management, and 0.85:1 for non-managerial employees. O-Bank's salary and the bonus gap ratios between male and female employees across global business locations in 2025 are provided in Table 5-16, and ratios of female to male compensation in 2024-2025 are shown in Table 5-17. Furthermore, Table 5-18 breaks down the 2025 differences in annual salary and bonuses by job grade. These variances are primarily driven by structural differences in gender distribution across diverse job functions and ranks.

Note 5-4: The compensation-related data is disclosed in accordance with the TWSE's "Instructions and FAQs for Reporting Salary Information of Full-Time Non-Managerial Employees," and includes only employees who have been employed for more than six months. All compensation figures are calculated on an annualized basis and include items such as annual fixed salary, three major holiday bonuses, performance bonuses, sales bonuses, employee compensation, and long-term incentive bonuses.
Note 5-5: The average salary for full-time non-managerial employees in Taiwan is calculated by dividing the total salary for such employees by the number of full-time non-managerial employees.

Table 5-16: O-Bank's Salary and the Bonus Gap Ratios between Male and Female Employees Across Global Business Locations in 2025

The Salary and the Bonus Gap Ratios between Male and Female Employees (%)	2025
Mean gender salary gap (Note 1)	27%
Median gender salary gap (Note 1)	15%
Mean gender bonus gap (Note 2)	25%
Median gender bonus gap (Note 2)	9%

Note 1: Mean gender salary gap or Median gender salary gap = (Mean or Median salary of male employees - Mean or Median salary of female employees) / Mean or Median salary of female employees

Note 2: Mean gender bonus gap or Median gender bonus gap = (Mean or Median bonus of male employees - Mean or Median bonus of female employees) / Mean or Median bonus of female employees

Table 5-17: O-Bank's Ratios of Female to Male Compensation (Female/Male) Across Global Business Locations in 2024~2025

			2025	2024
Executive management		Fixed salary	56%	56%
		Fixed salary & bonuses	59%	57%
Other levels of management	Senior management	Fixed salary	92%	97%
		Fixed salary & bonuses	84%	90%
	Junior management	Fixed salary	94%	92%
		Fixed salary & bonuses	92%	88%
	Overall average	Fixed salary	87%	88%
		Fixed salary & bonuses	82%	81%
Rank-and-file		Fixed salary	83%	82%
		Fixed salary & bonuses	85%	85%

Note: The ratios in this table are calculated as: "Average fixed salary (and bonuses) of female employees holding positions at this level" / "Average fixed salary (and bonuses) of male employees holding positions at this level"

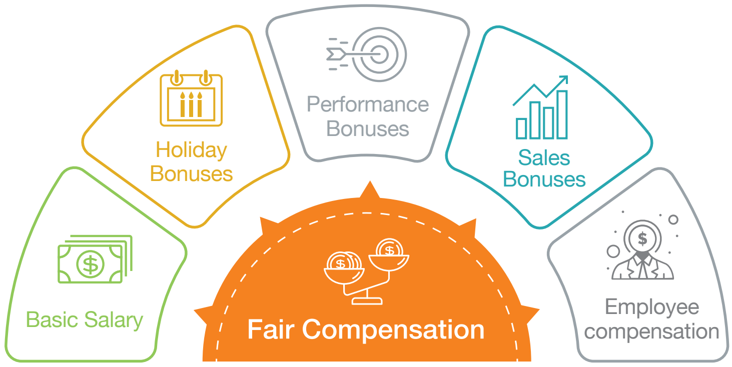
Table 5-18: O-Bank's Gender Annual Salary and Bonus Gap Ratios (Female/Male) by Job Grade Across Global Business Locations in 2025

Job Grade	Average Annual Salary Gap Ratio	Median Annual Salary Gap Ratio	Average Bonus Gap Ratio	Median Bonus Gap Ratio
15 and above	76.3%	110.6%	82.5%	129.7%
14	78.3%	87.5%	91.8%	106.4%
13	89.4%	90.2%	98.5%	91.8%
12	105.3%	100.5%	115.4%	103.6%
11	100.0%	102.9%	110.9%	105.8%
10	103.3%	103.1%	96.2%	95.8%
9	96.2%	97.0%	92.1%	99.7%
8	103.9%	99.3%	103.1%	94.2%
7 and below	97.1%	101.1%	120.6%	113.9%
Overall	78.8%	87.2%	79.8%	91.9%

Note: The ratios in this table are calculated as: (Average or Median of Female Employees at each job grade) / (Average or Median of Male Employees at each job grade).

In order to practice gender equality in compensation, the Board of O-Bank has adopted standards of base salary grade for each grade. Regardless of applicant's gender, salaries to new employees were approved based on the above standards, the responsibilities and market competitiveness of different positions, as well as the applicant's experience and eligibility. Separately, O-Bank established and implemented its Gender Pay Equality Program in September 2023. In accordance with the principle of "Equal Pay for Equal Value," the Bank compares the duties and requirements of different positions, assesses the value of each position, and classifies positions with similar characteristics. The female-to-male fixed salary ratio in the same category of position should be equal. To achieve the above goal, during the annual operation of salary adjustment, the Human Resources Department of O-Bank regularly examines the fixed salary differences between men and women at business locations throughout the world based on factors including country, region, nature of work, job responsibilities, etc. If the gender salary ratio difference in the same category of position exceeds 10%, it should be reported to the President and the Chairman. Moreover, within the following five years, we will review the lower-paid gender group in the category every year and increase the monthly salaries of persons whose salaries are lower than a certain percentage of the average of the group. In early 2024, O-Bank adjusted the salaries of eight employees, including those of five males and three females. The degree of the salary adjustment rates ranging from 0.5% to 5.4%. In early 2025, salary adjustments were made for seven employees, all of whom were women, with adjustment rates ranging from 0.5% to 4.7%. In early 2026, salary adjustments were made for six employees, all of whom were women, with adjustment rates ranging from 4.6% to 8.0%.

Fig. 5-4: O-Bank's Fair and Incentivizing Compensation System



2. Short-term and Long-term Incentive Bonus Mechanism

To encourage employees to pursue excellence and sustainable growth, O-Bank uses a system of reasonable compensation to incentivize employees. Besides 12 months of fixed salary, O-Bank also provides short-term incentive bonuses, long-term incentive bonuses, and other types of variable bonuses. The short-term incentive bonuses include annual performance bonuses, sales bonuses, and other forms of employee compensation. Each year, based on that year's return on equity (ROE), O-Bank provisions a different share of earnings before taxes to fund performance bonuses of all employees (for information on linkages and provisioning ratios, see Table 5-19 below). Short-term incentive bonuses are set on the basis of an individual's performance review results. Performance review focal points include "degree of contribution to outcomes" (accounts for 80% of the score) and "behavioral competencies" (accounts for 20% of the score) refer to Table 5-20 below. However, if an individual employee violates the law, internal controls, or risk management principles and thereby causes the company to incur a financial or non-financial loss, and the employee's culpability is ascertained, O-Bank will deduct from that employee's bonus an amount commensurate with the gravity of the offense.

Table 5-19: O-Bank Current ROE-Linked Employee Bonus Provisioning Ratios

Return on Equity of the Year (ROE)	Appropriation of Earnings before Taxes (EBT) to be Performance Bonuses
ROE < 5%	The appropriation of total EBT for performance bonuses is based on the actual ROE percentage
5% ≦ ROE < 8%	O-Bank appropriates 6%~8% of the total EBT as performance bonuses
8% ≦ ROE < 11%	O-Bank appropriates 9%~10% of the total EBT as performance bonuses
11% ≦ ROE < 15%	O-Bank appropriates 10.5%~11.5% of the total EBT as performance bonuses
15% ≦ ROE < 20%	O-Bank appropriates 12%~12.5% of the total EBT as performance bonuses
ROE ≧ 20%	O-Bank appropriates no more than 13% of the total EBT as performance bonuses

Table 5-20: O-Bank Short-term Incentive Bonus (Performance Bonuses and Other Employee Compensation): Focal Points and Weightings for Performance Evaluation

Type of Indicators	Items	Weighting	Percentage by Type of Indicator
Degree of contribution to outcomes	Financial matters	at least 58%	80%
	Management and teamwork		
	Projects and procedures		
	Customer service	at least 5%	
	Compliance, internal control, risk management, and information security	at least 12%	
	Corporate social responsibility (sustainable development)	5%~10%	
Behavioral competencies	Core competencies	50%	20%
	Accountability competencies	50%	
Total			100%

Note 1: Indicators used and their weightings vary depending on the unit in question and its duties.
Note 2: This table applies to all O-Bank employees (including executive management).

O-Bank sets specific quantitative sales targets for salespersons (including customer service representatives and their managers) responsible for selling financial products or services, and sales targets are highly linked to monetary compensation. O-Bank sets standards of sales bonus payments based on the performance of salespersons in different business categories. The assessment items for sales bonuses of salespersons include non-financial indicators and financial indicators. The non-financial indicators include compliance, audit findings, and implementation of Know-Your-Customer (KYC) policies. As for the financial indicators, they depend on the characteristics of each businesses. For instance, the financial indicators of financial consultants include quantitative targets such as fee income, number of new customers developed, and growth rate of customer's total assets; the financial indicators of consumer lending representatives include quantitative targets such as net new allocations, interest spread income, and fee income. O-Bank comprehensively considers the achievement of various financial and non-financial indicators of salespersons and award sales bonus. In 2025, variable compensation provided by O-Bank to the supervisors and employees of its various units accounted for 38% of their total compensation. For the sake of risk control, O-Bank has adopted a bonus deferral and clawback mechanism for personnel who are responsible for selling all types of financial products and services. Disbursement of 10%~20% of their sales bonuses is deferred until the following year, and if a particular person has engaged in improper selling conduct or has violated domestic or foreign legal provisions or prohibitions, thus causing a loss to the company, harming our reputation, or affecting our ability to grow our business, depending on the severity of the circumstances O-Bank may cancel an unpaid deferred bonus or claw back a bonus that has already been paid.

Furthermore, to encourage employees to pursue excellent long-term performance, O-Bank has adopted a set of "Regulations for Implementing Long-Term Incentive Bonus Programs". Included among those subject to these Rules are executive management (the President and heads of division-level units or above), management officers who have made superior contributions, and non-supervisors who are strategically significant personnel. Bonus are issued to these persons in the form of phantom stock. The total value of the bonus is linked to the stock price at the time of execution, and performance is evaluated over the following four years. The bonus will be issued four years later on the basis of target achievement, individual performance, and also on our average stock price at the time of execution to strengthen the connection between employee compensation and the company's long-term business performance. The evaluation indicators and weightings for O-Bank's long-term incentive bonuses are as Table 5-21.

Table 5-21: Evaluation Indicators and Weightings for O-Bank's Long-term Incentive Bonuses

Evaluation Items for Long-term Incentive Bonuses		Quantitative indicators	%
Financial indicators	Peer group TSR ranking		10%
	Peer group ROE ranking		20%
Strategic indicators	Improvement of asset-liability structure		12.5%
	Achievement of profitability targets for innovative digital finance business models		4%
	Capital-light business development	Fee income ratio reaches at least 32%, with incentive bonuses awarded on a tiered basis; 12.5% awarded for reaching 42% or above.	12.5%
	Effectiveness of overseas expansion strategy and synergies	Ratio of overseas assets reaches at least 17%, with incentive bonuses awarded on a tiered basis; 5% awarded for reaching 27% or above.	5%
	Optimization of digital services and channels	Digital deposits reach at least NT$70 billion, with incentive bonuses awarded on a tiered basis; 4% awarded for reaching NT$90 billion or above.	4%
	Deployment of data governance and applications	Annual completion rate for the Big Data and Artificial Intelligence (AI) Strategic Application Blueprint reaches a four-year average of 80% or above, with incentive bonuses awarded on a tiered basis; 4% awarded for reaching 95% or above.	4%
	Technology enablement to enhance operational efficiency	Annual completion rate for the "Transformers Plan" reaches a four-year average of 80% or above, with incentive bonuses awarded on a tiered basis; 4% awarded for reaching 95% or above.	4%
	Revenue performance of virtual financial services	Revenue from stablecoin cross-border payments, crypto custody, and supply chain finance (not limited to these three) reaches 400 million or above, with differentiated bonuses based on achievement ratio; 4% awarded for reaching 600 million or above.	4%
Sustainability indicators	Peer group international sustainability rating ranking	1. Sustainalytics ESG Risk Rating ranks in the top 10% among financial institutions in Taiwan: 4% bonus 2. S&P Global ESG Score reaches 85 or higher: 4% bonus 3. FTSE Russell ESG Rating reaches 3.5 or higher: 4% bonus 4. Carbon Disclosure Project (CDP) Climate Change Questionnaire receives a rating of A or higher: 3% bonus	15%
	Achievement of the reduction target of total carbon emissions at all locations	0.5% deduction for each year the annual carbon reduction target for operational emissions is not met; maximum bonus of 2.5% if targets are met in all years	2.5%
	Achievement of the reduction target of average carbon emissions per NT$1 million investment and loan activities	Average carbon emissions per NT$1 million in financing and investment balance decrease by 5% year-over-year; 0.5% deduction for each year the annual reduction target is not met; maximum bonus of 2.5% if targets are met in all years	2.5%
Total			100%

Note: The bonus calculation formula is based on the number of shares approved at the beginning of the period and converted into bonuses according to the result of "achievement of long-term business performance indicators" × "achievement of individual four-year average performance" and the price per share at the time of execution. The total number of shares approved for long-term incentive bonuses at the beginning of 2026 is 1,893,550 shares. Based on O-Bank's closing price of NT$10 per share on March 31, 2026, the total funding available for long-term incentive bonuses is approximately NT$18.94 million.

3. Compensation System for Executive Management

Compensation for executive management at O-Bank is set in accordance with the "Rules Governing Compensation of Managerial Officers" and the "Rules Governing Provisioning for and Payment of Performance Bonuses," which were formulated and approved by the Compensation Committee and the Board. Compensation payable include fixed salaries and variable bonuses, the amounts of which are submitted to the Compensation Committee for review. Fixed salaries of O-Bank executive management are set on the basis of each person's job duties, professional qualifications, abilities, performance, and with reference to peer institution pay levels, while variable bonuses are reasonably distributed with an eye to the company's overall business performance, future risks, and each individual's performance. In addition, O-Bank has set limits on the maximum variable bonuses that may be paid to executive management. Variable bonuses paid to the President and other members of executive management (refers to supervisors at the rank of division head or above) are limited to three times their fixed salary (i.e. annual bonuses are capped at 300% of annual fixed salary). Variable bonuses paid to personnel at the level of Senior Vice President who serve as a department supervisor, or above (refers to material risk takers) are limited to two times their fixed salary (i.e. annual bonuses are capped at 200% of annual fixed salary).

To align the interests of executive management with shareholder value, O-Bank's variable bonuses for executive management are clearly linked to the company's profitability and return on equity. To encourage employees to focus on the company's long-term business objectives, ensure control over future risks, and avoid short-termism, part of the bonuses for the President, executive management (refers to supervisors at the rank of division head or above), and Senior Vice Presidents who serve as department supervisors or above (refers to material risk takers) are delivered in the form of equity linked to the company's share price, closely tying compensation to long-term business performance. For the President, 10% of the short-term incentive bonus within the annual variable bonus must be granted as equity and deferred for three years, while another 10% is paid in cash and will be deferred and paid in three annual installments over three years. For executive management, 10% of the short-term incentive bonus within the annual variable bonus is granted as equity, and 10% is paid in cash and will be deferred and paid in three annual installments over three years. For Senior Vice Presidents serving as department supervisors or above (refers to material risk takers), 5% of the short-term incentive bonus within the annual variable bonus is granted as equity, and 5% is paid in cash and will be deferred and paid in three annual installments over three years.

O-Bank's "Rules Governing Compensation of Managerial Officers" provides a system for clawback of short-term incentive bonuses for executive management, and it is not necessary for a member of management to engage in malfeasance or improper activity for clawback provisions to be triggered; if a member of executive management or a related supervisor causes expected or actual losses, or damages the Bank's reputation, and that person's culpability is ascertained, then during the aforementioned deferral period (three years) O-Bank may cancel an unpaid deferred bonus up to an amount commensurate with that person's degree of responsibility for the loss, or may claw back part or all of the amount of short-term incentive bonuses previously paid to said member of executive management, thereby linking long-term business performance to the sustainable business system. In addition, O-Bank's "Rules Governing Compensation of Managerial Officers" expressly provide that the company President's future compensation payments shall not be accelerated regardless whether controlling interest over the company has changed hands. Suppose, for example, that: (a) controlling interest over the company has changed hands but the President continues on in the position of President; or (b) controlling interest over the company has not changed but the President is asked to leave the position of President for a reason other than a major error on the job. Under such conditions, payment of deferred compensation would not be accelerated.

Additionally, to link the job performance of executive management to the company's long-term performance and encourage long-term shareholding, O-Bank has established minimum shareholding requirements for executive management. For the Bank President, beginning from the year following the completion of three full years in the position, the value of their O-Bank shareholdings (including shares held through the Employee Share Ownership Trust) must exceed five times their fixed salary for that year. For other executive management, beginning from the year following the completion of three full years in their positions, the value of their O-Bank shareholdings (including shares held through the Employee Share Ownership Trust) must exceed twice their fixed salary for that year. As of the end of 2025, the value of the Bank President's O-Bank shareholdings (including shares held through the Employee Share Ownership Trust) was 5.31 times their fixed salary for the year, while other executive management (Note 5-6) held O-Bank shares valued at 4.82 times their fixed salary for the year.

Information on total compensation paid to O-Bank's Chairperson, President, and other members of executive management is set out in Table 5-22 below. Therein, variable bonus accounted for 62% of the President's total compensation in 2025. The variable bonuses paid to the President and other members of executive management depend on individual performance. Indicators of individual performance include financial indicators (e.g. income before tax, achievement of short- and long-term business goals, cost-to-income ratio, asset quality, and return on assets) and non-financial indicators (e.g. the company's core values, strategic goals, innovation, compliance, internal control and risk control, sustainable development goals, and climate change goals). The share accounted for non-financial indicators does not fall below 30% in any case. Additionally, to ensure senior executives oversee the Bank's climate change initiatives, starting in 2025, climate risk objectives must account for at least 3% of performance evaluations for department heads of directly related units, and at least 1% for heads of other, non-directly related units. The President's individual performance indicators are set out in Table 5-23 and the President's short-term performance bonuses will be distributed based on how well the President has achieved the performance indicators in the table.

Table 5-22: Compensation Paid in 2025 to O-Bank's Chairperson, President, and Other Members of Executive Management

Unit: NT$

Title	Name	Total Compensation
Chairperson	Tina Y. Lo	29,087,000
President	Elton F.Y. Lee	33,010,000 (Note2)
Total compensation paid to other members of executive management (Note 1) (other than the President)	Roger Y.F. Lin, Cheng-chou Hsu, Vivian H.J. Fan, Chiu-ling Chao, Joy Siew, Feng-jen Lai, Hsiung-jung Chen, Chun Hsieh, Li-chen Hong, Ophelia Chang	85,888,000 (Note 3)

Note 5-6: The term "other members of executive management" comprises persons who were serving as division heads as of the end of 2025, including Deputy President Roger Y.F. Lin, Senior Executive Vice President Cheng-chou Hsu, Senior Executive Vice President Vivian H.J. Fan, Executive Vice President Feng-jen Lai, Executive Vice President Chiu-ling Chao, Executive Vice President Joy Siew, Executive Vice President Hsiung-jung Chen, Executive Vice President Li-chen Hong, Executive Vice President Chun Hsieh, and Executive Vice President Ophelia Chang. Each member of executive management holds an equity stake in the company.

Comparative Information on the President's Compensation	
Multiple between President's compensation versus the compensation of the second-highest paid member of executive management	1.97 times
Multiple between President's variable bonus versus the variable bonus of the second-highest paid member of executive management	1.90 times
Multiple between President's compensation versus the median compensation of employees (other than the president) at business locations throughout the world	27.37 times
Multiple between annual decrease in President's compensation versus annual decrease in the median compensation of employees (other than the president) at business locations throughout the world	6.71 times

Note 1: The term "other members of executive management" comprises persons who were serving as division heads, including first-tier managers who report directly to either the President or the Chairman, as well as the Chief Auditor. Figures for compensation paid to members of executive management other than the President include actually paid items and amounts during their terms of appointment and are not annualized.

Note 2: The total compensation of the President in 2025 was NT$33.01 million (approximately US$1.059 million), including a fixed salary of NT$12.509 million and variable bonuses of NT$20.501 million. The variable bonuses included short-term incentive bonuses of NT$18.001 million (partially paid as stock awards) and long-term incentive bonuses of NT$2.5 million (fully paid as virtual equity linked to share price). When categorized by compensation type, the variable bonuses included cash bonuses of NT$18.144 million, stock awards (employee share ownership trust) of NT$1.572 million, and other compensation (including employee compensation, retirement pension, and income from employee stock options) of NT$785,000. Compared to the previous two years, the total compensation of the President in 2024 was NT$46.336 million (approximately US$1.443 million), including a fixed salary of NT$12.409 million and variable bonuses of NT$33.927 million. When categorized by compensation type, the variable bonuses included cash bonuses of NT$29.195 million, stock awards (employee share ownership trust) of NT$2.307 million, and other compensation (including employee compensation, retirement pension, and income from employee stock options) of NT$2.425 million. The total compensation of the President in 2023 was NT$43.295 million (approximately US$1.39 million), including a fixed salary of NT$12.3 million and variable bonuses of NT$30.995 million. The average total compensation of the President from 2023 to 2025 was NT$40.88 million (approximately US$1.299 million). The "Salary" defined in the "Remuneration of President and Vice Presidents" table of the Bank's Annual Report is the sum of the aforementioned "Fixed Salary" and "Income from Employee Stock Options"; the "Bonuses and Allowances" defined in the Annual Report table is the sum of the aforementioned "Cash Bonuses" and "Stock Awards (Employee Share Ownership Trust)".

Note 3: Other members of executive management employed at the end of 2025 included: Roger Y.F. Lin, Cheng-chou Hsu, Vivian H.J. Fan, Chiu-ling Chao, Joy Siew, Feng-jen Lai, Hsiung-jung Chen, Chun Hsieh, Li-chen Hong, and Ophelia Chang. The total compensation for these executive managers in 2025 was NT$85.888 million, comprising a fixed salary of NT$35.395 million and variable bonuses of NT$50.493 million. When categorized by compensation type, the variable bonuses included cash bonuses of NT$43.317 million, stock awards (employee share ownership trust) totaling NT$4.024 million, and other compensation (including employee compensation, retirement pension, and income from employee stock options) of NT$3.152 million. Compared to 2024, other members of executive management employed at the end of 2024 included: Roger Y.F. Lin, Cheng-chou Hsu, Vivian H.J. Fan, Chiu-ling Chao, Joy Siew, Feng-jen Lai, Hsiung-jung Chen, Chun Hsieh, Li-chen Hong, and Ophelia Chang (with a term from April 1 to December 31, 2024). Their total compensation in 2024 was NT$112.432 million, comprising a fixed salary of NT$35.998 million and variable bonuses of NT$76.434 million. When categorized by compensation type, the 2024 variable bonuses included cash bonuses of NT$64.855 million, stock awards (employee share ownership trust) totaling NT$4.931 million, and other compensation (including employee compensation and retirement pension) of NT$6.648 million. The differences from the definitions used in the "Remuneration of President and Vice Presidents" table of this annual report are detailed in Note 2.

Note 4: The multiple of the President's compensation compared to that of the second-highest paid member of executive management was 1.97 in 2025, 2.07 in 2024, and 2.04 in 2023.

Note 5: The compensation referred to above refers to the remuneration received from the Bank in the most recent year, which includes salaries, bonuses, incentive bonuses, allowances, retirement pensions, and in-kind compensation such as housing and vehicles.

Note 6: Median compensation for global operating site employees (excluding President): approximately NT$1.206 million, including salary, housing, and other in-kind compensation.

Note 7: The aforementioned "compensation paid to members of executive management" includes short-term incentive bonuses and long-term incentive bonuses. The formula for calculating short-term incentive bonuses is as follows: Amount issued to individual based on company's current-year profits and ROE × achievement of individual performance indicators ("individual performance indicators" include financial indicators and non-financial indicators, wherein non-financial indicators must at least include compliance, internal control, and sustainable development indicators).

Table 5-23: President's Individual Performance Indicators

Subject	Type of Indicators	Weighting	Items
President	Financial indicators	53%	Pre-tax net profit, cost-to-income ratio, asset quality, and return on assets
	Non-financial indicators	12%	Compliance, internal controls, risk management, and information security
		6%	Project procedures
		9%	Customer service
		10%	Corporate social responsibility (sustainable development)
		10%	Management & teamwork

5.2.2 Benefits and Human Caring

Remaining true to our ideal of human caring, O-Bank has planned out multiple employee benefit and protection systems, and has acted each year to build up the content of benefits so that employees can work with peace of mind, enjoy their jobs, and maintain a healthy work-life balance.

1. Employee Benefits and Protections

O-Bank's employee benefits apply to all regular full-time employees in Taiwan. In addition to providing employees with the three major holiday bonuses, holiday gifts, birthday gift certificates, childbirth and childcare subsidies, marriage and bereavement allowances, company-paid department dinner subsidies, and preferential discounts at partner stores, O-Bank has also established the "Rules for Administration of Employee Loans." These rules provide preferential mortgage and personal loan programs to assist employees in purchasing homes or meeting consumer funding needs. The Bank has also launched an Employee Relief Loan program to support employees whose families experience major difficulties. Eligible loans include disaster relief and medical emergency loans, with the company subsidizing part of the monthly interest to help employees overcome temporary financial hardships. Furthermore, to share business success with employees, O-Bank established an Employee Share Ownership Committee. All regular full-time employees may apply for membership from their first day of employment. Participating employees agree to deduct a fixed amount from their monthly salary, which, combined with employer contributions, is used through a trust arrangement to purchase O-Bank shares, allowing employees to participate in the company's growth. The employer contribution percentage is based on employee grade and performance. Employees rated "excellent" for two consecutive years may receive employer contributions up to 140%, and employees may voluntarily increase their contributions without an upper limit. Starting in 2023, to encourage outstanding employees to stay long-term, the company provides additional employer contributions as rewards. Employees with especially outstanding performance who commit to serving for a specified number of years may receive employer contributions increased up to 500%. As of the end of 2025, the participation rate in the Employee Share Ownership Trust among all employees was 95%. Excluding all managers at the department head level and above, the participation rate was 93%.

To safeguard employee well-being, O-Bank provides all full-time and part-time employees in Taiwan with Labor Insurance and National Health Insurance coverage as required by law. The Bank also arranges comprehensive group insurance for employees and their family members at its global locations, enhancing protection with life, accident, hospitalization, medical, and cancer insurance coverage. Additionally, to ensure employees' secure retirement, O-Bank complies with the "Labor Standards

Act," the "Labor Pension Act," and the "Regulations for the Allocation and Management of the Workers' Retirement Reserve Funds" by making monthly contributions equal to 2% of total employee payroll to a retirement reserve managed by the Ministry of Labor's Bureau of Labor Funds in a dedicated bank account. The retirement reserve contributions under the old system totaled NT$3.558 million in 2025. For employees covered by the new pension system under the "Labor Pension Act," the Bank contributes no less than 6% of each employee's monthly basic salary to individual labor pension accounts at the Bureau of Labor Insurance. Contributions under the new system totaled NT$74.411 million in 2025. For employees at the Hong Kong Branch, O-Bank offers a Mandatory Provident Fund plan that exceeds legal requirements. The Tianjin Representative Office provides social insurance benefits in accordance with local regulations, including the "five insurances and one housing fund" (pension, medical, work injury, unemployment, maternity insurance, and housing provident fund).

O-Bank provides subsidies to employees at business locations worldwide (including contract and hourly employees) for work-related external courses, degree programs, and certification exam fees. In 2025, a total of 802 subsidies were granted, amounting to NT$1,965,846 to encourage employees' ongoing professional development and further education. Details of O-Bank's employee benefits and protections are shown in Table 5-24 below.

Table 5-24: Benefits and Protections for All Full-time O-Bank Employees in Taiwan

Benefits	Description
Enrollment in insurance	O-Bank enrolls employees in the Labor Insurance and National Health Insurance programs, and also arranges comprehensive group insurance that provides employees with enhanced life, accident, hospitalization, medical, and cancer coverage.
Employee health examinations	O-Bank periodically provides free health examinations that exceed regulatory requirements. Employees aged 40 and above can receive one free health examination per year, while employees under the age of 40 can receive one free health examination every other year.
Gift cash and gift certificates	O-Bank provides gift cash and gift boxes on the three major holidays (Lunar New Year, Dragon Boat Festival, and Mid-Autumn Festival), and gives employees birthday gift certificates.
Retirement pension system	Acting in accordance with the "Labor Standards Act," the "Labor Pension Act," and the "Regulations for the Allocation and Management of the Workers' Retirement Reserve Funds," O-Bank has adopted a set of "Employee Retirement Rules" and a retirement pension system to ensure that employees receive a proper pension.
Employee Share Ownership Trust	From the day they join the company, any full-time employee may join O-Bank's Employee Share Ownership Trust to purchase company stock. The company also issues bonuses that vary in amount depending on each employee's performance in the preceding year.
Preferential employee loans	O-Bank provides employee loans on preferential terms to fund purchases of homes or consumer goods, and loans to deal with natural disasters or medical emergencies.
Ongoing professional development	O-Bank offers grants for employees to take outside courses, pursue academic degrees, go abroad for advanced studies, and take various certification tests. (This also applies to employees at business locations worldwide; contract employees and hourly employees may also apply to attend course that are necessary for work purposes.)
Other benefits	O-Bank provides childbirth and childcare subsidies, marriage and bereavement allowances, company-paid department dinner subsidies, preferential discounts at partner stores, subsidies for employee clubs, sympathy gifts for illness or injury, as well as carwash, laundry drop-off, and lunchbox ordering services at the headquarters building.

2. Employee Benefits Committee and Welfare Funds

O-Bank has an Employee Benefits Committee, which allocates funds in accordance with the provisions of the Employee Welfare Fund Act as follows: 1% of O-Bank's authorized capital at the time of establishment; 0.05% of total monthly operating revenues; and 0.5% of each employee's fixed monthly salary (deducted from the employee's pay). In 2025 total disbursements by the Employee Benefits Committee amounted to NT$10,376,903. These disbursements covered marriage and bereavement allowances, relief for injury or illness, employee club and recreational activities, holiday allowances, birthday gifts certificates, and other benefit subsidies. On average, each employee in Taiwan received NT$9,111 in benefits. For details on the number of beneficiaries and disbursement amounts in 2025, see Table 5-25.

Table 5-25: Benefits Paid out in 2025 by the O-Bank Employee Benefits Committee

Item	Applications	Total Payouts (NT$)
Marriage allowances	14	140,000
Childbirth allowances	10	60,000
Healthcare allowances for spouses, parents, and children of employees	81	781,259
Bereavement allowances	17	170,000
Birthday gift certificates	1,016	1,992,200
Company-paid employee dinner gatherings	1,010	1,514,160

Note: These figures only reflect the average employee benefits paid out to persons employed in the Taiwan region. The figures for number of applications reflect the number of applications filed by persons who were still employed by O-Bank on the date of application.

3. Care for Families and Maintenance of a Healthy Workplace

O-Bank helps employees achieve work-life balance by implementing a diverse range of family-friendly workplace policies. Employees at all business locations, including overseas offices, are entitled to injury or sick leave, menstrual leave, and family care leave. Furthermore, the Bank provides multiple categories of paid leave that exceed statutory requirements, including: annual paid leave; 60 days of maternity leave for female employees giving birth; eight days of paternity leave for employees accompanying a spouse during childbirth; eight days of prenatal check-up leave for pregnant female employees; eight days of paid leave for spouses' prenatal check-ups ; three days of baby care leave for employees caring for children under one year old; 0.5 to two days of family ties leave to support diverse family needs; community service leave and compensatory time-off to encourage participation in social welfare activities; and honor leave for employees whose annual performance evaluations meet specified standards. Regarding annual paid leave, to safeguard employees' entitlement to paid time off, O-Bank not only specifies in its internal regulations the number of annual paid leave days granted to employees at each job grade according to their years of service, but also sends regular reminders encouraging staff to plan their leave. In addition, part of the annual paid leave is designated as "mandatory consecutive leave," requiring employees to take continuous leave within the same year to ensure that everyone fully enjoys their annual paid leave and receives adequate rest.

In addition, employees in Taiwan who take unpaid leave due to injury, illness, or childcare responsibilities retain protections afforded during active employment, including the option to continue participating in existing social insurance plans. Those on unpaid injury or sick leave may also remain enrolled in the company's group insurance program. In addition to various forms of paid leave, O-Bank also provides facilities such as a library, employee lounge, music room, and art gallery to create a comfortable work environment. Every year, the Bank hosts a Family Day, inviting employees and their families to participate in fun activities that strengthen their connection to the company. O-Bank's Family Care and Workplace Well-being Measures and 2025 Implementation Results are outlined in Table 5-26 below.

Table 5-26: O-Bank's Family Care and Workplace Well-being Measures and 2025 Implementation Results

Activity	Description	2025 Implementation Results
Thoughtful family benefits	**Family leave benefits that exceed statutory requirements (paid leave)**	
	Maternity leave: Female employees receive 60 days of paid leave after childbirth. (The "Labor Standards Act" requires 56 days, and only requires half benefits for employees who have been with the company for less than six months.)	seven applicants
	Prenatal check-up leave: Female employees receive eight days of paid leave during pregnancy. ("Labor Standards Act" only requires seven days.)	ten applicants
	Paternity leave: Employees receive eight days of paid leave after their spouse gives birth. ("Labor Standards Act" requires a combined total of seven days for paternity leave and paternity leave for prenatal checkups.)	seven applicants
	Paternity leave for prenatal checkups: Employees receive eight days of paid leave before their spouse gives birth. ("Labor Standards Act" requires a combined total of seven days for paternity leave and paternity leave for prenatal checkups.)	nine applicants
	Infant care leave: An employee with a child less than one year old may, after furnishing the child's birth certificate or proof of household registration, in applying for up to three days of infant care leave for each infant under one year of age. The number of days of infant care leave that an employee is allowed to take shall be approved in proportion to the age of the infant at the end of the calendar year in which the leave is requested, and the leave shall be paid.	15 applicants
	Family ties leave: Employees receive two days of paid leave to accompany a parent, spouse, or child on doctor's visits. When an employee's child is attending the first day of elementary school, the employee may take a half-day off to accompany the child.	372 applicants
	Adoption leave: An employee who applies with a court to adopt a child and completes transfer of the child to his/her household registry may take two days for adoption leave.	-
	Bereavement leave: Employees are granted ten days of bereavement leave upon the death of a first-degree relative. ("Labor Standards Act" stipulates eight days of bereavement leave for employees upon the death of their spouse, parents, or adoptive parents, and six days upon the death of their children.)	12 applicants
	Benefits related to family care	
	Preferential treatment at childcare facilities: O-Bank employees enjoy preferential treatment at specially contracted childcare organizations.	-
	Childcare subsidy: Employees returning to work after taking over one year of parental leave without pay may receive a monthly childcare stipend of NT$1,000 until their child turns three.	-
	Flextime system: O-Bank has instituted a flextime work system that enables employees to choose one of three different time slots when they will arrive at and leave work, and when someone has an especially important need they can apply to switch to part-time work. Also, to help employees care for their families, the law makes certain employees eligible to reduce their work hours, and O-Bank has expanded the range of this eligibility to beyond that provided for by law. In addition to persons caring for children under three years of age, employees who care for other family members (e.g. a parent or spouse) may also flexibly adjust when they arrive at and leave work, or may shorten their work hours; at the same time, O-Bank also promotes a hybrid work model, whereby employees who receive a job performance rating of "Outstanding" have the option of work-from-home arrangements three days per quarter.	five applicants

Activity	Description	2025 Implementation Results
Thoughtful family benefits	Postpartum Remote Work: Up to five days of remote work per month within the first six months after maternity leave ends (requires department head approval).	-
	Get-well gifts for illness or injury: employees hospitalized due to illness or injury receive a get-well gift from the company.	five applicants
	Condolence gifts for family member passing: If an employee's family member (including spouse, parent, or child) passes away, the company sends a condolence offering or flower wreath.	four applicants
	Family Day: Partnered with "REstoRE Sustainable Design Studio" in 2025 to host the "Zero-Waste Sustainable Living X Parent-Child Handicraft Activity," engaging employees and their families in waste-upcycling crafts to integrate sustainability into daily life.	A total of 17 employees joined with family members, with over 47 total participants
Leave policy exceeding legal requirements (paid leave)	Annual paid leave: Offers an annual paid leave policy superior to the requirements of the Labor Standards Act.	1,500 applicants
	Community Service Leave & Compensatory Time-Off: Provided for volunteering during working hours; annual day limits are waived for O-Bank Community Volunteer Club events. Volunteering during non-working hours qualifies for additional compensatory time-off.	33 applicants
	Menstrual leave: Menstrual leave exceeding five days is counted toward sick leave ("Labor Standards Act" stipulates over three days).	26 applicants
	Long service leave: Employees who have completed five years of service receive three days of long service leave. Employees then receive an additional five days of long service leave upon completion of ten years, 15 years, 20 years and 25 years of service, respectively, at O-Bank.	60 applicants
	Honor leave: Employees whose annual performance rating is "Superior" or above are entitled to a half-day of honor leave.	665 applicants
	Organ donation leave: An employee who needs time off after donating bone marrow or an organ may take five days of organ donation leave.	-
	Paid Major Illness Leave: Employees with at least two years of service are granted five days of fully paid sick leave upon submission of an NHIA-approved Major Illness Certificate.	-
Flextime work system	Hybrid work model: To reward employees for excellent performance, O-Bank allows employees who receive a job performance rating of "Outstanding" or better to apply for permission to work from home on three days per quarter. The work-from-home days have to be approved in advance by an applicant's supervisor.	two applicants
	Unpaid Leave System: O-Bank has adopted the "Rules for Unpaid Leave for Employees". Under these Rules, employees may apply for unpaid leave for purposes such as pursuing further education, receiving medical treatment, or caring for a child.	13 applicants
Comfortable working environment	Employee lounge and coffee bar: These are excellent spaces to enjoy coffee or tea and take time for a bit of relaxation.	-
	Library: The O-Bank library stocks a wide variety of books, periodicals, and magazines for employees' enjoyment.	-
	Art gallery: The O-Bank Group headquarters building has an art gallery that serves as the venue for occasional arts activities, including concerts, arts and culture lectures, and art exhibits.	-

Activity	Description	2025 Implementation Results
Gender equality & Diversity-friendliness	Supportive measures for same-sex couple: Employees with same-sex couple receive the same benefits as other married employees, including marriage leave, paternity leave for prenatal checkups, paternity leave, bereavement leave, and the various allowances provided by the Employee Welfare Committee.	-
	Gender-neutral restrooms: O-Bank has installed gender-friendly restrooms to ensure that all employees can enjoy peace of mind.	-
	Gender-neutral dress code: Gender-specific restrictions have been removed from the company dress code.	-

Note: "-" indicates that no employee applied for the welfare measure that year, or that it relates to physical infrastructure for which it is difficult to track implementation.

Employee lounge and coffee bar

Library

Gender-neutral restrooms

4. Care for Pregnant Employees and Unpaid Parental Leave

To ensure that female employees can enjoy a safe and comfortable work environment during and after pregnancy, O-Bank provides safe and comfortable breastfeeding rooms in accordance with legal requirements and extends the daily breastfeeding/lactation break to 90 minutes – exceeding the statutory 60 minutes. The Bank also provides pregnant employees with one glass of fresh milk each day to support nutritional needs. In 2025, a total of 61 employees were eligible for parental leave (29 men and 32 women), of whom six applied for unpaid parental leave. That same year, four employees were scheduled to return to work, and two returned on time, for a reinstatement rate of 50%. Among employees who took unpaid parental leave in 2024 and remained employed through 2025, the retention rate was 75% (see Table 5-27). Committed to fostering a child-friendly working environment, O-Bank was honored with the "Outstanding Enterprise Award" and the Individual Category Merit Award for "Economic Support and Allowance Measures" at the 2025 Taipei City Family-Friendly Parenting Enterprise Awards.

2025 Taipei City Family-Friendly Parenting Enterprise Awards: Recipient of the "Outstanding Enterprise Award" and the Individual Category Merit Award for "Economic Support and Allowance Measures"

Table 5-27: Unpaid Parental Leave at O-Bank in 2025

Item	Gender		Total
	Male	Female	
Number of persons on unpaid parental leave in 2025	2	4	6
Number of persons due for reinstatement in 2025 after unpaid parental leave (A)	0	4	4
Number of persons due for reinstatement in 2025 after unpaid parental leave who were actually reinstated (B)	0	2	2
Reinstatement rate (B/A)	0%	50%	50%
Number of persons reinstated in 2024 after unpaid parental leave (C)	1	3	4
Number of employees who returned from unpaid parental leave in 2024 and remained employed for one full year as of 2025 (D)	1	2	3
Retention rate (D/C)	100%	66.67%	75%

5.3 Employee Cultivation and Development

5.3.1 Performance Management

O-Bank has a comprehensive performance evaluation system and conducts a three-phase (planning, implementation, review) annual performance management process. O-Bank also carries out goal setting, coaching, mid-year performance feedback, and year-end performance evaluations. At the beginning of each year, based on the department's annual goals and individuals' job responsibilities, employees set their own annual work goals and individual development plans, which include the professional skills, work behaviors, or techniques that need to be improved during the year. The annual goals are then finalized after a meeting with the employees' direct supervisor. At the end of each year, management and rank-and-file employees engage in two-way feedback and conduct an initial evaluation. After that, members of executive management carry out an inter-departmental calibration of performance evaluation standards for employees at the same grade and conduct secondary evaluations to ensure the consistency of standards throughout O-Bank as well as to encourage employees to pursue excellence. The performance management cycle is as shown in Fig. 5-5. During each phase, O-Bank complements the process with an electronic performance management platform, online and offline informational meetings, FAQs, and performance management training courses. These measures help both management and rank-and-file employees to better understand the key points, come to a meeting of the minds regarding work goals, and implement the performance management system.

In addition, O-Bank's President and all heads of division-level units hold a monthly Business Management Committee (BMC) meeting to regularly review, revise, and evaluate business objectives. At the end of each performance cycle, the President links these business objectives to annual performance evaluations and conducts team performance assessments for each division-level unit. To further foster teamwork and incentivize the collective achievement of team targets, the Bank formulated a department-based "Group Performance Evaluation System" in 2025. Under this mechanism, division heads perform initial appraisals of their subordinate department's annual performance, followed by the President's cross-departmental horizontal calibration and final approval by the Chairman to determine the official "Departmental Evaluation Score". This score directly modulates the performance bonus multipliers for the department's staff: employees in high-performing units receive bonus premiums, whereas those in underperforming units face downward adjustments, encouraging employees and their departmental colleagues to work together toward the department's shared goals. This alignment reinforces the link between collective outcomes and individual variable remuneration. The system is officially executed starting in 2026. Additionally, the Bank maintains performance management mechanisms such as company-wide agile meetings and multi-dimensional assessments for business unit personnel, as detailed in Table 5-28.

Fig. 5-5: O-Bank Performance Management Cycle

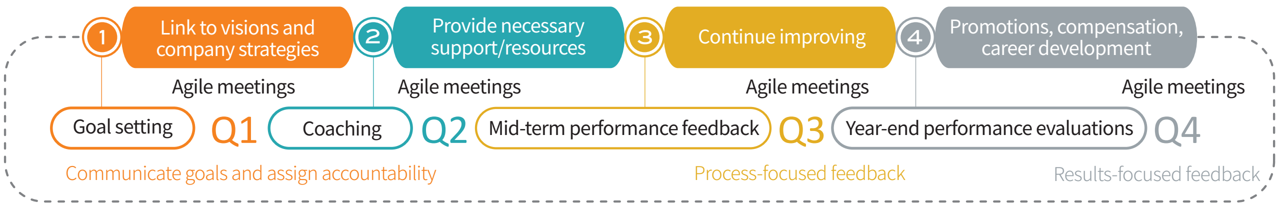


Table 5-28: O-Bank Performance Management System

Assessment Method	Assessment Content	Target	Frequency	System for Making Improvements
Group Performance Evaluation System	O-Bank implements a department-based group performance evaluation system. Departmental annual targets are set at the beginning of each year. At year-end, division heads conduct initial appraisals, followed by the President's cross-departmental calibration and the Chairman's final approval to determine the "Departmental Evaluation Score". This score modulates individual performance bonus multipliers: staff in high-performing departments receive bonus premiums, while those in underperforming units face downward adjustments.	All employees	Annual	The President and division heads convene monthly Business Management Committee (BMC) meetings to review target progress. For lagging metrics, responsible units must provide explanations and corrective action plans, which are continuously tracked to drive improvement.
Annual individual performance reviews	O-Bank has adopted a set of Performance Management Regulations. At the beginning of each year, employees set their annual performance targets. Mid-year and year-end, supervisors assess how well these targets have been achieved. At the end of the year, individual short-term incentive bonuses are distributed based on these individual evaluation results, while concurrently factoring in both group performance evaluation outcomes and the Company's profitability for the current year.	All employees	two assessments/ year	The "O-Bank Internal Rules on Performance Improvement" provides that an employee who has received a job performance rating of "B" in the current year, or a job performance rating of "A-" for two consecutive years, that person's supervisor will guide the employee in preparing a "Performance Improvement Plan," give appropriate demands and assistance, and oversee efforts by the employee to improve performance.

Assessment Method	Assessment Content	Target	Frequency	System for Making Improvements
Agile meetings	Periodically carry out agile meetings, where we give each other real-time feedback, continue to inspect, revise, and review business goals, then use the results as reference in year-end performance reviews.	All employees	At least once each two months	Periodically review how well employees are achieving their work goals in order to gain a clear understanding of their performance, assess the gap between actual results and expected outcomes, act promptly to formulate improvement plans or actions, and continue tracking implementation progress.
Multi-dimensional assessments	With regard to personnel at corporate banking business units and retail customer services units, O-Bank includes customer satisfaction, customer service satisfaction, and other indicators in its performance reviews, and uses multi-dimensional methods to examine work performance.	Corporate banking units, retail customer services units	Quarterly	Corporate banking units: Customer complaints and customer satisfaction surveys are periodically reviewed. If an O-Bank employee has indeed engaged in improper behavior or provided poor service, points shall be deducted in that person's annual performance review, and the person will be asked to make improvements. At the same time, the case will be shared with all sales personnel during routine monthly meetings.
			Monthly	Retail customer services units: Each month O-Bank reviews the customer service quality of all customer service personnel, and on the basis of these reviews O-Bank provides guidance to help customer service personnel to improve their service quality; those whose service quality is excellent are given appropriate recognition.

The content of O-Bank performance reviews consists of "degree of contribution to outcomes" (accounts for 80% of the score) and "behavioral competencies" (accounts for 20% of the score), and the results of performance evaluations affect an individual's compensation and chances for promotion. The focal points and the weightings thereof are shown in Table 5-29. In addition, every O-Bank employee has "corporate social responsibility" targets. Each unit must set annual sustainable development goals and they account for 5% or 10% of the total score in each person's performance review, and performance review results will affect personal performance bonuses in order to establish a stronger link between sustainability performance and employee compensation and to encourage employees to conduct their work in such a way as to spur sustainable development. Also, in order to spur greater employee awareness of the need for protection of financial consumers, fair treatment of financial consumers, risk management, and to strengthen information security management, O-Bank has adopted "compliance, internal control, risk management, and information security" targets. And in response to rampant fraud activity in recent years, O-Bank has included "spotting fraudulent transactions in progress and preventing them from being completed" as a key focal point in performance reviews for front-line customer service personnel. Depending on the number of fraudulent transactions prevented, the amounts involved, and the skill displayed in the course of preventing such transactions, personnel who perform especially well may receive special recognition or bonuses, and the bank makes bank-wide commendation announcements in accordance with the provisions of the O-Bank "Rules for Employee Recognition and Discipline." Meanwhile, when giving out short-term incentive bonuses, they may receive bonuses in accordance with salary-related regulations to encourage them to actively prevent fraud cases.

Table 5-29: Focal Points and Weightings for Individual Performance Evaluation of O-Bank

<table>
<tr><th>Type of Indicators</th><th>Items</th><th>Weighting</th><th>Percentage by Type of Indicator</th></tr>
<tr><td rowspan="6">Degree of contribution to outcomes</td><td>Financial matters</td><td rowspan="3">at least 58%</td><td rowspan="6">80%</td></tr>
<tr><td>Management and teamwork</td></tr>
<tr><td>Projects and procedures</td></tr>
<tr><td>Customer service</td><td>at least 5%</td></tr>
<tr><td>Compliance, internal control, risk management, and information security</td><td>at least 12%</td></tr>
<tr><td>Corporate social responsibility (sustainable development)</td><td>5%~10%</td></tr>
<tr><td rowspan="2">Behavioral competencies</td><td>Core competencies</td><td>50%</td><td rowspan="2">20%</td></tr>
<tr><td>Accountability competencies</td><td>50%</td></tr>
<tr><td colspan="3">Total</td><td>100%</td></tr>
</table>

Note 1: Indicators used and their weightings vary depending on the unit in question and its duties.
Note 2: This table applies to all O-Bank employees (including executive management).

O-Bank strives to ensure that our performance evaluation process is fair, impartial, and open. Management and rank-and-file employees engage in two-way feedback and conduct an initial evaluation. After that, members of executive management carry out an inter-departmental calibration of performance evaluation standards for employees at the same grade, and conduct secondary evaluations to ensure the consistency of standards throughout O-Bank. In 2025, a total of 1,270 employees were required to undergo performance evaluations (the requirement applies to any person who commenced employment at O-Bank prior to 30 September of the current year, and to employees who have satisfactorily completed their probationary period). All 1,270 of those employees underwent a performance evaluation. Information on these employees' gender composition and where they work is set out below in Table 5-30.

Table 5-30: O-Bank Employee Performance Evaluations in 2025

Type	Number of Persons in Taiwan	% of All Performance Evaluations	Number of Persons Overseas	% of All Performance Evaluations
Male	591	46.54%	57	4.49%
Female	561	44.17%	61	4.80%
Total	1,152	90.71%	118	9.29%
Management	182	14.33%	9	0.71%
Rank-and-file	970	76.38%	109	8.58%
Total	1,152	90.71%	118	9.29%

Note: Persons hired on October 1 or later were not required to undergo a performance evaluation in 2025.

5.3.2 Training and Learning

On the basis of our business strategy, the company's core values, and skills requirements, O-Bank has devised a comprehensive training development plan and career development blueprint that provide courses focusing on strategy, leadership, communication, and innovation, which different types of management personnel attend as necessary. Also, depending on the nature of their jobs and the differing compliance requirements, rank-and-file employees attend a wide range of training courses that focus on financial matters, compliance, specific job skills, and general knowledge.

To make effective use of learning resources, O-Bank arranges for employees to attend both in-house and out-of-house courses, and has also launched a digital learning platform, O-Bank Digital Academy, that offers an abundance of online courses, providing employees with flexible and convenient learning channels. In response to the growing trend of digital financial services and in alignment with the Bank's strategic operational needs, O-Bank has in recent years actively promoted digital transformation initiatives by planning a series of digital knowledge courses. These courses introduce topics related to fintech innovation in an easy-to-understand manner, incorporating practical case studies and industry benchmarks to instill new digital thinking in employees and help them keep up with the latest trends in technology development and financial innovation. In 2025, our bank's digital transformation training courses recorded a total of 4,306 training hours, with 2,663 participant attendances, and a total of 962 employees participated in these courses, accounting for 76.11% of all employees. On average, each employee received 4.48 hours of training (about 0.56 days). Besides, the average pass rate on course assessments was 84%. At the same time, O-Bank also offered a variety of employee personal development training courses covering topics such as communication skills, presentation skills, and management mindset, aimed at continuously enhancing knowledge and individual skills to strengthen employees' job performance. In 2025, the bank's personal development training courses accumulated a total of 6,353.84 training hours, with 1,598 participant attendances, and a total of 739 employees participated in these courses, accounting for 58.47% of all employees. On average, each employee received 8.60 hours of training (about 1.08 days).

O-Bank attaches great importance to ethical best practices, and continues to advocate for principles of good faith that oppose the offering of bribes, acceptance of bribes, and corruption. O-Bank communicates with and reaches out to employees by training new hires, offering courses on compliance and anti-money laundering, holding lectures on special topics, and administering questionnaires. Throughout the entire year there were no instances of corruption or unethical behavior. In 2025, all O-Bank employees (including contract employees and hourly employees) completed courses focusing on anti-corruption, compliance, the Provisions of the "Financial Consumer Protection Act," the "Principles for Fair Treatment of Customers," and information security. The training completion rate was 100% in 2025, and total employee-hours of attendance at compliance courses reached 34,325.52 hours.

In order to establish a sustainability-oriented mindset among our employees, O-Bank offers online "Understanding Corporate Social Responsibility" education and training courses that address such matters as: the organizational structure and duties of the O-Bank ESG Development Working Committee; the O-Bank Corporate Social Responsibility Guidelines; and O-Bank's CSR undertakings and the key focal points of future development efforts. Furthermore, to address the growing momentum of sustainable finance and climate transition trends, to ensure that employees continuously maintain the skills required for their jobs, the Bank has integrated green finance, engagement with investment and financing recipients, industrial decarbonization practices, net-zero transition, and financed emissions carbon accounting into its employee training. In addition to inviting external experts to speak on sustainability trends – thereby fostering a shared ESG mindset and encouraging employees to embed these principles into daily business operations – internal specialists from the Green Finance Section serve as instructors.

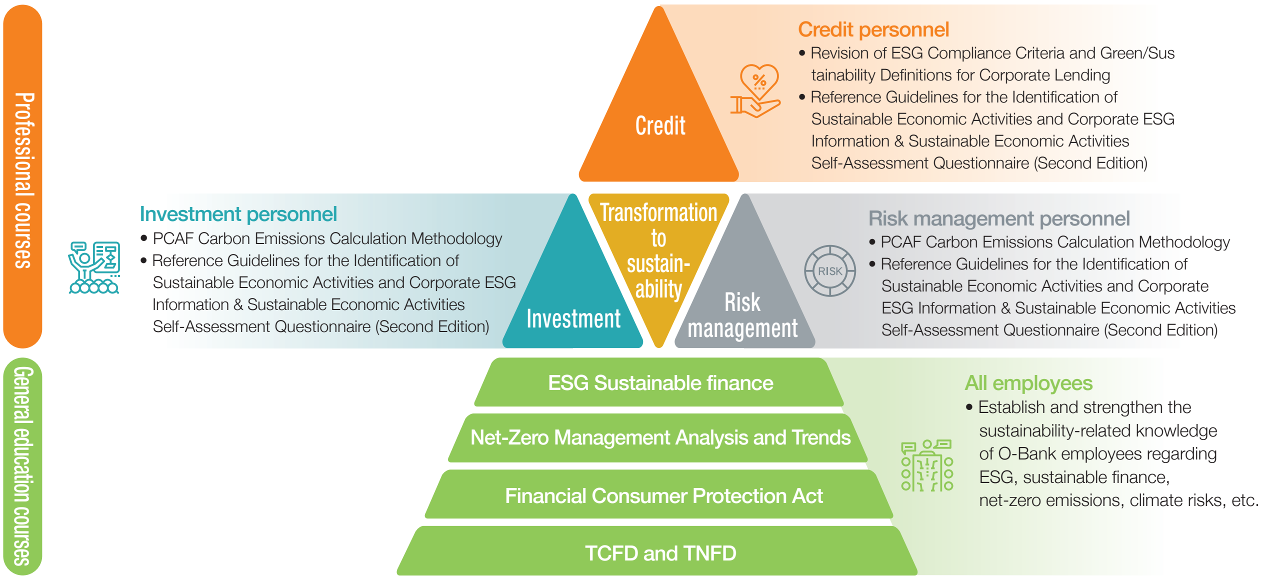
They conduct specialized training on the "2025 PCAF Carbon Emissions Calculation Methodology" tailored specifically for business units and corporate credit management personnel. Detailed metrics regarding these training programs are disclosed in Table 5-31.

Table 5-31: O-Bank Sustainability-Related Courses in 2025

Name of Course	Number of Sessions	Target Audience	Hours	Attendance	Course Person-hours
Understanding Corporate Social Responsibility	1	All employees	0.5	508	254
ESG Sustainable Finance Courses	1	All employees	3	1,265	3,795
Financial Consumer Protection Act	1	All employees	3	1,279	3,837
2025 Net-Zero Management Analysis and Trends	2	All employees	1	1,253	1,253
TCFD and TNFD	1	All employees	2	1,242	2,484
Amendments to Corporate Banking ESG Lending Guidelines and Green Sustainability Definition	1	Credit & Designated Personnel (incl. Corporate RMs & JRMs)	1.5	188	282
Reference Guidelines for Identification of Sustainable Economic Activities and Corporate ESG Information & Sustainable Economic Activities Self-Assessment Questionnaire (Second Edition)	1	Credit & Designated Personnel (incl. Corporate RMs & JRMs)	2	184	368
2025 PCAF Carbon Emissions Calculation Methodology	1	Credit & Designated Personnel (incl. Corporate RMs & JRMs)	2	693	1,386
Industrial Decarbonization Practices: Case Sharing	1	Designated Personnel (incl. Corporate RMs & JRMs)	1.5	822	1,233
Understanding How B Corp Certification Assesses Corporate ESG Performance	1	Designated Personnel (incl. Corporate RMs & JRMs)	2.5	834	2,085
Sustainability Engagement	1	Designated Personnel (incl. Corporate RMs & JRMs)	1.5	794	1,191
ISO 50001 – Energy Management Training	1	Designated unit personnel	1	186	186
Total	13	-	21.5	9,248	18,354

In addition to holding sustainability-themed courses for all employees to strengthen their awareness of sustainability issues, O-Bank also actively cultivates in-house sustainability specialists. O-Bank has expanded its test subsidy program to include certifications related to sustainable finance, encouraging employees to enhance their sustainability knowledge through professional credentials. The details of the O-Bank Training Framework for Transition to Sustainability are shown in Fig. 5-6 below. A dedicated project budget totaling NT$400,000 has been allocated and submitted to the ESG Development Working Committee for approval.

Fig. 5-6：O-Bank Training Framework for Transition to Sustainability



In 2025, O-Bank held 941 internal physical and online training sessions, as well as 819 external training sessions, recording a total of 100,624 attendances. O-Bank personnel logged a total of 134,364.9 education and training hours; average training hours per employee came to 107.23 hours (approx. 13.40 days), and average training expenditures came to over NT$7,382 per employee. Training hours logged by O-Bank employees in 2025 are set out in Table 5-32.

Table 5-32: O-Bank Employee Training Hours in 2025

Unit: hours

Job Type	Training Hours			Average Hours Per Person
	Male	Female	Total	
Management	12,821.87	8,293.73	21,115.6	110.55
Proportion of total training hours for managerial staff	61%	39%	100%	-
Non-management	58,390.47	54,858.83	113,249.3	106.64
Proportion of total training hours for non-managerial staff	52%	48%	100%	-
Total	71,212.34	63,152.56	134,364.9	107.23
Proportion of total training hours overall	53%	47%	100%	-
Average training hours per person	112.68	101.69	107.23	-

Note 1: All figures in this table for employees receiving training include regular full-time employees in Taiwan and overseas, but do not include the Chairman, student part-timers, chauffeurs, or security guards. The total number of employees receiving training was 1,253, including 632 men and 621 women, and 191 management personnel and 1,062 non-management personnel (the term "management personnel" refers to supervisory personnel serving at the level of section head or higher).

Note 2: In 2025, O-Bank had a total of 17 part-time employees who attended a combined total of 581.51 training hours, averaging 34.21 hours per person. Mandatory courses covered topics including anti-corruption, compliance, information security, protection of personal information, and ethical best practices.

To encourage all full-time and part-time employees (including contract and hourly personnel) to elevate their professional skills and obtain financial certifications, O-Bank provides grants to offset the cost of testing for certifications required by internal rules. When an employee registers to test for a certification, regardless whether the employee does so voluntarily or because such certification is required for a particular job or by law, O-Bank pays the cost the first time the employee registers for any given test. Besides helping to strengthen employees' financial professionalism, such grants also help to improve O-Bank's overall service quality. Information on the professional licenses held by O-Bank employees in 2025 is set out in Table 5-33.

Table 5-33: Professional Licenses Held by O-Bank Employees, 2023~2025

Type of License / Year	2025	2024	2023
Banks' Internal Control and Audit Exam	498	476	465
Basic Test on Sustainable Development (Note 2)	62	27	0
Sustainable Finance Certification (Basic Competency)	3	1	0
Sustainable Finance Certification (Advanced Competency)	5	0	0
Certified Internal Auditor	1	1	1
Certified Information Systems Auditor	2	2	2
Certified Public Accountant (Note 3)	6	6	5
Exam on Financial Market Knowledge and Professional Ethics	463	450	451
Trust Services Competency Exam	423	420	402
Structured Commodities Salesperson Qualification Exam	117	127	137
Financial Derivatives Salesperson Qualification Exam	125	119	104
Securities Brokerage Salesperson Qualification Exam	75	82	85
Securities Brokerage Senior Salesperson Qualification Exam	109	116	126
Life Insurance Salesperson Qualification Exam	250	262	272
Property Insurance Salesperson Qualification Exam	188	196	189
Exam for Life Insurance Salespeople Selling Foreign Currency, Non-Investment Products	93	90	86
Entry-Level Lending Personnel Qualification Exam	224	234	232
Entry-Level Forex Personnel Qualification Exam	158	173	168
Bond Trading Competency Exam	19	20	21
Forex Trading Competency Exam	6	8	8
Bills Salesperson Qualification Exam	31	34	37
Securities Investment and Trust Salesperson Qualification Exam	64	72	74
Securities Analyst Qualification Exam	7	4	7
CAMS Certification	7	10	8
Cyber defense license	28	26	24

Note 1: This table does not include overseas employees. The figures indicate the number of certifications valid as of year-end.
Note 2: All staff and supervisors within the Sustainability Section of the Corporate Communications Department – the Bank dedicated sustainability unit – have successfully passed the Basic Test on Sustainable Development.
Note 3: The Bank employs a total of seven Certified Public Accountants (CPAs) as of 2025, including six located in the Taiwan region (as listed in the table above), and one in Hong Kong region; two of these individuals serve as internal auditors.

Since 2022, O-Bank has established a Corporate Banking Relationship Manager (RM) certification program, providing professional training courses covering credit examination fundamentals, business operations, and products. The program encourages Junior Relationship Managers (JRMs) to obtain necessary financial professional certifications. Through a solid and comprehensive certification system, O-Bank supports JRMs in advancing their careers and builds a professional talent pool for the corporate banking business team. In 2025, six corporate banking JRMs obtained the Corporate Banking RM professional certification. Details on the implementation results of the 2025 Corporate Banking RM Certification Program are set out in Table 5-34.

Table 5-34: Implementation of the Corporate Banking Relationship Manager (RM) Certification Program in 2025

Trainees	Content of Training	Business Benefits	2025 Results and Quantitative Indicators
Corporate Banking JRM (total trainees: Eight)	O-Bank provided a series of courses for cultivation of corporate banking JRMs, including "introduction to credit examinations," training courses of banking business and products, and these are backed by various qualifications exams, including a "Basic Proficiency Test for Bank Lending Personnel," a "Certification Test for Financial Derivatives Sales Personnel," a "Proficiency Test for Trust Operations Personnel," and a "Basic Test on Financial Markets and Professional Ethics". In addition, O-Bank required them to complete credit reports, and only those that meet a certain standard are deemed qualified as corporate banking RMs.	O-Bank, acting in accordance with its corporate banking development strategy, formulated a Corporate Banking Relationship Manager (RM) Certification Program. In addition to helping corporate banking JRMs to better understand products, do a better job of identifying lending risks, make use of their credit check expertise, and build up professional skills related to financial analysis, O-Bank has also cultivated the soft marketing skills of such personnel in such areas as product pricing and packaging, delivery of presentations, and negotiations, and has moved forward on many fronts to continue improving the skills of internal business personnel. This approach contributes to business growth and the achievement of targets, and creates win-win situations for both customers and the bank.	Six JRMs obtained RM certificates, which makes for an 75% certification rate.

Note: The participants in this certification program account for 0.63% of all O-Bank employees.

To review the results of employee training programs, O-Bank has used the Kirkpatrick Model to examine and measure the learning results of different training programs in order to verify the benefits of human and capital inputs, and to further optimize the content of education and training, thereby ensuring that employees have sufficient professional skills and expertise to respond to rapidly changing financial markets. The results of the Kirkpatrick Model of learning evaluations are as shown in Table 5-35.

Table 5-35: Kirkpatrick Model for Evaluation of Learning in Employee Training at O-Bank

Level	Description	Assessment Method	Key Training Programs	2025 Assessment Results
Reaction level (Level 1)	Ask about course satisfaction.	• Satisfaction surveys	• Courses on finance, general knowledge, job skills, and management	• Avg. course satisfaction rate: 92.81%
Learning level (Level 2)	Review the degree of acquisition of skills.	• Post-course testing • Course drills	• Legally required training • Training in IPR concepts • Training in information systems	• Pass rate in legally required training courses: 100% • Pass rate in courses on IPR concepts: 100% • Completion rate for information systems training drills: 100%
Behavior level (Level 3)	Observe how participants' on-the-job behavior has changed.	• Action plan • Project evaluation • Obtaining of qualifications	• Training information security • Promoting a culture of accountability • RM Specialist Certification Program	• Cyclical social engineering drills (initial assessment and precision re-testing) and information security training successfully reduced the high-risk vulnerable headcount (phishing email openers) from 85 to 11 employees. • Trained employees to familiarize them with accountability, and made use of performance evaluation system to encourage employees to pursue excellence. • Established an RM Specialist Certification Program, used professional training and modular assessments to cultivate RM professionals. • Rate for obtaining of qualifications for corporate business units: 82.61%
Results level (Level 4)	Calculate the impact of training upon the enterprise.	• Reduce operating costs • Contribution per capita (Note 1)	• Cultivation of in-house lecturers	• In-house instructors taught courses and prepared their own teaching materials, saving NT$2.789 million in training costs. • Contribution of NT$1.4483 million per capita
Investment returns (Level 5)	Human capital ROI (Note 2)	• Net income • Employee benefits expenses		• 2.29

Note 1: Contribution per capita = 2025 standalone net profit after tax / 2025 total number of employees
Note 2: Human capital ROI = {Net income – (Operating expenses – employee benefits expenses)} / (employee benefits expenses)

5.3.3 Talent Development and Training

To meet our personnel needs in a rapidly changing financial environment, besides recruiting new talent from outside, O-Bank places great importance on discovering and training in-house talent. We are actively planning out a comprehensive training development plan and career development blueprint. For junior management positions, the human resources management tasks of selection and accountability are the basic focus of training; for senior- and executive management positions, training strengthens leadership and strategic planning ability so that they can build highly efficient goal-oriented teams. In addition, to ensure that knowledge and experience are passed on to employees, O-Bank has continued to train an in-house team of instructors who systematically share their professional knowledge and job skills with their fellow employees. Also, O-Bank has developed several hundred professional courses for the benefit of other employees.

To encourage employees to take the initiative in developing their job skills, each employee carries out an annual Individual Development Plan (IDP) in which they express their thoughts regarding future job rotations or their career development, and they also discuss and formulate an IDP with a supervisor. Depending on each employee's needs, O-Bank also helps employees take advantage of job rotation either within O-Bank or among affiliates to develop multiple specialties and broaden their careers. In 2025, the job rotation rate (including reassignments and promotions) among O-Bank employees was 19.15%. At the same time, to equip employees with more diverse skills and specialized strengths, O-Bank began planning an "Inter-Departmental Job Rotation Program for Entry-Level and Junior Employees" in 2023. Under this program, employees take part in two-month job rotations to broaden their career perspectives and cultivate cross-disciplinary capabilities. The program is also integrated with the performance management system to ensure effective implementation. In 2025, 29 business units participated, representing an 87.9% participation rate. Furthermore, to fortify key talent competitiveness and enrich its core talent pipeline, O-Bank initiated its Management Associate (MA) Development Program in 2024. This structured two-year curriculum combines multi-departmental rotations and deep-dive assignments in core units, paired with executive mentorship from division heads, enabling MAs to swiftly master core banking operations and strategic management to drive value creation (detailed in Fig. 5-7). Lastly, to support new employees from economically disadvantaged backgrounds in adapting to the O-Bank workplace, the bank provides a comprehensive training program for employees with official low-income household certification and less than two years of work experience. The program includes subsidies for professional certification, customized training based on job content, and mentoring support.

Fig.5-7: O-Bank Management Associate (MA) Development Program

To ensure continuity of leadership and talent, O-Bank launched the "Executive Succession Development and Management Tier Program" in June 2022. Using multi-dimensional indicators (such as objective talent assessment tools, internal performance results, and practical observations) the Bank assesses the current status of team talent and succession readiness. Potential successors are selected from among heads of division-level units, heads of department-level units, and heads of section-level units. Development plans are designed to align with corporate strategy. This includes a succession plan for the President position, under which several heads of division-level units are continuously developed as backup candidates. When the incumbent President resigns or retires, the Bank will complete the selection of a new President within six months. In 2025, O-Bank held 12 leadership development courses and one-on-one coaching sessions for heads of division-level units, four sessions (including follow-up training) for heads of department-level units, and ten sessions (including follow-up training) for heads of section-level units. Meanwhile, for heads of division-level units in particular, these efforts were supplemented by periodic meetings with and coaching from the President, the presidential deputy system, executive job rotations at subsidiaries, and assignments as directors or supervisors at subsidiaries. These efforts serve both to develop successor talent and to ensure a smooth presidential succession process, so that operations remain uninterrupted. O-Bank reports annually to the Board on the implementation of the Executive Succession Development and Management Tier Program. Details of the 2025 program are provided in Table 5-36.

Table 5-36: Implementation of the O-Bank 2025 "Executive Succession Development and Management Tier Program"

<table>
<tr><th>Trainees</th><th>Content of Training</th><th>Business Benefits</th><th>2025 Results and Quantitative Indicators</th></tr>
<tr><td>Heads of division-level units (11 course attendees)</td><td>• In line with O-Bank's Dig Deep strategic development initiative, leadership development for heads of division-level units focused on future organizational direction and individual competencies.
• Selected high-potential managers participated in a ten-month learning journey, including competency bootcamps, thematic courses (self-awareness, talent cultivation, and leading innovative transformation), coaching, and executive dialogue, concluding with a personal presentation of learning outcomes.</td><td>Establish an internal pool of succession talent, which will help to smooth out the process for identifying a successor to the position of President and ensuring that the company's business continues unaffected.</td><td rowspan="2">• In the 2025 employee needs survey, the average score for the "Direct Supervisor Leadership" dimension exceeded 85 points.
• The 2025 retention rate for high-performing employees reached 90.72%.
• According to the Human Resources Development (HRD) Quality Management System's training evaluation model, the average satisfaction score for the program's courses was 4.74 out of 5.
• Developed four senior executives to become "internal coaches" and established a cross-departmental mentorship mechanism for high-potential talent. This initiative broadens talent perspectives through knowledge sharing and professional exchange.
• In 2025, the bank-wide talent specification analysis and current needs assessment were completed, achieving a 100% completion rate across all departments. The findings will serve as a critical foundation for talent allocation in 2026.</td></tr>
<tr><td>Heads of department-level units (61 course attendees)</td><td>• Focusing on team talent development, the Bank designed courses for heads of department-level units covering communication, coordination, and empowering subordinates, and implemented a key subordinate development plan integrating training, practice, and real-time consulting feedback to strengthen their intermediary leadership role.</td><td>Developing internal successors helps ensure smooth transition of division-level unit roles and uninterrupted business operations.</td></tr>
</table>

Trainees	Content of Training	Business Benefits	2025 Results and Quantitative Indicators
Heads of section-level units (total of 107 trainees)	• Focusing on leadership capability enhancement, training courses on management capability enhancement and decision-making capability enhancement were designed for heads of section-level units, along with group discussions to facilitate communication and experience sharing among participants and support more effective guidance and mentoring.	Developing internal successors helps ensure smooth transition of department head-level roles and uninterrupted business operations.	

Note: Participants in this Development and Management Tier Program account for 14.16% of all O-Bank employees.

In addition to training in-house talent, O-Bank also works to strengthen the financial knowledge of university students, helping more students gain an understanding of industry practices and developments and encouraging them to pursue careers in the financial sector. In recent years, O-Bank has continued its collaboration with the Department of Economics at National Taiwan University to offer the "Lecture Series on Finance and Industry". Members of O-Bank's executive management serve as instructors, sharing insights on banking operations, sustainable finance, financial technology, and other finance-related topics to help students gain a deeper understanding of the current state and future trends of the financial industry. O-Bank also welcomes school group visits. In 2025, the Bank organized corporate visits with National Taiwan University, National Chengchi University, and Takming University of Science and Technology, to introduce university students to O-Bank and help them better understand banking operations.

Corporate Visit by Takming University of Science and Technology

To discover outstanding new talent, O-Bank recruits undergraduate and graduate students to take part in the "Summer Internship Program for University Students". Participants attend introductory courses on the banking industry, take part in team competitions, and prepare research reports. This program provides currently enrolled students with opportunities to build up real-life workplace experience. Besides arranging attendance in professional courses and participation in actual banking work, O-Bank also assigns employees to act as mentors of the interns and lead them to learn workplace practices and ethics. This helps the students develop an advance understanding of bank's workplace culture, and facilitates their preparations for entry into the work world. A total of 29 students took part in the "O-Bank Summer Internship Program for University Students" in 2025, and over 200 have taken part since it was launched in 2016. Besides, to connect with the international talent market, O-Bank has partnered with National Taiwan University on the "NTU International Mentorship Program," recruiting international students to the bank for summer internships. Aside from helping international students to understand Taiwan's workplace environment and culture during their internships, O-Bank also hopes to attract outstanding international students to join the Bank after graduation. In 2025, a total of two international students participated in this program.


O-Bank's Summer Internship Program provides university students with a close look at the financial services industry

5.3.4 Human Capital Risk Assessment

O-Bank periodically carries out human capital risk assessments to prevent changes or imbalances in human resources from affecting organizational efficiency. The assessment procedure includes identifying human capital risks, evaluating risk levels, formulating mitigation or improvement plans, reviewing outcomes, and conducting periodic reviews and adjustments. In 2025, based on trends in the financial industry and the Bank's organizational development strategy, O-Bank identified six human capital risk topics. Among them, "employee attrition" was assessed as a medium-level risk. The other five (workplace accidents, inadequate recruitment or retention mechanisms, declining employee satisfaction, shortage of employees with core skills, and corruption) were assessed as low-level risks. Mitigation measures have been planned for all six issues to support ongoing improvements in human capital management and reduce the potential impact of these risks on organizational efficiency. The results of O-Bank's 2025 human capital risk assessment are presented in Table 5-37.

Fig. 5-8: Human Capital Risk Assessment Procedure

Table 5-37: 2025 Human Capital Risk Assessment

Topic	Risk Indicator	Risk %	Risk Level	Impact on Company	Mitigation Measures and Benefits
Employee Attrition	Overall turnover rate (incl. voluntary and involuntary turnover rates)	23.34%	Medium risk	Frequent movement at work can generate risks.	• Report employee separations monthly. • Strengthen leadership training for supervisors and improve their guidance skills to do a better job of retaining employees. • Conduct job adaptation and satisfaction surveys for new hires, regularly compiling feedback for relevant departments, while the Human Resources Department tracked the follow-up actions taken by those units.

Topic	Risk Indicator	Risk %	Risk Level	Impact on Company	Mitigation Measures and Benefits
Workplace accidents	Workplace accident rate (Total recordable incident rate = Number of Recordable occupational injuries / Total working hours × one million hours)	0.03	Low risk	The occurrence of a workplace accident can affect worker productivity, and the company will have to deal with the cost of compensation.	Continuously ensure the validity of the ISO 45001:2018 Occupational Health and Safety Management System certification, and each employee must receive three hours of training per year in occupational health and safety.
Inadequate recruitment or retention mechanisms	Involuntary turnover rate (Number of persons discharged / Number of persons at year end)	1.50%	Low risk	Unfit employees cannot achieve work goals, which affects the workplace atmosphere and increases training and recruitment costs for the company.	• Before hiring an employee, a supervisor must clearly state the targets that the new hire is expected to meet. • Performance reviews and improvement plans must be implemented. • Supervisors receive training in interviewing techniques.
Declining employee satisfaction	Rate of Decline in Employee satisfaction	0.65%	Low risk	Low employee productivity affects company performance.	• The 2025 employee satisfaction survey score decreased by 0.65% from the previous year. • In response to the lower-scoring "Training and Development" dimension in the employee satisfaction survey, the Bank continued to enhance relevant initiatives. These included expanding educational and training course resources, as well as partnering with external consultants to strengthen leadership development programs for management, thereby addressing employee needs and boosting satisfaction.
Shortage of employees with core skills	Ratio of shortage of core talent for digital transition.	0.00%	Low risk	Shortage of digital talent causes inability to achieve digital transformation on schedule, thus affecting company's development and making it difficult to reap a return on investments.	• Classify digital talent as priority for outside recruitment, and add new recruiting channels. • Classify core skills units as internal job rotation units in order to discover potential talent. • Classify core skills units as internship units. Five interns were placed with such units in 2025.

Topic	Risk Indicator	Risk %	Risk Level	Impact on Company	Mitigation Measures and Benefits
Corruption	Rate of incidence of unethical behavior	0.00%	Low risk	Failure to properly implement corporate governance risks the company's reputation or causes actual harm.	• 100% of employees completed an ethics self-assessment. • 100% of employees completed an ethics training course. • Directors and members of executive management signed the Declaration of Intent to Comply With the O-Bank Ethical Management Policy and Anti-Corruption Policy. Current and newly hired employees signed the Statement of Consent to Comply With the O-Bank Ethical Management Policy and Anti-Corruption Policy. • Monitored unusual transactions involving the accounts of employees working in business units and credit management units.

Note: Risk levels are determined based on historical data for each risk issue.

5.4 Communication and Engagement with Employees

5.4.1 Communication Platform and Exchange Activities

To promote harmonious labor-management relations, O-Bank complies with legal requirements by holding regular labor-management meetings, with labor representatives elected by employees. These meetings discuss labor safeguards stipulated by law, such as regulations on overtime work and nighttime work by female employees. Once resolutions are approved at labor-management meetings, they are incorporated into the Work Rules and announced to all employees. At the same time, O-Bank continues to strengthen communication with employees throughout the organization on key regulations related to attendance and overtime to safeguard employees' labor rights. In 2025, O-Bank's labor dispute rate was 0% (Note 5-7), and there were no cases of employment discrimination.

To foster more direct interaction opportunities between employees and executive management, O-Bank held three "WeCare 2.0+" events in 2025. During designated time periods, employees were able to engage in dialogue with executive managements, promoting two-way communication between the company and its employees. At the same time, O-Bank regularly holds employee assemblies to report business performance and communicate company policies, helping employees better understand the company's current status. One assembly were held in 2025. Additionally, O-Bank maintains an Employee Complaints Mailbox and a Sexual Harassment Complaints Mailbox. All submitted complaints and related correspondence are handled confidentially to protect the rights of complainants. In 2025, one sexual harassment complaint was received, and the case was investigated and closed in accordance with regulations. O-Bank also operates a WeCare Mailbox to encourage employees to provide care-related suggestions, allowing the company to stay informed of employee needs. Four suggestions were received in 2025.

Note 5-7: O-Bank's labor dispute rate is calculated using the Ministry of Labor's formula, which defines the dispute rate as "the number of persons involved in labor dispute cases divided by the total number of employees." This calculation covers Taiwan only. In 2025, O-Bank experienced no labor dispute cases.

O-Bank firmly believes that corporate culture is the core foundation for sustainable development. Upholding the corporate spirit of "always sincere, always here," O-Bank was the first in the industry to establish a Corporate Culture Committee in 2013. The Committee implements various employee care initiatives to enhance organizational cohesion and foster a mutually supportive corporate culture. Recent initiatives include childbirth subsidies of NT$12,000 per child plus an additional NT$6,000 from the Employee Welfare Committee, totaling NT$18,000; the Energy Recharge Station, which provides employees with free healthy locally sourced fruit; summer internship programs to help employees' children develop workplace skills; retirement care benefits such as invitations for retirees to attend year end parties and provide retirement health examination benefits; family-rearing support, which includes increasing the number of maternity leave days and allowing female employees to work from home post-childbirth. In 2025, O-Bank collaborated with REstoRE Sustainable Design Studio to host a "Zero-Waste Sustainable Living X Parent-Child Handicraft Activity" Family Day. Employees and their families were invited to participate in an eco-friendly handicraft experience utilizing recycled waste, integrating sustainability into daily life. This event not only enhanced families' sense of belonging to the company but also promoted the United Nations Sustainable Development Goals (SDGs).

O-Bank 2025 Family Day

5.4.2 Employee Satisfaction

The O-Bank Corporate Culture Committee conducts an annual Employee Satisfaction and Needs Survey. In 2025, a total of 1,061 questionnaires were collected, with a response rate of 97.43%. Overall employee satisfaction reached 88.16% (Note 5-8), and employee engagement was 87.62%, reflecting the positive impact of the company's employee care policies. In recent years, O-Bank has continued to refine internal measures in response to survey feedback to better meet employee needs. According to the 2025 survey results, the "Training and Development" category received the lowest scores. Therefore, the Bank will continue to enhance its talent training initiatives in 2026, including expanding educational and training course resources, partnering with external consultants to strengthen leadership development programs for management, and optimizing the training mechanisms for high-potential talent. O-Bank remains committed to its corporate culture of "always sincere, always here" and strives to create a happy workplace characterized by safety, fairness, and friendliness.

Note 5-8: Employee satisfaction rates in 2022, 2023, and 2024 were 87.76%, 87.49%, and 88.81% respectively.

Fig. 5-9: O-Bank Offers Multiple Benefits to Create a Happy Workplace

Individual Development

- Grants for taking outside courses
- Grants for pursuing academic degrees
- Grants for going abroad for advanced studies
- Grants for taking various certification tests

Core Safeguards

- Labor insurance
- National health insurance
- Retirement pensions
- Regular health examinations
- Life insurance
- Accident insurance
- Hospitalization and medical insurance
- Cancer insurance

Care and Support

- Three major holiday bonuses
- Birthday gift certificates
- Marriage, childbirth, and bereavement allowances
- Preferential treatment at childcare organizations
- Preferential employee loans
- Preferential treatment at cooperating commercial establishments
- Flextime System

Happy Workplace

- Library
- Employee lounge
- Health kiosk
- Art gallery
- Club activities
- Family day

6. Environmental Protection

O-Bank seeks to operate sustainably. While working to grow our business, O-Bank also pays due attention to protecting the environment. In recent years, the Bank has steadily replaced energy-consuming equipment, implemented resource recycling, increased the use of green electricity, and raised the proportion of green procurement, all in an effort to reduce the negative environmental impact of its operations. To respond to global climate change and the international trend toward carbon reduction, O-Bank instituted an ISO 14001:2015 environmental management system in 2018 and has obtained certification annually ever since. Starting in 2024, overseas locations have also been brought within the scope of the Bank's inventory and certification activities, which now cover 100% of all global business locations. This ensures the establishment of an effective and comprehensive environmental management mechanism, including proper management of power and water usage as well as waste generation.
To effectively inventory and monitor greenhouse gas (GHG) emissions from its operations, O-Bank continues to apply the ISO 14064-1:2018 GHG inventory system and completes third-party verification each year. Inventory and verification cover 100% of all global business locations. In line with regulatory requirements, this section also discloses the Bank's subsidiaries' GHG emissions and carbon reduction measures. Since 2021, O-Bank's headquarters building has implemented the ISO 50001:2018 energy management system, and starting in 2024, this has been expanded to include all business locations throughout Taiwan. Measurement and monitoring of energy use are carried out concurrently to improve energy efficiency. In addition, O-Bank supports and encourages suppliers to fulfill their sustainability responsibilities by promoting high moral standards, respecting labor rights, and fostering environmentally sustainable development. The Bank has also adopted the walkways surrounding its headquarters building, where it plants and maintains large shrubs and trees, and provides pruning and pest control services to promote urban greening. O-Bank will continue taking a multi-pronged approach to environmental protection and striving toward low-carbon operations and sustainable growth. There were no incidents of regulatory violations or penalties related to O-Bank's environmental regulation in 2025.

Regarding the issues of mitigating climate change and advancing towards net zero emissions, O-Bank is actively driving a number of low-carbon transformation plans. In addition to lowering the power consumption of daily operations and increasing energy efficiency, we have committed to the target of reaching 50% renewable energy usage at all global business locations by 2030, and 100% by 2050 to reach the target of net zero emissions for all global business locations by 2050. In addition, as a member of the Chinese National Association of Industry and Commerce, we publicly support its "1.5°C Climate Action Declaration" and pledge to support the plans and goals of "Taiwan's Pathway to Net-Zero Emissions in 2050", consolidating commercial resources to carry out industrial low-carbon transformation. At the same time, O-Bank follows the "Sustainable Development Guidemap for TWSE and TPEx Listed Companies" of the Taiwan Financial Supervisory Commission to conduct annual GHG inventory and verification as well as set operational carbon reduction goals to achieve the vision of the Paris Agreement to control global warming to within 1.5°C.

6.1 Environmental Management Policies and Targets

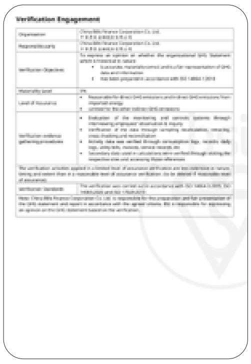
6.1.1 Using Digital Finance to Achieve a Customer-friendly Environment

After reorganizing as a commercial bank in 2017, O-Bank became the first native digital bank in Taiwan, and our borderless services have created an environmentally friendly business model. In addition to offering consumers more convenient access to financial services, the borderless service model of a digital bank greatly reduces the energy consumption that would otherwise accompany the establishment of physical branches. Consumers no longer need to expend fuel to travel to physical branches to conduct their banking business, and online transactions generally do not involve the printout of paper vouchers. This results in a low-energy-consumption business model that contributes to the achievement of O-Bank's vision of operating in harmony with the natural environment.

6.1.2 Setting and Achievement of Environmental Management Targets

In order to systematically reduce the negative environmental impact of its operations and effectively prevent violations of environmental regulations, O-Bank instituted an ISO 14001:2015 environmental management system in 2018 and obtained certification valid for three years. A supervisory review is conducted annually to support the continued establishment of a comprehensive and robust environmental management mechanism, ensuring the effective implementation and continuous improvement of environmental protection measures. Since 2024, the certification scope of the ISO 14001:2015 system has been expanded to cover all of O-Bank's global business locations. To mitigate climate change by reducing operational carbon emissions, O-Bank has adopted version 2.1 of the Science Based Targets initiative (SBTi) Science-based Target Setting Tool to establish Scope 1 and Scope 2 greenhouse gas (GHG) reduction targets for all global business locations. Increasing the share of green electricity used across the Bank is included as one of the sustainable development targets in the annual performance evaluation of the Head of the Operations Management Division, to help realize the Paris Agreement's goal of limiting global warming to within 1.5°C.

O-Bank's ISO 14001:2015 – Environmental management systems (all global business locations)


O-Bank, China Bills Finance Corporation, and EverTrust Bank ISO 14064-1:2018 – Greenhouse gases statement (all global business locations)

O-Bank's ISO 50001:2018 – energy management system (all business locations throughout Taiwan)

O-Bank has adopted an environmental management policy that includes short-, mid-, and long-term environmental management targets for all global business locations (see Table 6-1), as well as annual GHG emission reduction targets for these locations (see Table 6-2). The policy includes the following pledges:

- Strengthen environmental and ecosystem protection, reduce operational impacts on natural capital, and refrain from establishing facilities in protected natural or wildlife areas (including national parks, national nature parks, nature reserves, forest reserves, wildlife refuges, and major wildlife habitats).
- Reduce the consumption of water resources and various raw materials, improve resource efficiency, reduce environmental pollution, and minimize interference with surrounding ecosystem functions.
- Continuously reduce energy consumption to mitigate global warming trends and minimize the negative impacts of climate change on biodiversity and habitats.
- Support the transition to renewable energy by increasing its usage annually, with the long-term goal of achieving 100% renewable energy.
- Decrease paper consumption by encouraging digital documentation, thereby reducing deforestation and supporting habitat preservation.
- Advance circular economy principles by enhancing resource utilization, reducing waste, promoting recycling and reuse, and preventing hazardous waste from entering ecosystems.
- Adopt sustainable procurement practices by prioritizing green products or choosing products and suppliers with biodiversity-friendly certifications.

- Avoid engaging with suppliers that have caused environmental harm or have negative environmental reputations.
- Encourage suppliers to engage in environmental sustainability and biodiversity conservation efforts.
- Strengthen green finance and responsible investment and financing by adhering to the Equator Principles, identifying and analyzing nature-sensitive sectors through responsible credit and responsible investment and financing, and promoting environmental protection and biodiversity through financial activities.
- Ensure full compliance with environmental laws, regulations, and international agreements, and continuously enhance implementation efforts.

Table 6-1: Environmental Management Targets for All of O-Bank's Global Business Locations

	Short-term (2023)	Mid-term (2025)	Long-term (2030)
Target for Reduction of Power Usage per capita	3.0%	4.5%	6.0%
Target for Reduction of Water Usage per capita	3.0%	5.0%	8.0%
Target for Reduction of Waste per capita	1.0%	3.0%	5.0%

Note 1: The comparison baselines for the reduction targets in this table are the figures for all O-Bank business locations throughout Taiwan in 2020 (power usage: 6,696.17 kWh per capita; water usage: 0.0202 megaliters per capita). Also, the scope of waste was expanded in 2022 from the O-Bank headquarters building to include all global business locations. Accordingly, the comparison baseline for the waste reduction targets in this table is the figures for all of O-Bank's global business locations in 2022, which was 0.050 tonnes per capita.

Note 2: The term "all of O-Bank's global business locations" includes the O-Bank headquarters building, the customer service center, the data center, the Nanjing Fuxing Branch, the Taoyuan Branch, the Hsinchu Branch, the Taichung Branch, the Kaohsiung Branch, and the Tainan Region Business Office. Overseas locations include the Hong Kong Branch, the Tianjin Representative Office, and the Sydney Representative Office. It does not include the subsidiary at the O-Bank headquarters building, which is the China Bills Finance Corporation (which occupies 100% of the floor space on the building's 4th floor).

Note 3: O-Bank has also set a non-renewable energy reduction target for all global business locations, aiming to reduce total non-renewable energy consumption to 4,741.26 MWh in 2025.

Table 6-2: Annual Total GHG Emission Reduction Targets for All of O-Bank's Global Business Locations (compared to baseline year 2022)

Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Total GHG Emission Reduction Target	10%	15%	21%	28%	35%	40%	45%	50%	54.2%	58.4%

Note 1: The baseline for the GHG emission reduction targets shown in this table is O-Bank's total market-based GHG emissions in 2022 – 3,106.36 tonnes (Scope 1 and Scope 2) for all global business locations. In addition, the reduction targets shown in this table include O-Bank's subsidiaries: IBT Management Corporation and IBT VII Venture Capital Co., Ltd.

Note 2: O-Bank uses version 2.1 of the Science-based Target Setting Tool developed by the SBTi to set reduction goals for Scope 1 and Scope 2 GHG emissions for all global business locations, setting a scenario of controlling global warming to 1.5°C or less. Based on the total GHG emissions for O-Bank's global business locations in 2025, coverage of the GHG emission reduction target is 60.92% (Scope 1 and Scope 2 emissions/total emissions).

Note 3: O-Bank has set a Scope 1 emission reduction target for all global business locations of reducing 2025 Scope 1 emissions by 1.7% from the 2022 level, which is a reduction to 266.92 tonnes of CO_2e.

Note 4: O-Bank has set a Scope 2 emission reduction target for all global business locations based on version 2.1 of the Science-based Target Setting Tool developed by the SBTi. The goal is to reduce 2025 Scope 2 emissions by 22.85% from 2022 levels, bringing total emissions down to 2,187.10 tonnes of CO_2e.

Note 5: O-Bank has set a Scope 3 emission reduction target for all global business locations of reducing 2025 Scope 3 emissions by 1.15% from the 2022 level, which is a reduction to 1,270.28 tonnes of CO_2e.

Fig. 6-1: Specific O-Bank Environmental Management Actions

Lighting Equipment

In the office space and public areas on all floors, O-Bank is switching to more energy-efficient lighting equipment. Automatic turning on and off of exterior wall lighting and signs is scheduled to match the changing of daylight hours and weather conditions. Lights are turned off for one hour each day at noon, security guards check each evening at 22:00. to make sure the lights are off, and O-Bank periodically reminds employees whenever leaving the photocopy room or a meeting room to turn off the lights and any equipment that may be turned on.

Cooling and Heating Equipment

Thermostats are set at or above 26°C, with seasonal adjustments made as appropriate. Air filters and heat exchangers are cleaned regularly, and refrigerant and fan components are inspected to reduce energy consumption from equipment operation. During winter months, air conditioning units at headquarters building are operated on a rotating single-unit basis. Inverter-type air conditioning systems are used, and a centralized control system automatically powers down the air conditioning on each floor at 18:00 daily. Recessed energy-saving ceiling fans are used to improve the circulation and convection of cool air.

Elevator Equipment

Elevator cars operate at staggered intervals to achieve maximum efficiency and shorten average usage time. The number of elevator cars in operation varies between peak and off-peak hours. On weekends and holidays, only one elevator is placed in operation, and employees are urged to use the stairs when they only need to go up or down a few floors.

Renewable Energy

O-Bank began using green energy at its headquarters building in November 2022 and has steadily increased the proportion used each year. Since 2025, the Bank has gradually expanded green energy adoption to other locations. In addition, to move progressively toward net-zero carbon emissions, O-Bank has set renewable energy usage targets for all global business locations: 50% by 2030 and 100% by 2050.

Water Resources

O-Bank's air conditioning systems use air-cooled equipment. Where normal usage is not affected, the water output and timing of automatic water supply fixtures are appropriately reduced. Water meters are regularly inspected to prevent leaks. Sparkler irrigation systems in landscaped areas of the building are adjusted according to seasonal and weather conditions.

6.1.3 Carbon Reduction Targets, Strategies, and Action Plans of O-Bank Subsidiaries

In response to international decarbonization trends, O-Bank subsidiaries China Bills Finance Corporation and EverTrust Bank (USA) have each set annual greenhouse gas (GHG) emissions reduction targets for all their global business locations, as detailed in Tables 6-3 and 6-4:

Table 6-3: Total GHG Emissions Reduction Target for All of China Bills Finance's Global Business Locations (compared to baseline year 2022)

Year	2023	2024	2025	2026	2027	2028	2029	2030
Total GHG Emission Reduction Target	5.3%	10.5%	15.8%	21.0%	26.3%	31.5%	36.8%	42%

Note 1: The baseline in this table is China Bills Finance's 2022 total market-based GHG emissions for all global business locations: 424.55 tonnes (Scopes 1 and 2).

Note 2: China Bills Finance used version 2.1 of the Science-based Target Setting Tool developed by the Science Based Targets initiative (SBTi) to set GHG emission reduction targets for Scope 1 and Scope 2 at all global business locations, setting a scenario of controlling global warming to 1.5°C or less.

Table 6-4: Total GHG Emissions Reduction Target for All of EverTrust Bank's Global Business Locations (compared to baseline year 2024)

Year	2025	2026	2027	2028	2029	2030
Total GHG Emission Reduction Target	5%	10%	15%	20%	25%	30%

Note: The baseline in this table is EverTrust Bank's 2024 total market-based GHG emissions for all global business locations: 73.30 tonnes (Scopes 1 and 2).

To achieve carbon reduction targets, China Bills Finance (CBF) continuously implements environmental training, green procurement, and regular performance review, alongside multiple energy-saving initiatives. These measures include: setting air conditioning to 26°C in summer, turning off non-essential lights during lunch break, replacing all lighting in its headquarters building with energy-saving LED lighting, and switching to hybrid vehicles for official use. Furthermore, CBF adopted the ISO 14001:2015 Environmental Management System in 2023, maintaining annual certification across its entire global locations. The share of renewable energy is also scaled annually; in 2025, green electricity consumption accounted for approximately 20% of the total electricity used across all worldwide facilities, with a target of 50% by 2030 to achieve low-carbon operations. EverTrust Bank (USA) has similarly phased in several energy-saving and carbon-reduction initiatives in recent years. These include gradually increasing the use of renewable energy, with green electricity consumption accounting for approximately 13% of total electricity across its global network in 2025. Additional measures involve installing or upgrading smart thermostats in offices to regulate temperature and runtime via sensors and smart devices, replacing appliances with energy-saving refrigerators, installing motion-sensor LED lighting, and retiring official vehicles that have exceeded their service life.

6.2 Management of Energy and Resources

6.2.1 Energy Management

1. Smart Energy-saving in the Data Center

The data center is one of the main sources of power consumption in a digital banking business. To conserve energy in the data center, the O-Bank financial computing center puts top priority on low power consumption and high performance when selecting computing devices, server racks, cooling/heat dissipation systems, power supply and distribution systems, and maintenance management systems. In addition, the financial computing center also uses computational fluid dynamics (CFD) to plan out a data center cold/hot aisle containment system. Analyzing the diffusion of heat from data center equipment helps to understand airflow characteristics, thus effectively optimizing the operation of cooling and heat dissipation systems.

3D floor plan screen

At the same time, the O-Bank data center has established a Data Center Intelligent Management (DCIM) platform, which uses 3D floor plans to provide round-the-clock real-time information on the operating conditions of all data center equipment including power supply and distribution systems, cooling systems, temperature and humidity sensors, fire prevention systems, video surveillance, and door access systems. This approach enables accurate measurement and optimization of the data center environment, thereby avoiding wastage of resources and unnecessary energy consumption. O-Bank's data center maintained an average PUE (Power Usage Effectiveness) value within the range of 1.55 to 1.78 for the year 2025. Furthermore, its best single-month average PUE value reached 1.12. These metrics met the Silver and Platinum data center energy efficiency targets established by The Green Grid, respectively.

2. Improvements to Lighting Equipment

In addition to implementing smart energy-saving operations in its data center, O-Bank is also gradually replacing energy-inefficient lighting in offices and public areas according to plan. Through the Energy Testing and Improvements Plan, self-managed fixture replacements, and reuse of old lighting, the bank has improved the energy consumption of its lighting equipment. In 2025, a total of 160 high-energy-consumption light fixtures were replaced with energy-efficient and environmentally friendly LED lamps. This replacement is expected to reduce annual electricity consumption by approximately 16,065.55 kWh, equivalent to a reduction of about 7,615.07 kilograms of carbon dioxide equivalent. For further details, please refer to Table 6-5.

Table 6-5: Lighting Improvement Statistics for O-Bank Business Locations

Areas Improved	Improvements	Saved per Year (Note 1)	CO_2e Emissions Reduced per Year (Note 2)
1. Lighting in the Stairwells on both Sides of the Headquarters Building (B4~RF)	14W T5 lamps (66 units) → 12W LED lamps (40 units)	Annual savings: 3,889.44 kWh (approx. 14,001.98 megajoules)	Annual CO_2e reduction: 1,843.59 kg
2. Lighting Fixtures at the Taichung Branch	41W T5 lamps → 20W LED lamps (9 units) 82W T5 lamps → 23W LED lamps (78 units)	Annual savings: 11,833.77 kWh (approx. 42,601.57 megajoules)	Annual CO_2e reduction: 5,609.2 kg
3. Lighting Fixtures for the Vehicle and Motorcycle Driveway and the Accessible Ramp at the Headquarters Building	9W LED lamps → 5.5WLED lamps (33 units)	Annual savings: 342.34 kWh (approx. 1,232.43 megajoules)	Annual CO_2e reduction: 162.27 kg
Total	Annual savings: 16,065.55 kWh (approx. 57,835.98 megajoules)		Annual CO_2e reduction: 7,615.07 kg

Note 1: kWh saved per year = wattage difference between new and old fixtures × days used × avg. hrs. used per day × number of fixtures replaced / 1,000

Note 2: CO_2 emissions (kg of CO_2e emissions) = kWh saved per year × CO_2 emission factor

Note 3: The carbon emission factor is 0.474 kg CO_2e/kWh, as published by the Energy Administration, Ministry of Economic Affairs for the year 2024.

Note 4: The figures for kWh savings and CO_2e reduction as set out in this table reflect comparisons with equipment from 2024 before it was replaced.

3. Management of Power Usage and Power Consumption

O-Bank continues to improve our hardware power control systems to reduce power consumption. For example: an inverter air conditioning is used, and settings match the seasons to ensure pleasant temperatures; a variety of sun shades are used to improve indoor cooling efficiency; elevator traffic is directed by a smart control system, with the cars operating at staggered intervals to achieve maximum efficiency, and the number of elevator cars in operation varies between peak and off-peak hours, with only one elevator in operation on weekends and holidays. In addition, O-Bank continues to encourage employees to take energy saving measures around the office. For example, lights in office areas are turned off for one hour at noon; co-workers are encouraged to walk the stairs instead of taking elevators; dispense with suits and ties in the summer months; turn off air conditioners, video conference equipment, and other such devices when they are not in use; and in every conference room, next to light switches a note reminds users to "turn off the lights on the way out." Small actions like these by every employee add up to meaningful energy savings.

In 2025, O-Bank's total electricity consumption across all global business locations reached 6,384,636.10 kWh, representing an increase of approximately 4.44% compared to the previous year. Renewable energy accounted for 27.84% of the total electricity usage, and the bank does not own or operate any renewable or non-renewable power generation facilities. The average electricity consumption per employee was 5,051.14 kWh, an increase of about 2.62% from last year but a decrease of 24.57% compared to the baseline year 2020. This achievement meets the bank's linear target for reducing per capita electricity consumption. For detailed data, please refer to Table 6-6.

Table 6-6: Electricity Usage at All of O-Bank's Global Business Locations, 2022~2025

Item/Year	2025	2024	2023	2022
Non-renewable Electricity Consumption (kWh)	4,606,849.10	4,982,541.33	5,040,732	5,608,254
Renewable Electricity Consumption (kWh)	1,777,787	1,130,920	742,880	61,600
Total Electricity Consumption (kWh)	6,384,636.10	6,113,461.33	5,783,612	5,669,854
Total Power Usage (megajoules) (Note 1)	22,984,689.96	22,008,460.79	20,821,003	20,411,474
Carbon Emission Factor for Electricity (kg of CO_2e/kWh) (Note 2)	Taiwan 0.474/ Hong Kong 0.39/ Tianjin 0.5703/ Sydney 0.66	Taiwan 0.474/ Hong Kong 0.39/ Tianjin 0.5703	Taiwan 0.494/ Hong Kong 0.39/ Tianjin 0.5703	Taiwan 0.509/ Hong Kong 0.39/ Tianjin 0.5703
Carbon Emissions (tonnes of CO_2e) (Note 3)	2,115.34	2,292.74	2,471.59	2,834.82
Headcount for Global Business Locations (individuals)	1,264	1,242	1,186	1,085
Power Usage per employee (kWh/person)	5,051.14	4,922.27	4,876.57	5,225.67
Carbon Emissions per employee (tonnes of CO_2e/person)	1.67	1.85	2.08	2.61

Item/Year	2025	2024	2023	2022
Standalone Net Revenue (NT$ million)	6,690	7,787	6,867	9,064
Energy Usage per unit of Net Revenue (kWh/ NT$ million)	954.36	785.09	842.23	625.54
Carbon Emissions per unit of Net Revenue (tonnes of CO_2e/NT$ million)	0.32	0.29	0.36	0.31

Note 1: 1kWh = 3.6 megajoules

Note 2: In 2025, the emission factors for Taiwan business locations were based on the 2024 electricity emission factor of 0.474 kg CO_2e/kWh published by the Energy Administration, Ministry of Economic Affairs. The Hong Kong branch used the 2022 electricity emission factor of 0.39 kg CO_2e/kWh published by China Light and Power (CLP). The Tianjin Representative Office used the electricity emission factor of 0.5703 kg CO_2e/kWh as published in Notice No. 43 [2023] issued by the General Office of the Ministry of Ecology and Environment of China. The Sydney Representative Office used the 2025 emission factor of 0.6600 kg CO_2e/kWh published in the Australian National Greenhouse Accounts Factors. In 2024, the emission factors for Taiwan business locations were based on the 2024 electricity emission factor of 0.474 kg CO_2e/kWh published by the Energy Administration, Ministry of Economic Affairs. The Hong Kong branch used the 2022 electricity emission factor of 0.39 kg CO_2e/kWh published by CLP. The Tianjin Representative Office used the 2023 electricity emission factor of 0.5703 kg CO_2e/kWh as published in Notice No. 43 [2023] issued by the General Office of the Ministry of Ecology and Environment of China. In 2023, the emission factors for Taiwan business locations were based on the 2023 electricity emission factor of 0.494 kg CO_2e/kWh published by the Energy Administration, Ministry of Economic Affairs. The Hong Kong branch used the 2022 electricity emission factor of 0.39 kg CO_2e/kWh announced by CLP. The Tianjin Representative Office used the 2023 electricity emission factor of 0.5703 kg CO_2e/kWh as published in Notice No. 43 [2023] issued by the General Office of the Ministry of Ecology and Environment of China. In 2022, the emission factors for Taiwan business locations were based on the 2021 electricity emission factor of 0.509 kg CO_2e/kWh published by the Energy Administration, Ministry of Economic Affairs. The Hong Kong branch used the 2021 electricity emission factor of 0.39 kg CO_2e/kWh published by CLP. The Tianjin Representative Office used the electricity emission factor of 0.5703 kg CO_2e/kWh as published in Notice No. 43 [2022] issued by the General Office of the Ministry of Ecology and Environment of China.

Note 3: CO_2 emissions (tonnes of CO_2e) = Total electricity consumption (kWh) × CO_2 emission factor / 1,000

Note 4: The Bank's 2022 standalone net revenue includes a one-off gain of approximately NT$3,214 million from the merger of IBT Leasing Co., LTD.

O-Bank does not generate its own electricity, heating, cooling, steam, or other energy. All fuel consumption comes from fossil fuels used by official vehicles and generators. In 2025, the total energy consumption across all of O-Bank global business locations was 6,643.60 MWh, with an average energy consumption per employee of 5.26 MWh. For detailed data, please refer to Table 6-7.

Table 6-7: Energy Use and Consumption for O-Bank's Business Locations, 2022~2025

Item/Year	2025 (Global)	2024 (Global)	2023 (Taiwan)	2022 (Taiwan)
92/95/98 Octane Gasoline (liters)	34,851.10	41,147.80	32,162.68	31,370.83
Diesel (liters)	6,226.80 (incl. consumption by generators)	4,513.60 (incl. consumption by generators)	3,692.40 (incl. consumption by generators)	2,335.20 (incl. consumption by generators)
LPG (liters)	0	100	100	0
Natural Gas (cubic meters)	0	0	0	0
Total Electricity Consumption (kWh)	6,384,636.10	6,113,461.33	5,583,460	5,485,180
Energy Consumption, incl. Electricity Consumption (MWh) (Note 2, 3, 4, 5)	6,643.60	6,398.99	5,798.80	5,686.71
Energy Consumption, incl. Electricity Consumption (megajoules)	23,916,972.60	23,036,374.73	20,875,684.92	20,472,173.10

Item/Year	2025 (Global)	2024 (Global)	2023 (Taiwan)	2022 (Taiwan)
Headcount for Business Locations (person)	1,264	1,242	1,078	983
Coverage (%)	100%	100%	90.9%	90.6%
Energy Consumption per capita (MWh/ person)	5.26	5.15	5.38	5.79
Energy Consumption per capita (megajoules/person)	18,921.66	18,547.81	19,365.20	20,826.22
Energy Consumption per unit of Net Revenue (MWh/NT$ million)	0.99	0.82	0.84	0.63

Note 1: 2024~2025 data in this table covers all global business locations; 2022~2023 data covers Taiwan business locations only.

Note 2: Regarding 2025 data, according to the Product Carbon Footprint Information Network of the Ministry of Environment, the emission factor for gasoline is approximately 2.93 kg CO_2e/liter. Based on the 2024 electricity grid emission factor of 0.474 kg CO_2e/kWh published by the Energy Administration of the Ministry of Economic Affairs, one liter of gasoline equates to approximately 6.18 kWh of electricity consumption. Correspondingly, one liter of diesel emits approximately 3.32 kg CO_2e, (equivalent to 7.00 kWh), while one liter of liquefied petroleum gas (LPG) emits approximately 2.21 kg CO_2e (equivalent to 4.66 kWh).

Note 3: Based on 2024 data from the Product Carbon Footprint Information Network of the Ministry of the Environment, 1 liter of gasoline emits approximately 2.92 kg CO_2e. Using the 2024 carbon emission factor for electricity consumption published by the Energy Administration, Ministry of Economic Affairs (0.474 kg CO_2e per kWh), 1 liter of gasoline is roughly equivalent to 6.16 kWh of electricity usage. Similarly, 1 liter of diesel emits about 3.32 kg CO_2e, equivalent to approximately 7.00 kWh, and 1 liter of LPG emits about 2.21 kg CO_2e, equivalent to approximately 4.66 kWh.

Note 4: Based on 2023 data from the Product Carbon Footprint Information Network of the Ministry of the Environment, 1 liter of gasoline emits approximately 2.92 kg CO_2e. Using the 2023 carbon emission factor for electricity consumption published by the Energy Administration, Ministry of Economic Affairs (0.494 kg CO_2e per kWh), 1 liter of gasoline is roughly equivalent to 5.91 kWh of electricity usage. Similarly, 1 liter of diesel emits about 3.32 kg CO_2e, equivalent to approximately 6.72 kWh, and 1 liter of LPG emits about 2.21 kg CO_2e, equivalent to approximately 4.47 kWh.

Note 5: Based on 2022 data from the Product Carbon Footprint Information Network of the Ministry of the Environment, 1 liter of gasoline emits approximately 3.02 kg CO_2e. Using the 2021 carbon emission factor for electricity consumption published by the Energy Administration, Ministry of Economic Affairs (0.509 kgCO_2e per kWh), 1 liter of gasoline is roughly equivalent to 5.93 kWh of electricity usage. Similarly, 1 liter of diesel emits about 3.38 kg CO_2e, equivalent to approximately 6.64 kWh.

Note 6: O-Bank has established a fossil fuel reduction target for its global operations, with a target consumption level of 43,378.33 liters by 2025.

6.2.2 Water Resources Management

Out of the water used by O-Bank in Taiwan, 100% is sourced from the Taiwan Water Corporation; 100% of the water used by the Hong Kong Branch is sourced from the Water Supplies Department; 100% of the water used by the Tianjin Representative Office is sourced from Tianjin Waterworks Group Co., Ltd., and 100% of the water used by the Sydney Representative Office is sourced from Sydney Water. The institution utilizes no groundwater or other surface water bodies across its entire global business locations. Domestic wastewater is discharged into municipal sewage systems, where it is collected and treated at sewage treatment plants to meet Taiwan's national Effluent Standards. This process helps prevent pollution of rivers, lakes, oceans, and other bodies of water, thereby reducing environmental impact. In 2025, there were no incidents of regulatory violations or penalties related to O-Bank's wastewater discharge. O-Bank continues to improve the water efficiency of its infrastructure through various measures, including the use of air-cooled systems for the headquarters building's air conditioning equipment, significantly reducing water consumption; installation of infrared sensors at restroom taps to automatically adjust water flow; routine cleaning and filter replacement of all water supply equipment, along with inspections to support energy conservation and ensure safe water for employees; seasonal and weather-based regulation of irrigation systems in planter areas; and a recirculating filtration system for the waterfall and fish pond area, which enables water reuse and promotes resource efficiency.

In 2025, total water consumption across all of O-Bank's global business locations was 19.17 million liters, an increase of approximately 1.75% compared to the previous year. Average water consumption per employee was 0.015 million liters, remained unchanged from the previous year and 25.74% lower than the baseline year of 2020. This meets the Bank's linear target for reducing per capita water consumption. For detailed data, please refer to Table 6-8.

Table 6-8: Total Water Usage at All of O-Bank's Global Business Locations, 2023~2025

Item/Year	2025	2024	2023
Total Water Usage (megaliters)	19.17	18.84	19.57
Water Discharge (megaliters) (Note 1)	18.60	18.27	18.98
Water Consumption (megaliters) (Note 1)	0.57	0.57	0.59
CO_2 Emission Factor for Water (kg of CO_2e/1,000 liters) (Note 2, 3)	Taipei 0.0948/ Other regions in Taiwan 0.2330/ Hong Kong 0.43/ Tianjin 1.85/ Sydney 0.423	Taipei 0.0948/ Other regions in Taiwan 0.2330/ Hong Kong 0.43/ Tianjin 1.85	Taipei 0.0948/ Other regions in Taiwan 0.2330/ Hong Kong 0.43/ Tianjin 1.85
Carbon Emissions (kg of CO_2e) (Note 5)	2,523.50	2,555.00	2,678.06
Headcount for all Global Business Locations (person)	1,264	1,242	1,186
Water Usage per Employee (megaliters/ person)	0.015	0.015	0.017
Carbon Emissions per Employee (kg of CO_2e/person)	2.00	2.06	2.26
Standalone Net Revenue (NT$ million)	6,690	7,787	6,867
Water Usage per unit of Net Revenue (kiloliters/NT$ million)	2.87	2.42	2.85
Carbon Emissions per unit of Net Revenue (kg of CO_2e/NT$ million)	0.38	0.33	0.39

Note 1: The corporate water consumption is calculated as 3% of the total annual water usage; wastewater discharge volume is estimated by deducting water consumption from the total water usage.

Note 2: Water supply emission factors (expressed in kg CO_2e/m^3) applied across global operational sites for 2025 are detailed below: Taipei operational sites utilized the 2020 factor of 0.0948 published by the Ministry of Environment's Product Carbon Footprint Information Network, while other Taiwan locations used 0.2330. Hong Kong Branch applied the 2021 factor of 0.43 from Water Supplies Department (WSD); Tianjin Representative Office applied the 2022 urban residential average of 1.85 from the China Products Carbon Footprint Factors Database; and Sydney Representative Office utilized the factor of 0.423 from the AusLCI Database.

Note 3: For 2023 and 2024, the CO_2 emission factor for business locations in Taipei City is based on the Ministry of Environment Carbon Footprint Calculation Platform's 2020 emissions factor of 0.0948 per 1,000 liters. Other business locations use a factor of 0.2330. The emission factor for the Hong Kong Branch was 0.43 per unit of water, based on 2021 data from the Hong Kong WSD. For the Tianjin Representative Office, the emission factor was 1.85 per unit of water, based on the 2022 data from the China Products Carbon Footprint Factors Database for urban residential water use.

Note 4: 1 unit of water = 1,000 liters = 0.001 megaliters

Note 5: CO_2e emissions (kgs of CO_2e emissions) = total water usage (kiloliters) × CO_2 emission factor

Note 6: Data acquisition: The Hong Kong Branch recorded its water usage using self-installed water meters; the Tianjin Representative Office obtained its data from the building management center; the data of Sydney Representative Office was estimated based on the average per capita water consumption for government office agencies (49.67 CMD), as referenced in the per capita water consumption benchmarks for government agencies and schools at all levels.

Note 7: The total dissolved solids of the Taipei Water Department and the nationwide water services are beneath 1,000 mg/L (source: Taipei Water Department's "Summary Comparison of Taipei Water Quality with U.S., Japan, E.U., W.H.O. Guidelines and Water Quality Standards in Taiwan"), i.e. the water used by O-Bank business locations throughout Taiwan is all freshwater. According to the Aqueduct Water Risk Atlas (https://www.wri.org/applications/aqueduct/water-risk-atlas), developed by the World Resources Institute, Taiwan is not experiencing water stress.

6.2.3 Waste Management

Most of the waste generated by O-Bank's operations is general domestic waste and does not include hazardous or toxic materials. Waste sorting stations are installed in the break rooms on each floor at all global business locations, with clear labels indicating the appropriate disposal category for each type of waste. All waste collection and disposal services are handled by licensed professional contractors certified by the Environmental Protection Bureau. Waste is transported in sealed containers to prevent environmental or water pollution. All of the Bank's waste is treated off-site. In the Taipei and New Taipei areas, non-recyclable waste is transported to incineration plants operated by the Taipei City Department of Environmental Protection, including the Neihu, Beitou, and Muzha plants, where it is incinerated and converted into electricity. Recyclable waste is sent to licensed recycling facilities for reuse. Waste at the Hong Kong Branch is handled by certified professional waste disposal firms, while waste at the Tianjin Representative Office is collected and processed by local government agencies, and at the Sydney Representative Office, it is handled by Dimeo Cleaning Services Pty. Ltd. There were no incidents of regulatory violations or penalties related to O-Bank's waste disposal in 2025.

O-Bank advocates for the reuse of waste paper at all global business locations, provided that adequate measures are taken to ensure information security, and continues to promote waste reduction measures, including the following: These include resource recycling in accordance with the Environmental Management Policy, discontinuing the provision of bottled water at meetings, encouraging employees to bring their own personal mugs, ceasing the sale of bottled water in vending machines, and removing bottled water and drinking straws from employee lounges. Furthermore, the Bank actively drives a circular economy centered on organic waste reclamation and resource recycling. Regarding packaging and food scraps from daily meals at headquarters, the Bank continues to promote the "Clean Plate Campaign" to minimize leftovers, while converting organic waste into compost for employee use. In addition, the Bank has installed dedicated recycling bins for paper, PET bottles, metal and glass containers, and food-grade paper containers in recycling areas on each floor, expanding both the categories and scope of waste recycling. In addition, O-Bank is the first native digital bank in Taiwan. Customers can access a wide range of financial services online, including fully online account openings, fully online loan applications, and online purchasing of shares in investment funds. O-Bank uses email, mobile apps, and text messages to disseminate account data and other information to customers, which greatly decreases the usage of paper for application forms, notices, account statements, and the like. This approach reduces the generation of waste and avoids the consumption of resources incurred in the process of physical delivery. Digitization of financial services creates an environmentally friendly business model that features low energy consumption.

O-Bank installs paper container recycling bins in the recycling stations on each floor

O-Bank sets up recycling stations at pantries on each floor

The O-Bank headquarters building recycles food waste into compost for employee use

All of O-Bank's global business locations weigh and register their waste each day. In 2025, total waste at all of O-Bank's global business locations came to 57.41 tonnes, down approximately 11.29% from the previous year; the recycling rate was 41.49%, and per capita waste was 0.045 tonnes, down approximately 13.46% from the previous year. The Bank has achieved its per-capita waste reduction target based on a linear reduction trajectory. For further details, see Table 6-9.

Table 6-9: Total General and Recyclable Waste Volume at All of O-Bank's Global Business Locations, 2022~2025

Unit: tonnes

Year	Total Waste	Total Waste Generation per capita	General Waste Generation per capita	General Waste Volume (Note 1)					Recycled Resources Volume						Resource Recycling Rate (Note 2)
				Incineration Volume (including Energy Recovery)	Incineration Volume (excluding Energy Recovery) (Note 5)	Landfill Volume	Other Treatment Volume	Total General Waste	Paper	Plastics	Metals (Iron/ Aluminum)	Food Waste	Others (Batteries, Glass Bottles, etc.)	Total Recycled Resources	
2025	57.41	0.045	0.027	26.91	3.17	2.67	0.83	33.58	17.14	1.76	0.49	3.17	1.26	23.82	41.49%
2024	64.72	0.052	0.032	30.46	4.90	2.06	1.85	39.27	18.42	2.05	0.54	3.27	1.17	25.45	39.32%
2023	67.88	0.057	0.036	40.91		1.16	1.15	43.22	18.42	2.20	0.54	2.42	1.08	24.66	36.32%
2022	54.09	0.050	0.032	32.5		1.28	0.67	34.45	15.97	1.86	0.33	1.08	0.40	19.64	36.32%

Note 1: The figures of Taiwan business locations were calculated based on the "volume of nationwide general waste disposal" as disclosed by the Ministry of the Environment. Incineration volume = (Total waste in Taiwan - Recycling volume in Taiwan) × incineration ratio. Landfill volume = (Total waste in Taiwan - Recycling volume in Taiwan) × landfill ratio. Other treatment volume = (Total waste in Taiwan - Recycling volume in Taiwan) × other treatment ratio. The 2025 national waste incineration ratio (excluding recycled waste) was approximately 88.52%, landfill ratio was 8.76%, and other treatment ratio was 2.72%. The 2024 national waste incineration ratio (excluding recycled waste) was approximately 88.04%, landfill ratio was 6.29%, and other treatment ratio was 5.67%. The 2023 national waste incineration ratio (excluding recycled waste) was 93.38%, landfill ratio was 3.32%, and other treatment ratio was 3.30%. The 2022 national waste incineration ratio (excluding recycled waste) was approximately 93.57%, landfill ratio was 4.23%, and other treatment ratio was 2.20%. Due to the inability to confirm exact off-site disposal methods, all waste volumes from overseas business locations are classified as incinerated for statistical purposes.

Note 2: Resource recycling rate = recycled resources volume / total waste × 100%

Note 3: All waste landfilling, recycling, and incineration are conducted off-site. To monitor the transportation and clearance process, Headquarters periodically assigns personnel to follow the collection routes, ensuring that all discarded materials are collected and processed compliantly.

Note 4: Waste data is recorded daily by the cleaning staff at each business location, who collect and weight the waste from every floor and area.

Note 5: Assuming waste incineration outside the Greater Taipei area does not include energy recovery.

6.3 Greenhouse Gas Inventory

O-Bank conducts annual inventory and verification of greenhouse gas (GHG) emissions across all global business locations, continuously monitoring and managing carbon emissions during operations. Starting from the 2024 Sustainability Report, GHG inventory data from subsidiaries – including China Bills Finance Corporation, EverTrust Bank (USA), IBT VII Venture Capital Co., Ltd., and IBT Management Corporation – have been integrated into the disclosures. The 2025 GHG emissions of O-Bank and its subsidiaries are detailed in Table 6-10.

Table 6-10: 2025 GHG Emissions Statistics by All of O-Bank Group's Global Business Locations

Unit: Tonnes CO_2e

Company Name	Scope 1	Scope 2		Scope 3						Total CO_2e Emissions	
	Direct Emissions	Energy Indirect Emissions (Market-based)	Energy Indirect Emissions (Location-based)	Category 1: Purchased Goods and Services	Category 3: Fuel- and Energy-related Activities	Category 5: Waste Generated in Operations	Category 6: Business Travel	Category 7: Employee Commuting	Scope 3 Total CO_2e Emissions	Market-based	Location-based
O-Bank	286.05	2,111.95	2,941.8	169.12	644.98	11.44	100.55	606.35	1,532.44	3,930.44	4,760.29
China Bills Finance	52.59	189.17	245.10	11.83	56.45	4.42	4.46	93.02	170.18	411.94	467.87
EverTrust Bank	0.75	61.74	62.78	1.89	22.08	12.36	4.68	123.07	164.08	226.57	227.61
IBT VII Venture Capital Co., Ltd. (Note 1)											
IBT Management Corporation (Note 2)	4.09	3.39	16.21	0.83	3.59	0.13	1.01	4.82	10.38	17.86	30.68

Note 1: IBT VII Venture Capital Co., Ltd. is an investment company with no employees or office space; therefore, it has no carbon emissions data.

Note 2: IBT Management Corporation has a total of 11 employees, with its office located in the O-Bank headquarters building. Its carbon emissions data are included in O-Bank's GHG inventory. This table estimates its carbon emissions data based on the number of employees at IBT Management Corporation.

Note 3: O-Bank (including IBT Management Corporation) engaged BSI SG Taiwan Branch for verification with ISO 14064-1:2018; China Bills Finance Corporation also engaged BSI SG Taiwan Branch for verification with ISO 14064-1:2018; EverTrust Bank engaged LRQA for verification with the GHG Protocol.

O-Bank consolidates GHG emissions across all global business locations, including the headquarters building, customer service center, data center, Nanjing Fuxing Branch, Hsinchu Branch, Taichung Branch, Kaohsiung Branch, Taoyuan Branch, Tainan Region Business Office, Hong Kong Branch, the Tianjin Representative Office, and Sydney Representative Office (in operation since July 2025). GHG inventories and verifications now cover 100% of all of O-Bank's global business locations, with 2022 emissions serving as the baseline for future reduction targets. After completing the quantification of GHG emissions, O-Bank established detailed GHG inventories that include all emission sources, types, volumes, and ratios. For Scope 3 emissions, O-Bank followed the "significance of indirect emissions criteria" to exclude categories with relatively low relevance, and included Category 1: purchased goods and services; Category 3: fuel- and energy-related activities; Category 5: waste generated in operations; Category 6: business travel; and Category 7: employee commuting within the inventory scope.

The verified GHG emissions (Scope 1 to 3) of all of O-Bank's global business locations in 2025, calculated on a market basis, totaled 3,948.30 tonnes CO_2e, a decrease of 10.49% compared to the previous year. Per capita GHG emissions were 3.12 tonnes CO_2e, representing a decrease of 12.11%. Including only

Scope 1 and Scope 2 GHG emissions, O-Bank's 2025 global emissions calculated on a market basis were 2,405.48 tonnes, a decrease of 15.55% from the previous year, and per capita emissions were 1.90 tonnes, a decrease of 17.03%. In addition, Scope 1 and Scope 2 GHG emissions at global business locations per NT$1 million of standalone net revenue came to 0.360 tonnes CO_2e (or approximately 11.31 tonnes when converted to US dollars); Scope 1 emissions per NT$1 million of standalone net revenue came to 0.043 tonnes CO_2e; Scope 2 emissions per NT$1 million of standalone net revenue came to 0.316 tonnes CO_2e. For further details on GHG emissions at all of O-Bank's global business locations in 2025, see Tables 6-11 and 6-12.

To assess the effectiveness of Scope 1 and Scope 2 GHG emission reductions, O-Bank calculates the avoided social cost of carbon (SCC) to evaluate the actual environmental and social impact of related measures. According to the Report on the Social Cost of Greenhouse Gases Estimates Incorporating Recent Scientific Advances, published by the U.S. Environmental Protection Agency (US EPA) in 2023, and assuming a 2% discount rate, the 2025 social cost of carbon is estimated – based on linear interpolation – at US$210 per tonne of CO_2e. Based on the reduction in per capita emissions at all of O-Bank's global business locations in 2025, this translates to an avoided social cost of approximately US$103,521.60.

Table 6-11: GHG Emissions Statistics by All of O-Bank's Global Business Locations (Note 4), 2022~2025

Year		Scope 1	Scope 2		Scope 3						Total CO_2e Emissions	
		Direct Emissions (Note 5)	Energy Indirect Emissions (Market-based)	Energy Indirect Emissions (Location-based)	Category 1: Purchased Goods and Services	Category 3: Fuel- and Energy-related Activities	Category 5: Waste Generated in Operations	Category 6: Business Travel	Category 7: Employee Commuting	Scope 3 Total CO_2e Emissions	Market-based	Location-based
2025	Tonnes CO_2e	290.14	2,115.34	2,958.01	169.95	648.57	11.57	101.56	611.17	1,542.82	3,948.30	4,790.97
	Market-based Share (%)	7.35%	53.58%		4.30%	16.43%	0.29%	2.57%	15.48%	39.07%	100%	
	Carbon Emissions per unit of Net Revenue (tonnes of CO_2e/ NT$ million)	0.043	0.316	0.442	0.025	0.097	0.002	0.015	0.091	0.231	0.590	0.716
2024	Tonnes CO_2e	555.71	2,292.74	2,828.80	92.74	726.06	13.35	101.68	628.69	1,562.52	4,410.97	4,947.03
	Market-based Share (%)	12.60%	52.00%		2.10%	16.43%	0.30%	2.31%	14.26%	35.40%	100%	
	Carbon Emissions per unit of Net Revenue (tonnes of CO_2e/ NT$ million)	0.072	0.294	0.363	0.012	0.093	0.002	0.013	0.080	0.200	0.566	0.635

Year		Scope 1	Scope 2		Scope 3						Total CO_2e Emissions	
		Direct Emissions (Note 5)	Energy Indirect Emissions (Market-based)	Energy Indirect Emissions (Location-based)	Category 1: Purchased Goods and Services	Category 3: Fuel- and Energy-related Activities	Category 5: Waste Generated in Operations	Category 6: Business Travel	Category 7: Employee Commuting	Scope 3 Total CO_2e Emissions	Market-based	Location-based
2023	Tonnes CO_2e	287.07	2,471.59	2,838.58	201.55	568.37	24.19	55.47	637.60	1,487.18	4,245.84	4,612.83
	Market-based Share (%)	6.76%	58.21%		4.75%	13.39%	0.57%	1.31%	15.02%	35.03%	100%	
	Carbon Emissions per unit of Net Revenue (tonnes of CO_2e/ NT$ million)	0.042	0.359	0.413	0.029	0.083	0.004	0.008	0.093	0.217	0.618	0.672
2022	Tonnes CO_2e	271.54	2,834.82	2,866.17	207.83	488.00	6.09	1.16	581.98	1,285.06	4,391.42	4,422.77
	Market-based Share (%)	6.18%	64.55%		4.73%	11.11%	0.14%	0.03%	13.25%	29.27%	100%	
	Carbon Emissions per unit of Net Revenue (tonnes of CO_2e/ NT$ million)	0.030	0.312	0.316	0.023	0.054	0.001	0.000	0.064	0.142	0.484	0.488

Note 1: This table covers GHG inventory for 100% of all global business locations of O-Bank (by number of employees) and IBT Management Corporation.

Note 2: In 2025, on a market basis, total Scope 1 and Scope 2 GHG emissions were 2,405.48 tonnes of CO_2e; on a location basis, total Scope 1 and Scope 2 GHG emissions were 3,248.15 tonnes of CO_2e.

Note 3: Carbon emissions per unit of net revenue are calculated based on O-Bank's standalone net revenue of NT$6,690 million for 2025, NT$7,787 million for 2024, NT$6,867 million for 2023, and NT$9,064 million for 2022 (including a one-off gain of approximately NT$3,214 million from the merger of IBT Leasing Co.).

Note 4: IBT Management Corporation has eleven employees and shares an office in O-Bank headquarters building; its carbon emissions are included in O-Bank's GHG inventory.

Note 5: O-Bank has no biogenic GHG emissions in Scope 1.

Table 6-12: CO_2e Emissions Statistics of the Seven Major GHGs by All of O-Bank's Global Business Locations (Note 4), 2022~2025

Year		CO_2		CH_4		N_2O		HFCs		PFCs		SF_6		NF_3		CO_2e Emissions of Seven Key GHGs
		Direct Emissions	Indirect Emissions	Direct Emissions	Indirect Emissions	Direct Emissions	Indirect Emissions	Direct Emissions	Indirect Emissions	Direct Emissions	Indirect Emissions	Direct Emissions	Indirect Emissions	Direct Emissions	Indirect Emissions	
2025	Tonnes CO_2e	89.21	3,658.17	6.04	0.00	2.58	0.00	192.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,948.30
	Share of Total (%)	2.26%	92.65%	0.15%	0.00%	0.07%	0.00%	4.87%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%

Year		CO_2		CH_4		N_2O		HFCs		PFCs		SF_6		NF_3		CO_2e Emissions of Seven Key GHGs
		Direct Emissions	Indirect Emissions	Direct Emissions	Indirect Emissions	Direct Emissions	Indirect Emissions	Direct Emissions	Indirect Emissions	Direct Emissions	Indirect Emissions	Direct Emissions	Indirect Emissions	Direct Emissions	Indirect Emissions	
2024	Tonnes CO_2e	105.06	3,855.25	6.94	0.00	3.05	0.00	440.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,410.97
	Share of Total (%)	2.38%	87.40%	0.16%	0.00%	0.07%	0.00%	9.99%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%
2023	Tonnes CO_2e	98.51	3,946.49	5.81	12.28	3.60	0.00	179.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,245.84
	Share of Total (%)	2.32%	92.95%	0.14%	0.29%	0.08%	0.00%	4.22%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%
2022	Tonnes CO_2e	83.10	4,119.88	0.74	0.00	3.03	0.00	184.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,391.42
	Share of Total (%)	1.90%	93.80%	0.00%	0.00%	0.10%	0.00%	4.20%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%

Note 1: 2025 GHG inventory adopted the Global Warming Potential (GWP) factors from the 2021 IPCC Sixth Assessment Report (AR6).
Note 2: Indirect emissions are calculated on a market basis in this table.
Note 3: In O-Bank's GHG verification statement, Scope 1 and Scope 2 are subject to reasonable assurance, while Scope 3 is subject to limited assurance.
Note 4: IBT Management Corporation has eleven employees and shares an office in O-Bank headquarters building; its carbon emissions are included in O-Bank's GHG inventory.
Note 5: O-Bank did not emit any pollutants such as nitrogen oxides (NOx), sulfur oxides (SOx), or ozone-depleting substances (ODS) from 2022 to 2025.

Table 6-13: O-Bank Global Business Locations: Scope 1~3 CO_2e Emissions for the Seven Major GHGs, 2022~2025

Year		GHGs							
		CO_2	CH_4	N_2O	HFCs	PFCs	SF_6	NF_3	Total CO_2e Emissions
2025	Scope 1	89.21	6.04	2.58	192.31	0.00	0.00	0.00	290.14
	Scope 2	2,115.34							2,115.34
	Scope 3	1,542.82							1,542.82
2024	Scope 1	105.06	6.94	3.05	440.67	0.00	0.00	0.00	555.72
	Scope 2	2,292.74							2,292.74
	Scope 3	1,562.51							1,562.51
2023	Scope 1	98.51	5.81	3.60	179.15	0.00	0.00	0.00	287.07
	Scope 2	2,471.59							2,471.59
	Scope 3	1,474.90	12.28						1,487.18
2022	Scope 1	83.10	0.74	3.03	184.67	0.00	0.00	0.00	271.54
	Scope 2	2,834.82							2,834.82
	Scope 3	1,285.06							1,285.06

In response to the global trend toward net-zero carbon emissions (carbon neutrality) and Taiwan's "Climate Change Response Act," which sets a long-term goal of achieving nationwide net-zero GHG emissions by 2050, O-Bank has pledged to reach 50% renewable energy usage across all global business locations by 2030 and 100% by 2050. This net-zero emissions target is aimed at reducing Scope 2 energy indirect emissions, which account for the largest share of the Bank's total GHG emissions. In addition to past purchases of renewable energy certificates, since 2022 O-Bank has introduced green energy via wheeling arrangements. The Bank currently collaborates with electricity retailers Sunnyfounder, Mr. Watt, and Shine Energy, and plans to gradually introduce green electricity to branch locations in the future. In 2025, O-Bank procured 1,777,787 kWh of green electricity through wheeling, accounting for approximately 27.84% of total electricity consumption across all global business locations. Going forward, we aim to further increase the share of renewable energy use year by year, doing our part to reduce global carbon emissions and pursuing a vision of sustainable coexistence between business operations and the environment.


綠建築標章證書

內政部 部長 林右昌

Green Building Label Certificate

Building on years of success in energy saving and carbon reduction, O-Bank applied for Green Building Label certification based on the carbon reduction measures implemented at its Neihu District headquarters building. Using the carbon reduction benefits assessment method for existing building renovation, the bank evaluated the recent carbon reduction achievements of its headquarters. The Bank was awarded Bronze-level Green Building Label by the Ministry of the Interior, valid from December 7, 2023, to December 6, 2028.

6.4 Green Procurement and Supplier Management

O-Bank's suppliers mainly consist of construction contractors, IT equipment providers, office equipment suppliers, and consumables vendors. To uphold our commitment to environmental friendliness, O-Bank's "Purchasing and Payment Management Procedure" mandates proactive selection of green products during procurement, prioritizing the purchase or lease of products bearing the MoENV Environmental Label or recycling mark, aiming to gradually increase cooperation with environmentally friendly suppliers. In 2025, approximately 88% of O-Bank's global business locations' procurement value was sourced locally. Furthermore, O-Bank continues to actively promote procurement of green products as defined by the Ministry of the Environment's Green Procurement Reporting Platform, including Category I Green Mark products, Category II Green Mark products, Type III Green Label products (such as Energy Labels, Water Efficiency Labels, and Green Building Material Labels), Carbon Reduction Label products, and Taiwan Wood Mark products. In 2025, O-Bank's green procurement amounted to NT$25,961,669, representing a 21.6% increase compared to 2024, accounting for 16.5% of total hardware or equipment procurement and 2.8% of total procurement value. Actively responding to green procurement initiatives, it was recognized by the Taipei City Government in 2025 as an Outstanding Private Enterprise and Organization for Promoting Green Procurement.


臺北市政府環境保護局
感謝狀
王道商業銀行股份有限公司
配合本局 114 年「推動民間企業與團體綠色採購計畫」，積極響應綠色消費，綠色採購金額達 500 萬以上，績效卓越，足堪典範，特頒此狀，以申謝忱。
局長 徐世勳
中華民國 115 年 5 月 11 日

Certificate of Appreciation from the Department of Environmental Protection, Taipei City Government

In supplier management, O-Bank has established the "Promoting Suppliers' Implementation of Sustainable Development Guidelines of O-Bank". The Bank regularly reviews supplier issues of concern under international standards and peer benchmarks both domestically and abroad, incorporating sustainable development and human rights protection into its evaluation criteria. Beginning in 2026, information and communications security, as well as privacy protection, have also been included. This collaborative effort aims to achieve high ethical standards, respect labor human rights, strengthen information and communication security, and promote environmental sustainability, fulfilling the Bank's commitments and responsibilities. During supplier negotiation meetings, O-Bank communicates its sustainable development policies utilizing the "Supplier Sustainability and Human Rights Due Diligence Scoring Form". This form is used to assess whether suppliers' operations have had negative environmental or social impacts. Evaluation items include compliance with occupational health and safety regulations, implementation of information security and privacy protection, the absence of discrimination and unequal treatment, prohibition of child labor and forced labor, prohibition of corporal punishment and inappropriate discipline, assurance of basic wages, and the implementation of environmental sustainability practices. These measures are intended to avoid transactions with suppliers that violate sustainability principles or disregard human rights. Beginning in 2025, O-Bank has further required all suppliers involved in procurement processes to complete the "Supplier Sustainability and Human Rights Due Diligence Scoring Form". Based on scoring results, suppliers will be categorized as low-risk (86~100 points), medium-risk (71~85 points), or high-risk (0~70 points). For medium-risk suppliers, O-Bank may issue improvement notices or provide support, and will conduct follow-up visits in the following year to track progress. High-risk suppliers will be disqualified from trading with O-Bank.

Fig. 6-2: O-Bank's Supplier Management Process

Based on the scoring form responses, the Bank analyzes high-risk human rights issues to formulate specific control plans and mitigation measures. Through an annual review mechanism, we ensure our suppliers' capacity to manage and address these human rights risks. For detailed information, refer to Table 6-14.

Table 6-14: O-Bank Supplier Human Rights Risk Control Plan and Mitigation Measure

Human Rights Risk Topics	Control Plan	Mitigation Measure
Labor Environment	Suppliers shall strictly comply with local labor and gender equality regulations to maintain a fair, safe, and healthy workplace environment. If any non-compliance is identified, the Bank will require remediation within a specified timeframe and will monitor workplace safety alongside the physical and mental well-being of the employees.	Annual on-site sample audits are conducted for suppliers, focusing on key compliance areas such as the prevention of forced labor, the provision of a safe and comfortable dormitory environment, and workplace adherence to local fire and building safety regulations.
Labor Working Hours Management	Suppliers shall implement a comprehensive time and attendance tracking system to guarantee that working hours and overtime scheduling adhere to local labor laws. In the event of working hour irregularities, the Bank will mandate a corrective action plan to ensure the right to rest is upheld, thereby mitigating the risk of employee overwork.	Regulatory compliance advocacy is reinforced during the annual supplier conference, supplemented by specialized sampling audits. Key verification points include supplier work schedules, overtime records, and leave arrangements to guarantee compliance with legal standards and to enhance the management of labor rights.

In addition, O-Bank incorporates the "Integrity Management Commitment Clause" into contractual agreements with suppliers, or separately signs the "Statement of Integrity Management, Human Rights, and Environmental Sustainability Commitments". These documents require suppliers to adhere to principles of integrity, human rights, and environmental sustainability, including prohibitions against offering or providing improper benefits (any inappropriate items of value or services) and against inducing internal personnel to act in violation of their duties. In 2025, O-Bank signed a total of 286 such commitment statements with suppliers, achieving a signing rate of 100%. Furthermore, considering the growing importance of information and communication security, the Bank has established the "Guidelines for Third-Party IT Operations Management". It requires that IT suppliers be served with an "Information Security Statement" prior to obtaining information access or rendering services. In cases where contract values exceed a specified NTD threshold or involve designated system classifications, the Bank is required to perform periodic information security visits. The Bank requires suppliers to formulate corrective measures for any findings from these visits and continuously tracks their progress to ensure their operations and deliverables comply with the Bank's information security requirements. Alternatively, providing reports issued by independent third-party professional organizations – such as a valid ISO/CNS 27001 certification – may substitute for information security visits.

O-Bank had a total of 217 suppliers in 2025. Among them, 210 suppliers went through the procurement process, all of whom completed the Supplier Sustainability and Human Rights Due Diligence Scoring Form, with the procurement amount totaling NT$ 914,557,656 (accounting for approximately 99.9% of total procurement). O-Bank was further required to conduct on-site visits to 11 suppliers, and O-Bank conducted on-site visits to 11 suppliers. After on-site visits and completion of supplier on-site visit questionnaires, no cases of child labor, forced or compulsory labor, corporal punishment, or inappropriate disciplinary practices were found, and employees' rights to freedom of association and collective bargaining were protected. The percent of required on-site visits actually conducted was 100%. Among the suppliers that had completed self-assessments or submitted to on-site visits, none had business practices that either had a material negative impact, or could potentially have such an impact, in such areas as environmental protection, safety & health, or human rights and labor. For further details, see Table 6-15.

Table 6-15: O-Bank's Supplier Scoring and On-site Visit Statistics, 2022~2025

Item/Year	2025	2024	2023	2022
Total Number of Suppliers	217	196	155	184
Total Number of Suppliers Required to Undergoing Scoring	210	84	60	60
Total Number of Suppliers Scored	210	84	60	60
Scoring Rate (Total Suppliers Scored/Total Suppliers Required to Undergoing Scoring)	100%	100%	100%	100%
Non-compliance Rate after Scoring	0	0	0	0
Total Number of Suppliers Required to Receive on-site Visits (Note 1)	11	6	6	5
Total Number of Suppliers that Received on-site Visits	11	6	6	5
Rate of Required on-site Visits Actually Conducted (Note 3) (Total Number of Suppliers that Received on-site Visits/ Total Number of Suppliers Required to Receive on-site Visits)	100%	100%	100%	100%
Non-compliance Rate after on-site Visits	0	0	0	0

Note 1: The total number of suppliers required to receive on-site visits in 2025 represents 5% of the total number of active suppliers for that year.

Note 2: The number of suppliers required to receive on-site visits in 2022~2024 was equal to 10% of the number of suppliers required to conduct self-scoring in the previous year.

Note 3: In 2025, there were 11 on-site visits (once per supplier), and all inspections were conducted at the suppliers' office locations. (As our suppliers are distributors or agents, they do not have manufacturing facilities available for visit.)

O-Bank continues to work with suppliers to implement sustainability and human rights protections. Based on the assessment results submitted by the evaluated suppliers, they are classified into the following four levels:

(1) Excellent suppliers: Completed the Supplier Sustainability and Human Rights Due Diligence Scoring Form with low ESG risk, and have environmental ISO certifications, MoENV-recognized labels, or sustainability/corporate governance awards in the past three years.

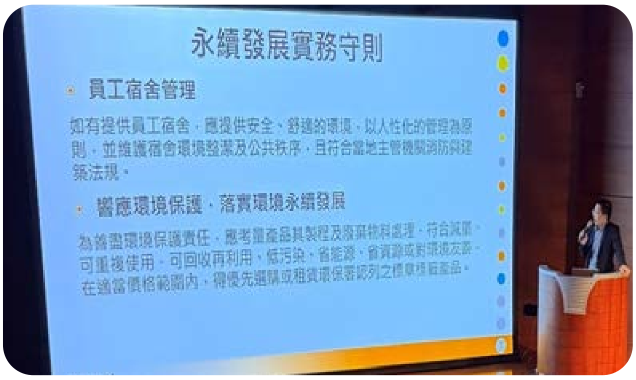
(2) Good suppliers: Completed the Supplier Sustainability and Human Rights Due Diligence Scoring Form with low ESG risk.

(3) General suppliers: Completed the Supplier Sustainability and Human Rights Due Diligence Scoring Form with medium ESG risk.

(4) Non-compliant suppliers: On-site visits revealed non-compliance, including violations of integrity, sustainability, or human rights, causing significant social, environmental, or human rights impact.

Suppliers deemed excellent following on-site visits by the Bank will receive priority in price negotiation and bidding opportunities during the Bank's procurement selection processes as a tangible incentive. If a supplier violates commitments to ethical management, sustainable development, or human rights protection, or causes significant environmental and social impacts resulting in serious damage to the Bank's image, reputation, or financial loss, the Bank may place the supplier under watch and suspend their participation in procurement, maintenance, and project bidding. In 2025, one supplier was rated "Excellent," and 209 were rated "Good". Additionally, O-Bank held a supplier conference in November 2025, with a total of 42 suppliers and 47 participants in attendance, to advocate supplier partners on the latest sustainability trends, the Bank's supplier management and sustainable development policies, human rights policies, and occupational safety regulations that must be jointly adhered to.

Supplier conference keynote speech: Carbon Trading Analysis



Supplier conference held to advocate the Bank's supplier management and sustainability and human rights policy philosophies

6.5 Environmental Sustainability Activities

O-Bank encourages employees to practice environmental protection in the course of their daily lives. Besides continuing to advocate our policy on energy conservation within the workplace, O-Bank also occasionally invites experts and scholars to speak on environmental protection topics, promoting the latest sustainability concepts and issues to employees. In addition, O-Bank uses a wide variety of environmental sustainability activities to raise the environmental consciousness of employees, take concrete action to protect the environment, and promote sustainable ecological development.

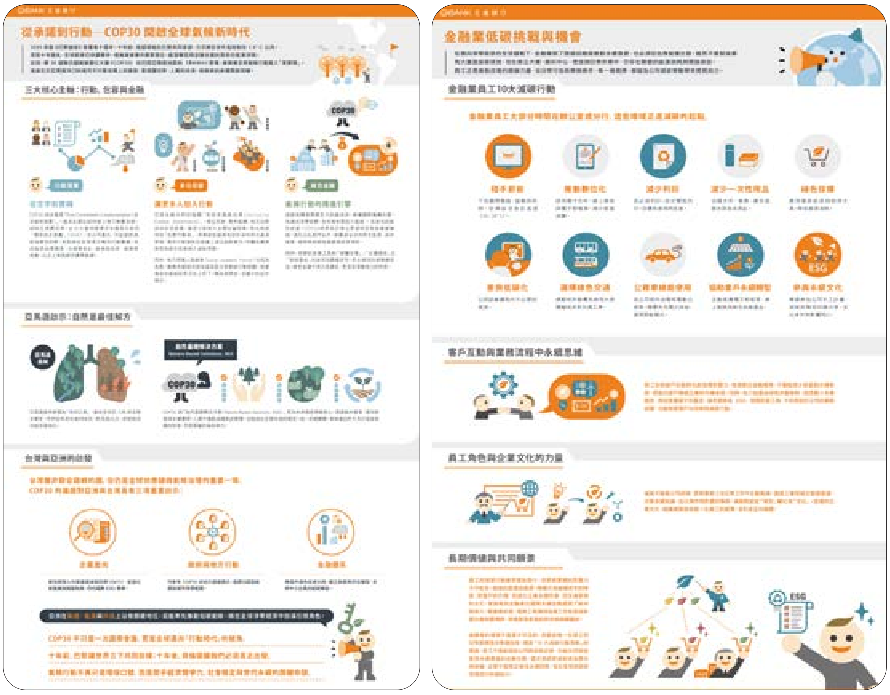
1. Green Transport Program

To reduce carbon emissions from employee commuting and business travel, O-Bank has continued to promote a green transport program. Measures include encouraging employees to take public transportation or ride bicycles. For employees who cycle, the Bank provides a free bicycle parking area in the underground garage of its headquarters building. For employees who commute by car, those living nearby are encouraged to register for carpooling, and carpool vehicles are given priority access to parking spaces in the headquarters building's underground garage. Six electric vehicle (EV) charging stations have also been installed in the headquarters building underground garage, enabling employees to plan for the use of EVs as a commuting option. In 2025, O-Bank participated in the "Neihu Green Transport x ESG Promotion Program" campaign organized by the Taipei Neihu Technology Park Development Association, encouraging employees to adopt low-carbon commuting. Furthermore, in recent years, the Bank has progressively replaced its conventional gasoline-powered company vehicles with hybrid or plug-in hybrid models to reduce transportation carbon emissions. Currently, hybrid and plug-in hybrid vehicles account for 64% of the Bank's official fleet.

O-Bank Official Vehicles – Hybrid Electric Vehicles (HEVs) and Plug-in Hybrid Electric Vehicles (PHEVs)

2. Sustainability Newsletter

In 2025, O-Bank issued six editions of its Sustainability Newsletter. In addition to helping employees better understand net-zero emissions and sustainability issues, the newsletter also seeks to provide individuals with tips on how to save energy and reduce carbon emissions in their daily lives, so that employees can gain a deeper understanding of sustainable development philosophies and work together to protect the environment and put sustainability into practice.



O-Bank Sustainability Newsletter

3. Energy Conservation Competition

In order to encourage all employees to practice energy-saving and carbon-reduction during their daily work at the office, O-Bank's global business locations regularly hold Energy Conservation Competitions. Each site's energy conservation percentage is announced monthly and compared against figures from the previous period and the same period in the previous year, encouraging employees to develop good habits such as turning off lights and shutting down equipment when not in use. In 2025, electricity consumption of the Bank was reduced by 14,458 kWh compared to 2024, resulting in a reduction of 6.88 tonnes CO_2e.

4. Internal Carbon Pricing and Carbon Fees

To promote low-carbon operations, O-Bank adopted an implicit pricing method to establish internal carbon pricing in 2025. By incorporating carbon fees into the internal costs of each department, the Bank aims to incentivize energy-saving and carbon-reduction efforts across departments. Using the cost of renewable electricity and procurement of low-energy equipment as basis, the Bank calculated that reducing one metric ton of CO_2e incurs an internal cost of NT$4,537. Carbon fees are allocated based on electricity consumption by floor and branch, and used internally to account for investments in energy-efficient equipment or renewable energy purchases. In 2025, O-Bank reduced electricity consumption by 14,458 kWh compared to the previous year, equivalent to a reduction of 6.88 metric tons of CO_2e. Using the carbon fee of NT$300 per metric ton announced by the Taiwan government in October 2024 as a reference, this reduction translates to an avoided carbon fee of approximately NT$2,064.

5. Protecting Our Oceans: Beach Cleanup Initiative

O-Bank Community Volunteer Club organized a beach cleanup initiative in the second half of 2025. By actively collecting marine debris, the event aimed to encourage employees to develop daily habits of reducing plastic and minimizing waste, practicing resource recycling, and implementing waste sorting. The Bank rallied 32 employees to head to the beach at Wanli Crab Park, successfully collecting 111 kilograms of waste and contributing to environmental sustainability.

O-Bank participated in the Marine Conservation Efforts with beach cleanup at Wanli Crab Park

7. Green Finance

Financial institutions play an important role in the global transition to net-zero. By tapping into their power as financial intermediaries, they can spur firms in other industries to move toward sustainable development. In recent years, O-Bank has made a concerted effort to pursue green finance measures in hopes of progressing hand-in-hand with customers toward a low-carbon transformation. In addition to establishing a fully developed climate change management framework and introducing climate-related scenario analyses, O-Bank has fully incorporated Environment, Social, Governance (ESG) risk factors into due diligence procedures for the review of credits and investments, and is gradually encouraging enterprises in different sectors to place greater importance on sustainability issues. O-Bank has also actively adopted a variety of international standards to implement sustainable finance. For example, O-Bank disclosed climate-related information in accordance with the International Financial Reporting Standard S2 (IFRS S2) and Task Force on Climate-related Financial Disclosures (TCFD) framework and became a TCFD Supporter; signed on to the Equator Principles and reviewed the environmental and social risks associated with project financing; joined the Partnership for Carbon Accounting Financials (PCAF) and began calculating inventory investment and corporate loan portfolio emissions; voluntarily participated in the CDP Climate Change Questionnaire and became a CDP supporter; disclosed nature-related information in accordance with the Taskforce on Nature-related Financial Disclosures (TNFD) framework and became a TNFD Forum member; and joined the Partnership for Biodiversity Accounting Financials (PBAF) as a PBAF Supporter. In addition to actively managing investment and corporate loan portfolio emissions, O-Bank also strives to integrate sustainability concepts into its financial operations. In recent years, O-Bank has continued to launch products and services that generate environmental and social benefits, using the power of finance to fulfill its corporate social responsibilities.

7.1 Climate Change Management

In the face of the constantly increasing risks related to climate change, O-Bank has actively sought to assess the climate-related risks and opportunities we could generate, and additionally focuses on "Climate and Natural Risk Management" in our risk management policy. When conducting various lines of business or engaging in strategic planning, O-Bank must take Climate and Natural Risk Management into account. Furthermore, acting in accordance with the recommendations of the Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD) regarding climate change disclosures in the four thematic areas of Governance, Strategy, Risk Management, and Metrics and Targets, O-Bank has defined climate change issues, identified high-risk as well as high-opportunity issues related to climate change, assessed the possible financial impacts of those issues, and formulated response measures in order to strengthen O-Bank's resilience to climate change risks while also boosting O-Bank's ability to seize upon related business opportunities. O-Bank applied in 2021 to become a TCFD Supporter.

Core Elements of TCFD			
Governance	Strategy	Risk Management	Metrics and Targets
1. The Board is O-Bank's ultimate oversight authority with respect to matters concerning risk management. The Board Sustainability Committee reviews climate change development strategies, while the Green Finance Subcommittee (part of the ESG Development Working Committee, which is under the O-Bank Chairman) is responsible for overall management of climate risks, and information on climate-related issues and measures to manage them are included in each year's sustainability report and reported to the Board. 2. The Risk Management Committee reviews climate-related issues. This Committee is chaired by the Bank's Chairman, and the other members include three directors (Managing Director Kenneth C.M. Lo, Managing Director Bill K.C. Lin and Director Alex J.J. Chen), the Bank's President, the heads of the Bank's various divisions, and the Corporate Governance Officer. The Committee reports once each half-year to the Board on measures it has taken to manage climate-related risks. 3. O-Bank periodically provides all employees with training on climate-related financial disclosures in order to improve their knowledge of climate change issues.	1. Make it a matter of corporate strategy for all related units throughout O-Bank to identify possible climate-related risks and opportunities, and determine probabilities of occurrence over current, short (1~3 years), medium (4~6 years), and long (7~10 years) time frames. 2. With respect to the material risk and opportunity climate-related issues that could have a significant impact, assess the types, scope, and the amount of financial impact, and study possible response strategies. 3. For its own business locations and suppliers, O-Bank will assess transition risks using climate change scenarios developed by the Network for Greening the Financial System (NGFS); assess physical risks in Taiwan based on global warming levels published by the National Science and Technology Center for Disaster Reduction (NCDR) (Note 1& Note 2); assess physical risks in Hong Kong using data from the Hong Kong Drainage Services Department on high-risk coastal low-lying or windy residential areas and flooding blackspots; and assess physical risks in other regions using climate risk data from the ThinkHazard! platform. For the investment and financing positions, both physical and transition risks are evaluated in accordance with the "Guidelines for the Conduct of Climate Change Scenario Analyses by Domestic Banks" formulated by the Bankers Association of the Republic of China.	1. While distinguishing between different degrees of impact on business and operations, as well as short-, mid-, and long-term probabilities of occurrence, use a consistent assessment method to identify high-risk and high-opportunity climate-related issues. 2. According to the particular features of different lines of business, formulate appropriate management measures and assess management costs in order to avoid being affected by risks. 3. Incorporate climate change into the existing risk management framework and adopt a "Climate Risk Management Policy." The Bank has also adopted a "Sustainable Credit and Investment Policy," "Guidelines for Corporate Sustainability-linked Loans," "Financial Transactions Handbook," "Equity Transactions Handbook," and "Sustainable Credit Policy in Consumer Finance," incorporating ESG risk factors and climate risk factors into investment and credit review procedures.	1. Emissions from O-Bank's own operations and investment and corporate loan portfolio emission intensities are used as metrics. 2. O-Bank conducts an annual inventory of the GHG emissions at its business locations (see 6.3 Greenhouse Gas Inventories), and uses the Partnership for Carbon Accounting Financials (PCAF) methodology to inventory investment and corporate loan portfolio emissions (See 7.1.5 Portfolio Emissions and Management of Carbon-intensive Industries). 3. Adopt short-, mid-, and long-term O-Bank environmental management targets and annual carbon reduction targets (see 6.1 Environmental Management Policies and Targets); inventory and monitor investment and corporate loan portfolio emissions, and adopt management measures for carbon-intensive industries (see 7.1.5 Portfolio Emissions and Management of Carbon-intensive Industries).

Note 1: The term "Global Warming Level" (GWL) refers to the increase in global average temperature relative to the pre-industrial baseline (1850~1900). O-Bank uses the GWL 1.5°C and GWL 2°C scenarios from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6) to assess the physical risks of flooding and slopeland disasters in the Taiwan region, as part of a comprehensive evaluation of overall physical risk impacts.

Note 2: The GWL 1.5°C and 2°C scenarios in the IPCC AR6 are simulated based on ensemble statistical results from four Shared Socioeconomic Pathways (SSPs): low GHG emissions (SSP1-2.6), medium GHG emissions (SSP2-4.5), high GHG emissions (SSP3-7.0), and very high GHG emissions (SSP5-8.5).

7.1.1 Climate Change Governance Framework

The Board of O-Bank has adopted a "Climate Risk Management Policy," which explicitly designates the Board as the ultimate oversight authority. The Board Sustainability Committee is responsible for reviewing climate change development strategies, while the ESG Development Working Committee under the Chairman coordinates the Bank's climate change-related initiatives. The Risk Management Committee reviews climate-related policies. O-Bank's climate change governance framework is detailed in Fig. 7-1 and Table 7-1. O-Bank reports at least semi-annually to the Risk Management Committee, the Board Sustainability Committee, and the Board on its climate change-related initiatives. The 2025 report includes the results of climate scenario analyses developed internally by the Bank, comparisons of climate scenario analyses conducted by domestic banks, identification results of climate risks and opportunities, climate risk development trends, and domestic and international policies and regulations.

Fig. 7-1: O-Bank Climate Risk Governance Framework

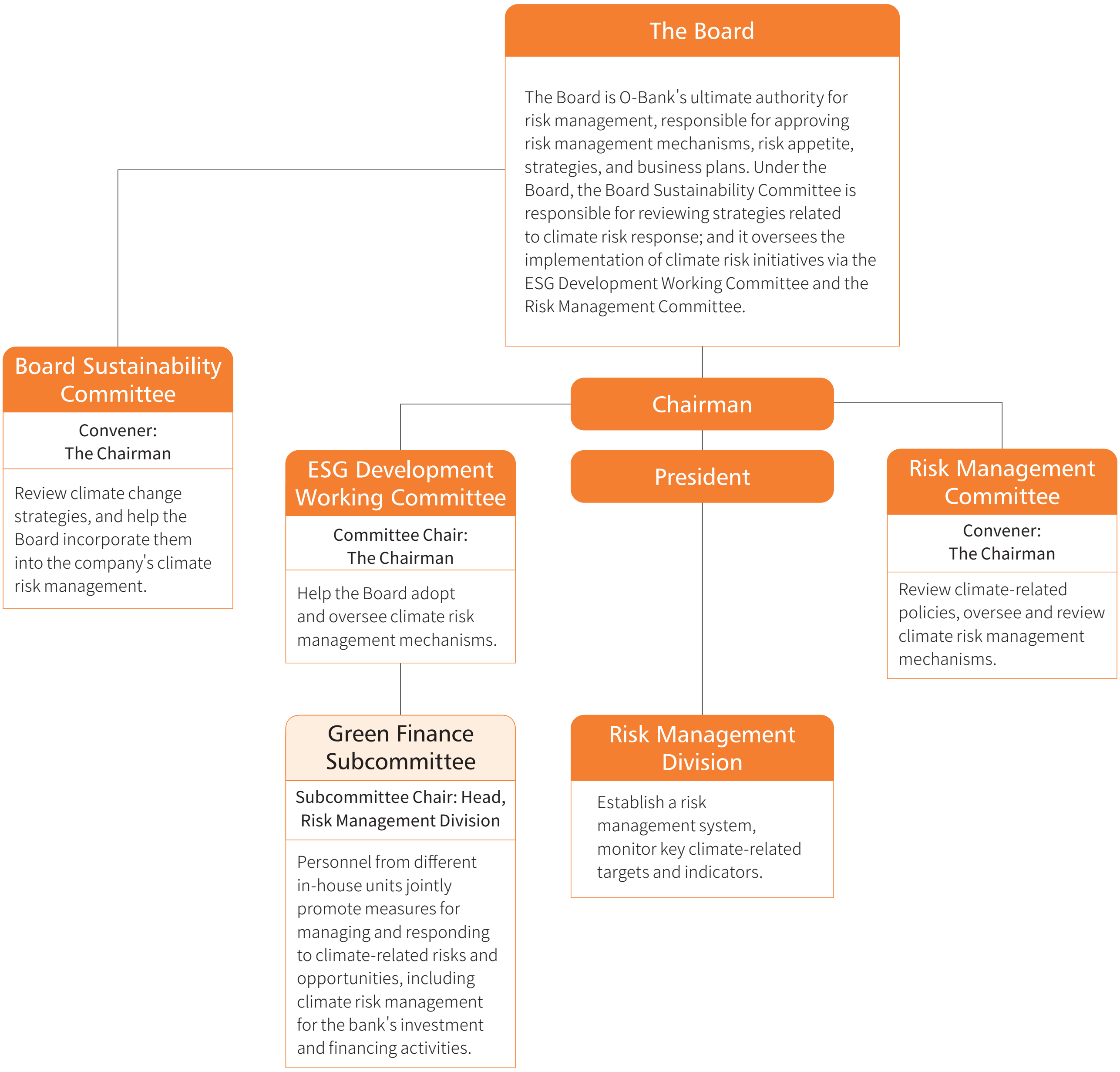


Table 7-1: Climate Change Governance Organizational Responsibilities

Governance Framework	Name	Meeting Frequency	Responsibilities
The Board and Board-level committees			
The Board	The Board	Once each two months (in principle)	Ultimate authority over matters concerning risk management. Approves risk management mechanisms, risk appetite, strategies, and business plans. Acts via the subordinate committees to oversee the implementation of climate risk measures.
Board-level committees	Board Sustainability Committee	Once per quarter	O-Bank's Chairman serves as convener and membership is composed of company directors. The Committee reviews climate change strategies and oversees the achievement of annual sustainability plans and targets.
The Chairman and Lower Management Levels			
Senior management committee	Risk Management Committee	Once per month	This Committee is chaired by the Bank's Chairman, and the other members include three directors (Managing Director Kenneth C.M. Lo, Managing Director Bill K.C. Lin, Director Alex J.J. Chen), the Bank's President, the heads of the Bank's various divisions, and the Corporate Governance Officer. The Committee reviews climate-related risks and oversees the review of climate risk management mechanisms to ensure the soundness of O-Bank's climate risk management mechanisms.
Senior management committee	ESG Development Working Committee	Once per quarter	This Committee is chaired by the Bank's Chairman, the Bank's President serves as the Committee's deputy chair, while the top supervisors of relevant company divisions comprise the membership. The Committee is responsible for helping the Board to adopt and oversee climate risk management mechanisms.
Junior Management			
Level of management	Green Finance Subcommittee	Once per quarter	This subcommittee operates under the ESG Development Committee and is led by the Head of the Risk Management Division. The committee works with cross-functional personnel to advance measures to manage and respond to climate-related risks and opportunities.

7.1.2 Identification of Climate-related Risks and Opportunities, and Related Strategies

Referring to Task Force on Climate-related Financial Disclosures (TCFD) reports on climate-related risks and opportunities, global financial industry climate trend analyses, and the applicable disclosure topics within "IFRS S2 Industry-based Guidance on Implementing Climate-related Disclosures Volume 16 – Commercial Banks (hereinafter referred to as "IFRS S2 Industry-based Guidance Volume 16")," O-Bank compiled a total of 33 climate-related risk items and 28 opportunity items. Internal departments and their supervisors identified the relevance of each item to their respective operations, then assessed the likelihood and impact of each through climate scenario analysis. This produced O-Bank's climate risk matrix (Fig. 7-2) and climate opportunity matrix (Fig. 7-3). O-Bank identified material climate-related risks: "extreme weather events" and "government carbon fee mechanism". The material opportunities identified were: "increased financial asset diversification" and "higher rankings in sustainability indices".

Fig. 7-2: O-Bank Climate Risk Matrix

Degree of Impact			
High		● Industry stigmatization	● Extreme weather events ● Government carbon fee mechanism ● Increased raw material costs or constraints on availability
	● Continuously changing customer behavior ● Loans that may cause or exacerbate systemic economic risk ● Increased attention and negative feedback from partners and stakeholders	● Negative media coverage associated with environmentally harmful projects or activities ● Inability to attract investors due to environmental uncertainty ● Lack of mature certification and sustainability standards ● More rigorous carbon emissions disclosure requirements ● Unsuccessful investments in new technologies ● Changes in national legislation ● Investments that may cause or exacerbate systemic economic risk ● Environmental risk supervision in the financial sector ● Litigation risk ● Insurance underwriting that may cause or exacerbate systemic economic risk ● Low-emission technologies and products ● Lack of globally accepted and unified definitions ● Uncertainty in market signals ● Increased severity of land subsidence ● Changes in international law and bilateral agreements ● Increase in average temperature ● Changes in rainfall patterns and extreme weather ● Rising sea levels	
	● Non-compliance with regulations ● Rising insurance costs ● Customer loss due to poor environmental performance of funds ● Poor coordination among regulatory bodies ● Weak enforcement of environmental regulations ● Phasing out high-energy-consuming equipment ● Increased difficulty in obtaining operating permits ● Damage to corporate image		
Low		Likelihood of Occurrence	High

Note: O-Bank climate change-related risk assessment categories include: current and emerging policy risks; legal risks; technical risks; market risks; reputational risks; acute risks; and chronic risks.

Fig. 7-3: O-Bank Climate Opportunity Matrix

Degree of Impact			
High			● Increased financial asset diversification ● Higher rankings in sustainability indices ● Use of public sector incentive measures
		● Developing new revenue streams from emerging/developing environmental markets and products ● Participation in environmental collaborative frameworks, initiatives, or commitments ● Improved adaptability to future regulatory changes ● Capability to diversify business activities ● Expansion into new markets ● Changes in consumer preferences ● Use of supportive policy incentives ● Assist green industries in activating assets ● Enter new markets and develop new products to meet green consumer demand, thereby improving financial performance of investees ● Adopt new technologies or techniques	● Develop or expand low-carbon products or services
	● Relocate to more efficient buildings or offices	● Increase sales of existing products and services ● Reputational benefits leading to increased demand for products or services ● Increased brand value ● Increased capital demand for investment in environmentally qualified companies ● Join the carbon market ● Access to new financing options ● Resource recycling and reuse ● Adopt more efficient transportation modes ● Reduce water use and consumption ● Use low-carbon energy ● Cost savings ● Deployment of climate adaptation and insurance risk solutions ● Enhanced resilience to climate change impacts	
Low	Likelihood of Occurrence		High

O-Bank formulates targeted mitigation strategies for material climate risks to minimize their associated financial impacts. Conversely, to capture material climate-related opportunities, relevant business units leverage their unique expertise to develop specialized products and services. The annualized financial impacts and management costs for each issue across the current, short-, mid-, and long-term are detailed below:

Climate-related Risks	Type of Financial Impact	Estimated Dollar Amount of Financial Impact	Risk Management Measures	Estimated Cost of Risk Management Measures	Impact Duration and Cyclicality
Extreme Weather Events (Physical Risk)	1. Extreme weather events can lead to power outages, flooding, or fires at the Bank's business locations, thereby driving up equipment repair costs. Severe climate shocks may even disrupt normal business continuity at certain business locations. 2. Extreme weather affects investment and financing recipients' operations, raising costs, thus increasing the Bank's credit risk. Real estate collateral of credit clients may lose value due to impacts of severe extreme weather events, thereby increasing the Bank's credit risk.	1. Current: None. 2. Short-term: NT$19.31 million (Disrupted operations and property loss: NT$7.03 million; Investment and financing positions loss: NT$12.21 million; Trust products loss: NT$0.07 million). 3. Mid-term: NT$23.13 million (Disrupted operations and property loss: NT$7.03 million; Investment and financing positions loss: NT$16.03 million; Trust products loss: NT$0.07 million). 4. Long-term: NT$31.20 million (Disrupted operations and property loss: NT$7.03 million; Investment and financing positions loss: NT$24.12 million; Trust products loss: NT$0.05 million).	1. To strengthen the Bank's business continuity capabilities in the face of extreme weather events and disasters, the Bank has established a Business Continuity Plan (BCP), featuring timely adjustments and regular off-site backup drills to ensure rapid response during emergencies. Furthermore, a dual-center data architecture has been established to strengthen operational resilience. 2. To mitigate the financial impact and losses caused by extreme weather disasters, the Bank has secured weather-related insurance and routinely reviews policy adequacy to align coverage with actual needs and update insured assets accordingly. 3. Climate defense capabilities are systematically evaluated within the investment and financing due diligence process. The Bank closely monitors equity and bond market fluctuations to adapt its portfolio strategies dynamically. 4. The Bank evaluates the potential extreme weather risks associated with the specific geographic locations of properties underlying its trust-managed real estate securitization funds.	1. Current: NT$5.06 million (Capital expenditures for the procurement and maintenance of buildings and equipment, etc.: NT$4.08 million; Operational expenses for allocating internal manpower to research and education training, etc.: NT$0.98 million). 2. Short-term: NT$7.16 million (Capital expenditures for the procurement and maintenance of buildings and equipment, etc.: NT$5.89 million; Operational expenses for allocating internal manpower to research and education training, etc.: NT$1.27 million). 3. Mid-term: NT$7.38 million (Capital expenditures for the procurement and maintenance of buildings and equipment, etc.: NT$5.96 million; Operational expenses for allocating internal manpower to research and education training, etc.: NT$1.42 million). 4. Long-term: NT$7.33 million (Capital expenditures for the procurement and maintenance of buildings and equipment, etc.: NT$5.75 million; Operational expenses for allocating internal manpower to research and education training, etc.: NT$1.58 million).	Current, Short-, Mid-, and Long-term

Climate-related Risks	Type of Financial Impact	Estimated Dollar Amount of Financial Impact	Risk Management Measures	Estimated Cost of Risk Management Measures	Impact Duration and Cyclicality
Government Carbon Fee Mechanism (Transition Risk)	Governments worldwide progressively introduce carbon fees or taxes, certain clients within the Bank's investment and financing recipients portfolios may face higher regulatory compliance costs, thereby elevating our credit risk.	1. Current: None. 2. Short-term: NT$9.33 million (All impacting profit or loss via investment and financing positions). 3. Mid-term: NT$10.23 million (All impacting profit or loss via investment and financing positions). 4. Long-term: NT$14.63 million (All impacting profit or loss via investment and financing positions).	1. Reduction targets for investment and financing exposure limits in high-emission industries have been established, requiring their portfolio share to decrease year over year. 2. Internal Carbon Pricing (ICP) mechanism is implemented and continuously optimized to guide business units toward lower-carbon financing and investment choices. 3. The Bank maintains stringent risk controls on carbon-intensive sectors while intensifying stewardship and engagement with investment and financing recipients subject to carbon pricing regulations.	1. Current: None. 2. Short-term: NT$1.25 million (All operational expenses for allocating internal manpower to research and regulatory alignment). 3. Mid-term: NT$1.43 million (All operational expenses for allocating internal manpower to research and regulatory alignment). 4. Long-term: NT$1.60 million (All operational expenses for allocating internal manpower to research and regulatory alignment).	Short-, Mid-, and Long-term

Climate-related Opportunities	Type of Financial Impact	Estimated Dollar Amount of Financial Impact	Opportunity Management Measures	Estimated Cost of Opportunity Management Measures	Impact Duration and Cyclicality
Increased Financial Asset Diversification	The Bank actively capitalizes on sustainable finance trends by generating interest and fee income through sustainable credit services, such as energy-saving and carbon-reduction green loans. Concurrently, it drives fee growth via sustainability-linked wealth management products and enhances investment returns by allocating capital to sustainable bonds.	1. Current: NT$261.45 million (All generated from product diversification benefits). 2. Short-term: NT$307.03 million (All generated from product diversification benefits). 3. Mid-term: NT$342.76 million (All generated from product diversification benefits). 4. Long-term: NT$363.64 million (All generated from product diversification benefits).	1. The Bank continues to deepen its existing sustainable credit and investment portfolios while staying attuned to international trends and government policies. It develops diversified green financial products and services to drive loan growth and fee income. 2. The Bank aims to expand its allocations to sustainability-themed bonds within its investment operations to generate higher returns.	1. Current: NT$1.13 million (Marketing: NT$0.04 million; Internal research and training operational expenses: NT$1.09 million). 2. Short-term: NT$1.75 million (Marketing: NT$0.04 million; Internal research and training operational expenses: NT$1.71 million). 3. Mid-term: NT$2.11 million (Marketing: NT$0.04 million; Internal research and training operational expenses: NT$2.07 million). 4. Long-term: NT$2.53 million (Marketing: NT$0.04 million; Internal research and training operational expenses: NT$2.49 million).	Current, Short-, Mid-, and Long-term

Climate-related Opportunities	Type of Financial Impact	Estimated Dollar Amount of Financial Impact	Opportunity Management Measures	Estimated Cost of Opportunity Management Measures	Impact Duration and Cyclicality
Higher Rankings in Sustainability Indices	Improving the Bank's ratings and scores in sustainability evaluations – including climate-related components – enhances our corporate reputation, making the Bank more attractive to both corporate and retail clients. Furthermore, by consistently embedding sustainability principles into our financial products and services, the Bank can capture a broader client base and drive long-term revenue growth.	1. Current: NT$142.37 million (All aimed at enhancing the Bank's sustainability ratings to drive revenue growth). 2. Short-term: NT$163.35 million (All aimed at enhancing the Bank's sustainability ratings to drive revenue growth). 3. Mid-term: NT$181.78 million (All aimed at enhancing the Bank's sustainability ratings to drive revenue growth). 4. Long-term: NT$194.99 million (All aimed at enhancing the Bank's sustainability ratings to drive revenue growth).	The Bank will continuously monitor the progress of its sustainability initiatives, adapting them to shifting domestic and global ESG trends to drive performance across key benchmarks. Concurrently, we will continue to innovate and roll out value-aligned financial products, attracting clients who share our commitment to a sustainable future.	1. Current: NT$8.13 million (Marketing: NT$5.46 million; Operation expenses, including internal research and evaluation registration fees: NT$2.67 million). 2. Short-term: NT$9.94 million (Marketing: NT$6.98 million; Operation expenses, including internal research and evaluation registration fees: NT$2.96 million). 3. Mid-term: NT$12.67 million (Marketing: NT$9.43 million; Operation expenses, including internal research and evaluation registration fees: NT$3.24 million). 4. Long-term: NT$16.46 million (Marketing: NT$12.79 million; Operation expenses, including internal research and evaluation registration fees: NT$3.67 million).	Current, Short-, Mid-, and Long-term

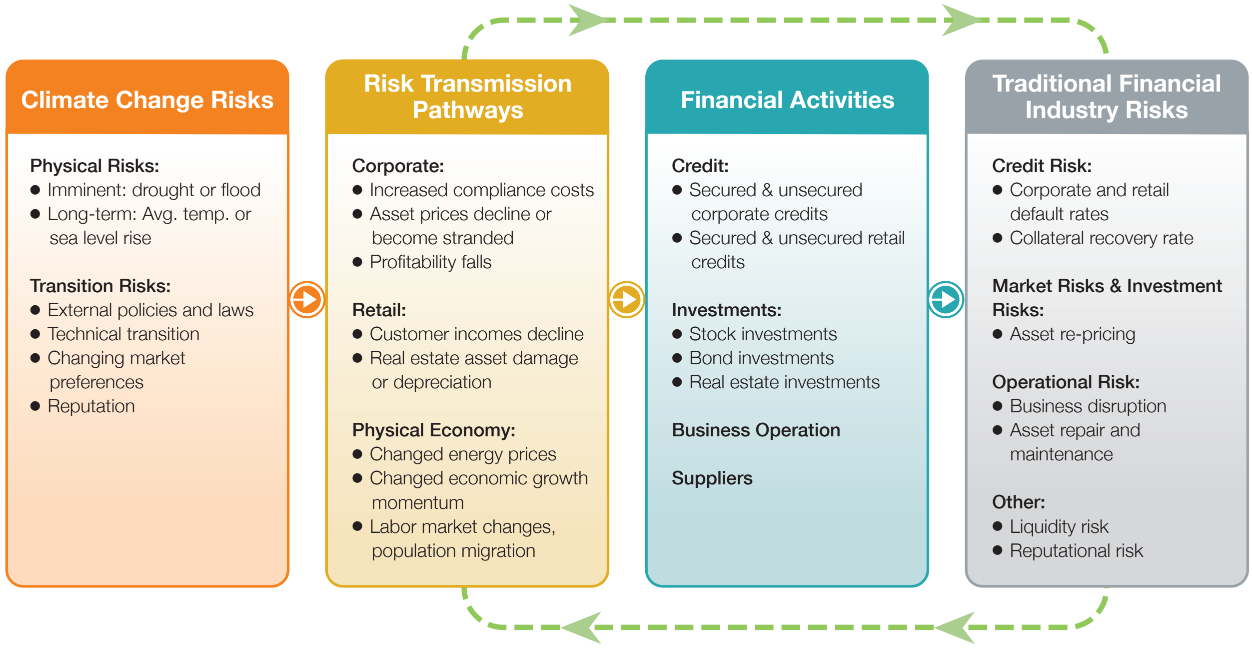
Note: The financial impact amounts in this table are estimated potential impacts if risks or opportunities materialize, and do not reflect likelihood of occurrence.

7.1.3 Climate Change Risk Management

Climate change issues have become emerging risks that financial institutions must thoroughly understand and respond to. In addition to affecting O-Bank's own business operations, climate change has an even bigger impact on our investment and financing activities. In order to assess the impact of climate change issues, O-Bank has established a comprehensive climate risk governance framework and clearly delineated climate risk management responsibilities across the three lines of defense (see Fig. 7-4). O-Bank has also inventoried and analyzed the possible impacts of climate change on investment and financing activities, including physical risks generated by extreme weather events, and transition risks generated by legislative, technical, and market changes. Based on our analysis results, in order to reduce the impact of climate risks, O-Bank has developed a risk management strategy, and has assessed how the impact of climate risks is transmitted to traditional financial industry risks, including credit risks, market risks, operational risks, and liquidity risks (see Fig. 7-5).

Fig. 7-4: O-Bank's Three Lines of Defense Against Climate Risks

Fig. 7-5: Financial Institution Climate Risk Transmission Pathways



To effectively assess the potential impacts of climate change risks on O-Bank's operations, as well as investment and financing activities, the Bank has evaluated physical risks across different regions using distinct frameworks: for business locations, assets leased under operating leases, and suppliers' business locations in Taiwan, the assessment utilizes simulation results from the National Science and Technology Center for Disaster Reduction (NCDR) based on the Global Warming Level (GWL) scenarios from the IPCC Sixth Assessment Report (AR6). In Hong Kong, evaluations focus on high-risk coastal low-lying or windy residential areas and flooding blackspots designated by the Hong Kong Drainage Services Department, while assessments for other overseas regions rely on climate data from the "ThinkHazard!" platform. Regarding transition risks affecting business locations and suppliers, the Bank adopts the "GCAM6.0" model under the Network for Greening the Financial System (NGFS) V5.0 Phase 5 climate change scenarios. Furthermore, the Bank's investment and financing positions – including domestic and foreign corporate credit, domestic personal credit, and domestic and foreign banking book bond and equity investments – were analyzed under long- and short-term scenarios in accordance with the "Guidelines for the Conduct of Climate Change Scenario Analyses by Domestic Banks" issued by the Bankers Association of the

Republic of China. This analysis estimates future changes in Expected Loss (EL) by calculating the average Probability of Default (PD), Loss Given Default (LGD), and Exposure at Default (Note 7-1) (EAD) under each climate scenario to evaluate the Bank's overall risk tolerance. The comprehensive scope of these assessments is detailed in Table 7-2 and Table 7-3.

Table 7-2: Scope of Assessments of Physical Risks and Transition Risks

Climate Risks	Business Items	Impacts of Risks	Existing Risks	Duration of Risk
Physical risks	O-Bank's business locations Assets leased under operating leases	• Value of assets leased under operating leases declines due to extreme weather events. • Value of business locations declines or business is interrupted due to extreme weather events.	Operational risks	Mid- and long-term
	Investment and financing activities	• Risk of issuers going into default increases due to extreme weather events in the registered locations of investee companies. • Extreme climate impacts on the business locations of financing recipients may damage assets, reduce profitability, and increase default risk. • Value of real estate loan collateral pledged by financing recipients declines due to extreme weather events.	Credit risks	Short-, mid-, and long-term
	Suppliers	• Suppliers' business locations affected by extreme weather, resulting in reduced or disrupted provision of services or products.	Operational risks	Mid- and long-term
Transition risks	O-Bank's business locations	• The carbon emissions of business locations are affected by future carbon prices, thus increasing operating costs.	Operational risks	Short-, mid-, and long-term
	Investment and financing activities	• The carbon emissions of investment or financing recipients are affected by future carbon prices, causing the implementation of low-carbon transition plans to increase their operating costs.	Investing: market risks Financing: credit risks	Short-, mid-, and long-term
	Suppliers	• Increased operating costs for suppliers due to carbon pricing passed on to customers, thereby raising the Bank's procurement costs.	Operational risks	Short-, mid-, and long-term

Note 7-1: Exposure at Default (EAD) for credit assets is calculated as the sum of the outstanding loan balance and the credit equivalent amount of off-balance-sheet exposures; the latter is determined in accordance with the Credit Conversion Factor (CCF) guidelines under the Standardized Approach, derived by multiplying the off-balance-sheet amount by its respective CCF. For investments, EAD represents the carrying value of the investment portfolio.

Table 7-3: Scope and Methods of Analysis of Physical Risks and Transition Risks

Climate Risks	Details	Scope of Analysis	Climate Scenarios	Period Assessed
Physical risks	O-Bank's business locations Assets leased under operating leases	Global	・The 1.5°C and 2°C GWLs put forward in the IPCC AR6 released by NCDR ・High-risk coastal low-lying or windy residential areas and flooding blackspots identified by the Hong Kong Drainage Services Department ・Climate risk data from the ThinkHazard! platform	2021~2040 2041~2060
	Suppliers	Global		
Transition risks	O-Bank's business locations	Global	NGFS ・Net Zero 2050 ・Delayed transition ・Nationally Determined Contributions	2030 2040 2050
	Suppliers	Global		
Physical and transition risks	Corporate credit	Global	Scenarios for the "Guidelines for the Conduct of Climate Change Scenario Analyses by Domestic Banks" 【Long-term Scenarios】 ・Orderly Net-Zero Scenario ・Disorderly Transition Scenario ・Passive Transition Scenario 【Short-term Scenarios】 ・Physical Risk Scenario (Intensified Adjustment Scenario) ・Transition Risk Scenario ・Combined Loss Scenario	【Long-term Scenarios】 2030 2050 【Short-term Scenarios】 Next 12 Months
	Personal credit			
	Mid- and long-term investment positions (banking book)	Global		

1. Analysis of Physical Risk Scenarios for Operations and Suppliers

Typhoons and short-duration heavy rainstorms are the primary forms of extreme weather in Taiwan and occasionally cause natural disasters. To understand the potential impacts of extreme climate events, O-Bank conducts scenario analysis to assess the physical risks of flooding and slopeland disasters facing its asset portfolio. The scope of analysis includes O-Bank's business locations, assets leased under operating leases, and suppliers' business locations. O-Bank uses climate risk information from the NCDR, the Hong Kong Drainage Services Department (DSD), and the ThinkHazard! platform to assess the future degree of hazard and vulnerability posed by extreme weather events in various regions. The Bank then uses internal data to evaluate degree of exposure, and standardizes these factors to calculate a composite risk score. Based on the results, the regions where O-Bank's properties are located are categorized into five levels: low-risk, low- to medium-risk, medium-risk, medium- to high-risk, and high-risk areas. The analysis results are presented as follows:

a. O-Bank's Business Locations, and Assets Leased Under Operating Leases

Treating O-Bank's December 31, 2025 asset portfolio as the baseline, the exposures of O-Bank's business locations and assets leased under operating leases to physical climate risks are as shown in Table 7-4 and Fig. 7-6 to 7-8.

Table 7-4: Exposures of O-Bank's Business Locations and Assets Leased under Operating Leases to Physical Risks

Level of Risk	NCDR GWL 1.5°C		NCDR GWL 2°C		Climate Risk Information from the Hong Kong DSD and the ThinkHazard! Platform
	Business Locations in Taiwan	Assets Leased under Operating Leases in Taiwan	Business Locations in Taiwan	Assets Leased under Operating Leases in Taiwan	Overseas Business Locations
High-risk area	0	0	0	0	0
Medium- to high-risk area	3	1	3	1	0
Medium-risk area	3	0	3	0	0
Low- to medium-risk area	4	0	4	0	3
Low-risk area	3	0	3	0	1

Fig. 7-6: Map of O-Bank's Business Locations and Assets Leased under Operating Leases in Taiwan (GWL 1.5°C)

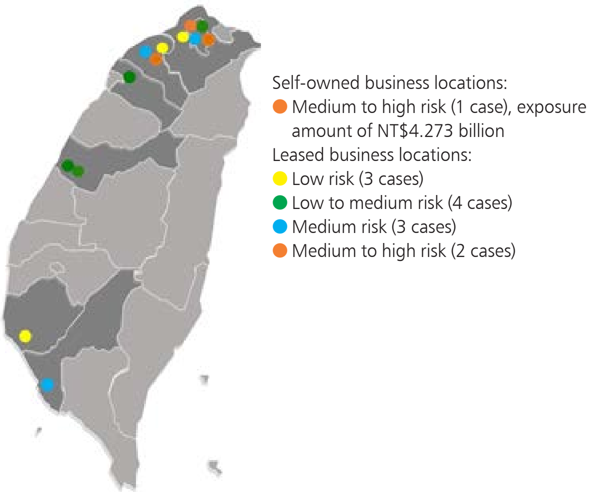
■13 business locations in Taiwan

■As of the end of December 2025, the physical risk of one item of asset leased under operating leases (located in Neihu District, Taipei City) had been assessed, and it was assigned a rating of medium to high risk.

Note: The primary physical risks of the business locations leased by O-Bank are borne by the property owners, so there is no corresponding exposure amount.

Fig. 7-7: Map of O-Bank's Business Locations and Assets Leased under Operating Leases in Taiwan (GWL 2°C)

■13 business locations in Taiwan



■As of the end of December 2025, the physical risk of one item of asset leased under operating leases (located in Neihu District, Taipei City) had been assessed, and it was assigned a rating of medium to high risk.

Note: The primary physical risks of the business locations leased by O-Bank are borne by the property owners, so there is no corresponding exposure amount.

Fig. 7-8: Map of O-Bank's Overseas Business Locations

■O-Bank has 4 overseas business locations.

Regarding the physical risks that face business locations and assets leased under operating leases, O-Bank conducts an information system recovery drill and a business continuity exercise each year to ensure that in the event of a disaster the Bank will be able to launch emergency response measures. O-Bank also periodically maintains its data center equipment and power generator, has purchased commercial fire insurance, and has determined a list of personnel who will remain at their jobs in the event of a typhoon. These measures are designed to ensure that the occurrence of a disaster will not cause a business interruption or serious losses.

b. Suppliers' Business Locations

In 2025, evaluations of the business locations of the 208 self-assessed suppliers revealed no high-risk profiles. The exposure of these locations to potential climate-related physical risks is detailed in Table 7-5. The Bank will continue to monitor the potential impact of climate-related physical risks on suppliers and promote the latest sustainability trends to suppliers through supplier conferences to enhance their awareness of climate change issues.

Table 7-5: Exposure of O-Bank Supplier's Business Locations to Physical Risks

Level of Risk	NCDR GWL 1.5°C	NCDR GWL 2°C	Climate Risk Information from the Hong Kong DSD and the ThinkHazard! Platform
	Suppliers' Business Locations in Taiwan	Suppliers' Business Locations in Taiwan	Suppliers' Business Locations in Overseas Regions
High-risk area	0	0	0
Medium- to high-risk area	22	22	0
Medium-risk area	17	18	5
Low- to medium-risk area	113	113	6
Low-risk area	24	23	21

Note: Supplier assessment framework applies to all corporate vendors, excluding natural persons and any entities exempted from submitting the "Supplier Sustainability and Human Rights Due Diligence Scoring Form" under the Bank's "Procurement and Payment Management Procedure".

2. Analysis of Transition Risk Scenarios for Operations and Suppliers

Because GHG emissions continue to exacerbate global warming, countries around the world have been adopting targets aimed at achieving net-zero emission by 2050, and are using policies and legislation to collect carbon taxes or carbon levies, or are employing other means to regulate the emissions generated by various economic activities. During the course of a low-carbon transition, in addition to the impact of the transition on the Bank's own operations, the Bank's suppliers may experience an increase in operating costs and even a decline in operating revenues, which would in turn impact the Bank. In order to understand the possible impacts of transition risks, O-Bank conducts climate risk analyses using the GCAM6.0 model under the V5.0 Phase 5 climate change scenarios adopted by NGFS. The model sets carbon prices for different scenarios (orderly, disorderly, and hot house world) to estimate the carbon cost burden that may be faced by operations and suppliers. The climate change scenarios used by O-Bank are described in Table 7-6 to 7-8, and in Fig. 7-9.

Table 7-6: NGFS Climate Change Scenarios

Type of Scenario	Suppositions of Scenario	Temperature Target	Climate Policy	Technological Changes	CO_2 Removal Technologies	Regional Policy Differences
Orderly transition to Net Zero 2050	Countries adopt aggressive climate policies, there is hope that global temp. rise may be held to within 1.5°C or 2°C. Transition risks are 2nd highest in this scenario.	1.4°C	Prompt	Rapid changes	Medium-high usage	Medium degree of difference
Disorderly & delayed transition to net zero	Carbon emissions peak in 2030, then carbon reductions accelerate around the world; or, emission reductions work is done principally in certain countries or industries, net zero is finally achieved. Transition risks are highest.	1.7°C	Delayed	Rapid/slow changes	Medium usage	High degree of difference
Hot house world scenario involving nationally determined contributions	Countries generally fail to achieve carbon reduction targets, or some countries continue to implement current climate policies while other regions lack new climate change mitigation policies. Transition risks are lowest in this scenario.	2.3°C	Nationally determined contributions	Slow changes	Low usage	Medium degree of difference

Fig. 7-9: NGFS Climate Change Scenarios

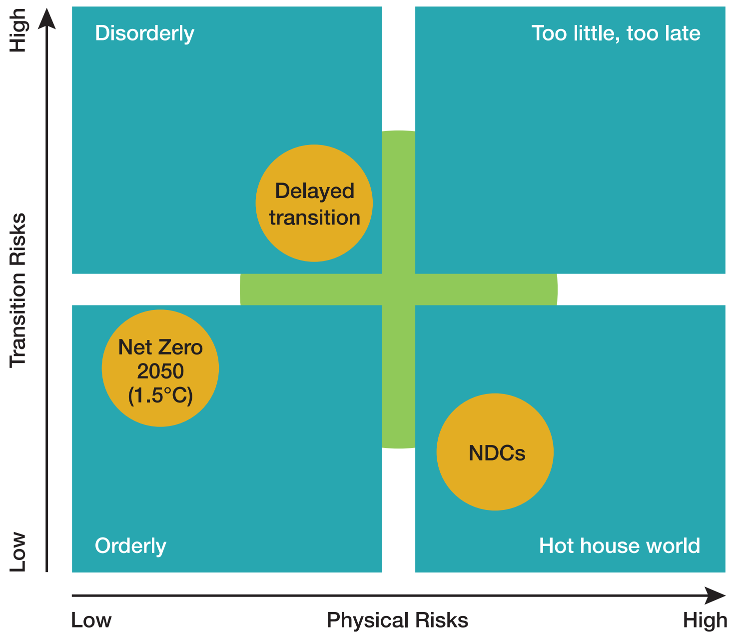


Table 7-7 to 7-8: NGFS V5.0 Phase 5 GCAM 6.0 Climate Change Scenario Carbon Price Factors in Regions (Taiwan, Hong Kong) where O-Bank Has Its Main Exposures

Type of Scenario	Taiwan Carbon Price Factors		
	2030	2040	2050
Net Zero 2050	3,630	11,781	33,415
Delayed Transition	0	4,720	9,875
Nationally Determined Contributions	326	1,553	2,208

Type of Scenario	Hong Kong Region Carbon Price Factors		
	2030	2040	2050
Net Zero 2050	2,526	6,704	43,303
Delayed Transition	0	3,022	12,745
Nationally Determined Contributions	4	22	274

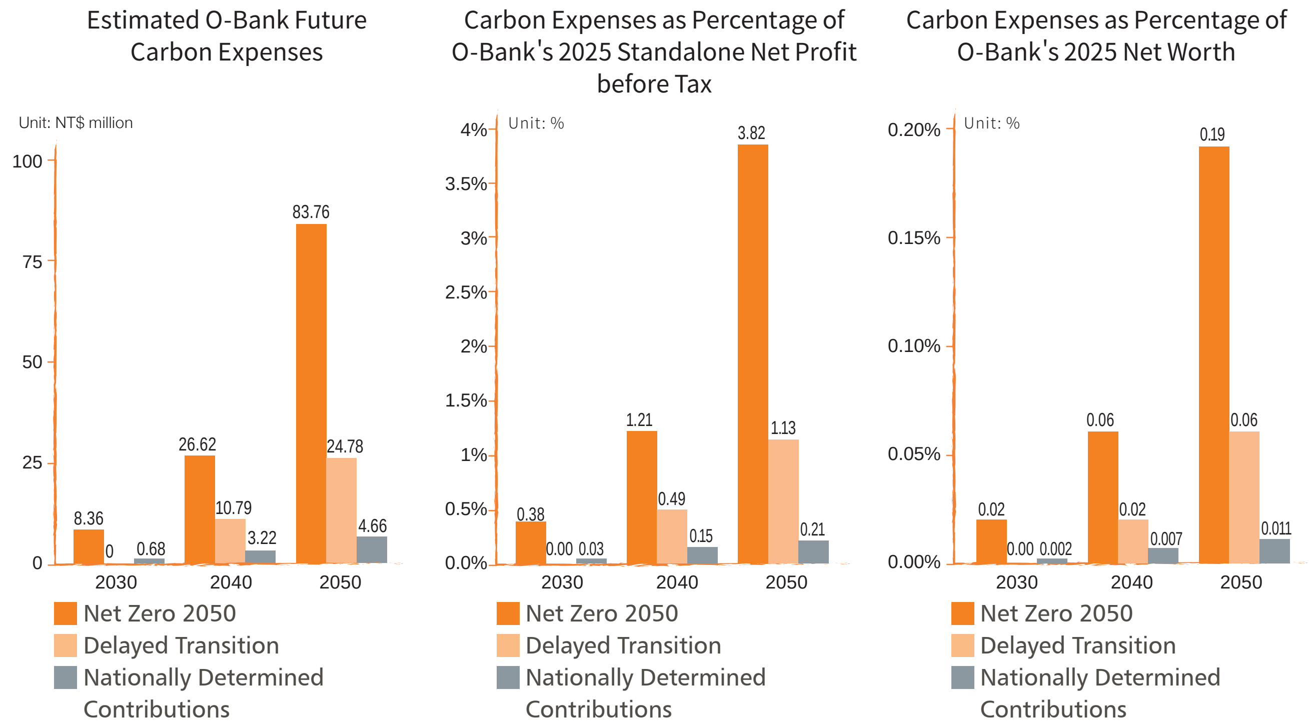
Note: Carbon price unit – TWD/tCO_2e, based on an exchange rate of US$1 = TWD31.45027 as of December 31, 2025.

O-Bank uses the 2030, 2040, and 2050 carbon prices in the three aforementioned scenarios to calculate the possible carbon levy expenses generated by the Bank's future asset portfolios. The scope of analysis includes business locations, and suppliers. The analysis results are presented as follows:

a. O-Bank's Business Locations

O-Bank conducts an annual inventory of GHG emissions at its business locations throughout the world, and obtains third-party verification of its carbon emissions (see section 6.3 of this Report). In 2025, Scope 1 and 2 carbon emissions at O-Bank's business locations throughout the world came to 2,405.48 tCO_2e (calculated on a market basis). Based on this emissions volume, O-Bank has projected possible carbon expenses for 2030, 2040, and 2050, and carbon levy expenses as percentages of O-Bank's 2025 standalone net profit before tax and 2025 net worth under each of the different scenarios are as shown in Fig. 7-10.

Fig. 7-10: Carbon Expenses and Carbon Expenses at O-Bank's Business Locations Throughout the World as Percentages of 2025 Standalone Net Profit before Tax and Net Worth under Different Climate Scenarios

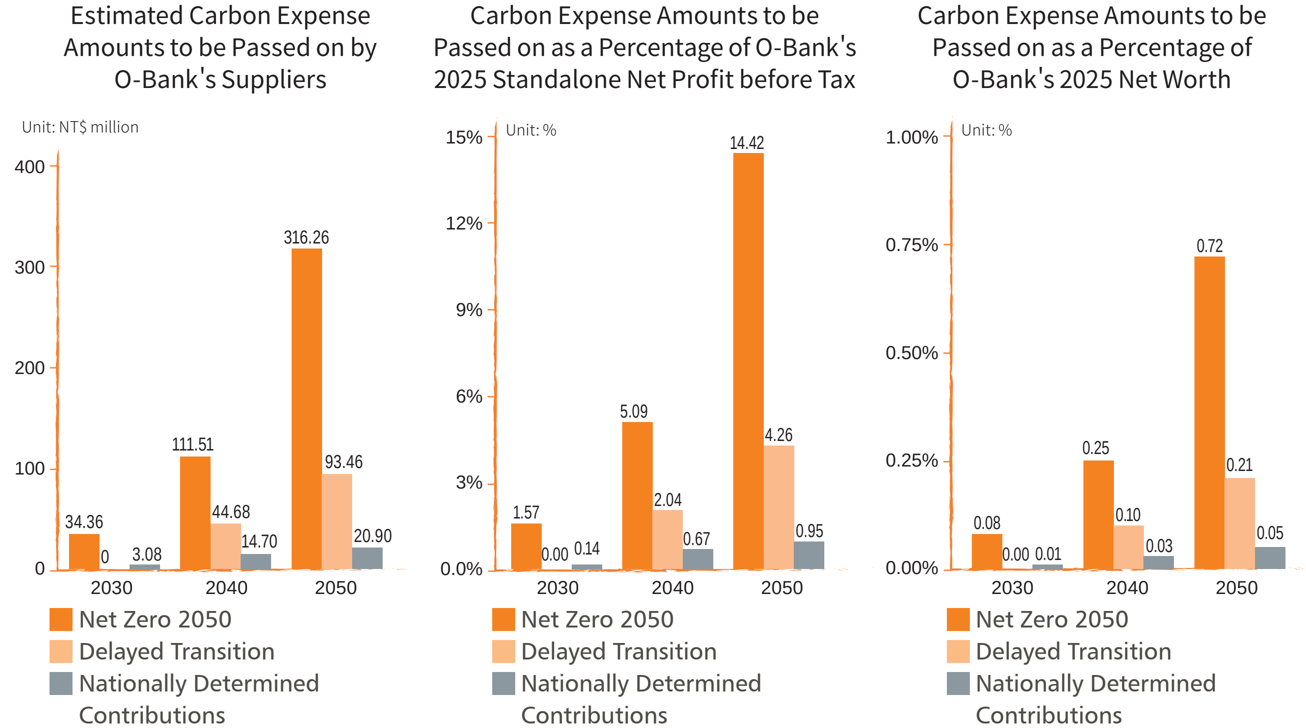


In order to reduce carbon levy expenses that might be generated in the future, O-Bank has actively introduced the use of renewable energy (green energy), and set targets of 50% reliance on renewable energy by 2030 and 100% reliance on renewable energy by 2050 at business locations throughout the world. The Bank regularly checks with the ESG Development Working Committee to monitor its progress toward achievement of these targets, and conducts awareness raising activities at its business locations to ensure that they are carrying out energy conservation and carbon reduction measures in order to lower operating CO_2 emissions (see section 6.2). The idea is to mitigate the carbon cost impact of transition risks. In 2025, O-Bank incurred about NT$10.198 million in expenditures for switching to green energy, replacing energy-inefficient lighting and other equipment, etc.

b. Suppliers

O-Bank estimates the potential financial impact if suppliers pass all carbon expenses on to the Bank, based on procurement amount and CO_2 emissions intensity of suppliers; estimated carbon expense amounts to be passed on in 2030, 2040, and 2050 and their share of the Bank's 2025 standalone net profit before tax and net worth are shown in Fig. 7-11. To reduce the risk of suppliers passing carbon expenses on to the Bank in the future, the Bank continues to implement supplier selection procedures and, through supplier conferences, promotes the latest sustainability trends to strengthen suppliers' awareness of climate change issues.

Fig. 7-11: Estimated Carbon Expense Amounts to be Passed on by O-Bank's Suppliers and Their Share of the Bank's 2025 Standalone Net Profit before Tax and Net Worth



Note 1: Assessment scope excludes natural persons and suppliers exempted from submitting the "Supplier Sustainability and Human Rights Due Diligence Scoring Form" under the Bank's "Procurement and Payment Management Procedure".

Note 2: Estimated carbon expense amount to be passed on = supplier procurement amount × CO_2 emissions intensity × carbon price factor under each climate scenario

Note 3: CO_2 emissions intensity (CO_2 emissions per unit Gross Domestic Product (GDP)) is based on the latest "National Fuel Combustion CO_2 Emissions Statistics and Analysis" published by the Energy Administration, Ministry of Economic Affairs; in 2024, CO_2 emissions intensity was 0.01035 kg CO_2e/NT dollar.

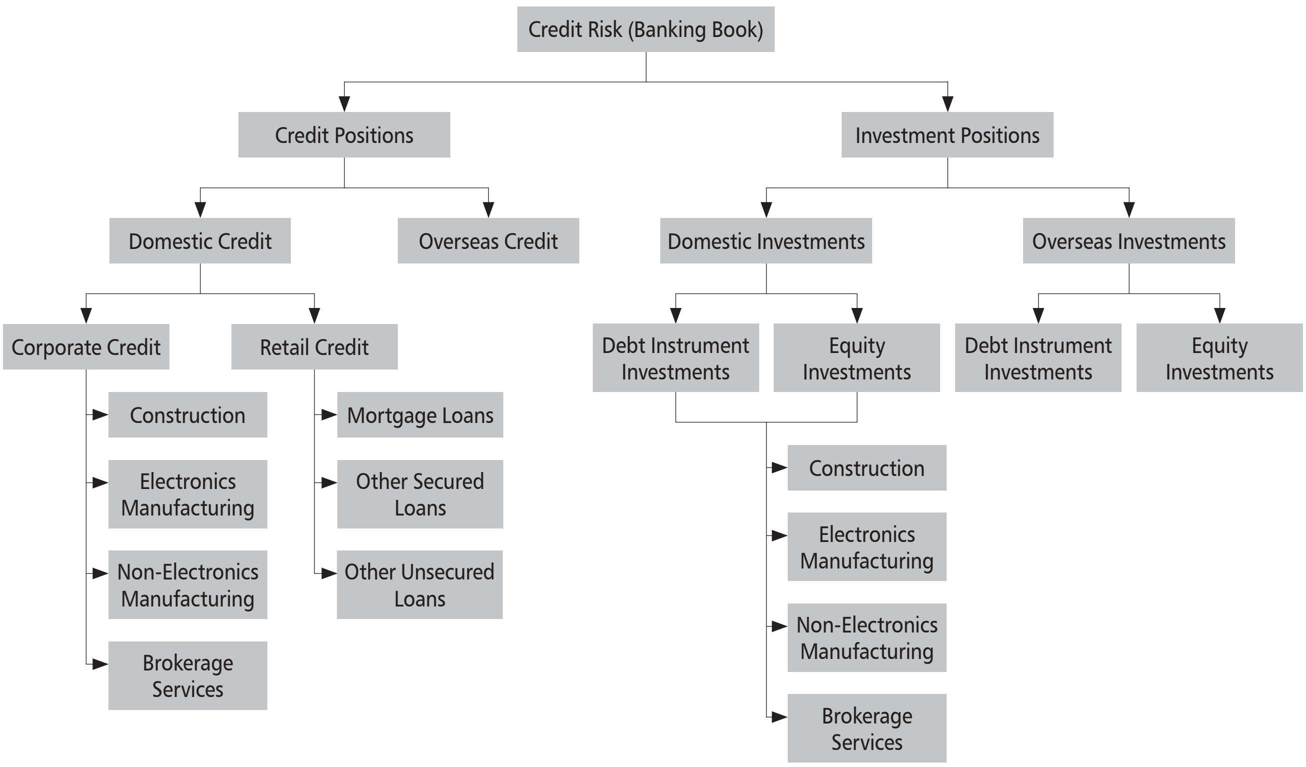
3. Scenario Analysis for Physical and Transition Risks of Investment and Financing Positions (Climate Change Scenario Analyses for Domestic Banks)

In order to understand the financial impact generated by climate change risk factors and assess O-Bank's tolerance for climate risks, the Bank has adopted the "Guidelines for the Conduct of Climate Change Scenario Analyses by Domestic Banks" issued by the Bankers Association of the Republic of China. These Guidelines integrate climate risk with traditional financial stress scenarios to conduct scenario analyses. The macroeconomic factors used in the analysis are drawn from the REMIND-MAgPIE 3.2-4.6 Integrated Assessment Model (IAM) and the climate scenarios from Phase 4 of the Network for Greening the Financial System (NGFS), simulated using the National Institute Global Econometric Model (NiGEM). Indicators such as Gross Domestic Product (GDP) growth rate, unemployment rate, inflation rate, and long-term interest rate are used to simulate changes in default rates across different exposures. In addition, carbon pricing and industrial emissions trends are used to simulate the impact of transition risks related to carbon pricing across different exposures. For environmental factors, the analysis draws on scenarios based on the Shared Socioeconomic Pathways (SSPs) from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6) and Representative Concentration Pathways (RCPs). These provide environmental and temperature data to simulate future trends in physical risk hazards (including torrential rains, flooding, drought, landslides, and heatwaves) and their impacts across different exposures.

Taking into account Taiwan's decarbonization transition and the degree of climate risk, the Bank has established both long-term and short-term climate scenarios for analysis. The long-term scenarios include an orderly net-zero, a disorderly transition, and a passive transition, with 2030 and 2050 selected as scenario years in consideration of the climate change timeline and the banking business cycle. The short-term scenarios include a physical risk (intensified adjustment scenario), a transition risk scenario, and a combined loss scenario, using climate events that may occur within the next year as the evaluation timeframe. Under both long-term and short-term scenarios, the Bank estimates the average Probability of Default (PD), Loss Given Default (LGD), and Exposure at Default (EAD) under each climate scenario to project future Expected Loss (EL) and assess the Bank's overall risk-bearing capacity.

This scenario analysis was based on the December 31, 2025 financial asset portfolios of O-Bank's domestic and overseas branches as well as our Offshore Banking Unit (OBU), and adopts "static asset-liability assumptions". On this basis, O-Bank projected possible climate risks that we might face under different climate scenarios. In addition, this test only considered the impact of climate-related risks on domestic and overseas credit exposures. Meanwhile, the scope of assessments of investment and financing positions included on and off-balance sheet credit exposures, debt instruments, and equity investments in banking book (see Fig. 7-12); however, such assessments did not include: derivatives' counterparty credit risk; trading book market risk and operational risk; exposures to domestic government agencies and financial services firms; exposures to multilateral development organizations; and repo (RP/RS) trades.

Fig. 7-12: Climate Risk-adjusted Credit Risk Calculation Framework Based on the "Guidelines for the Conduct of Climate Change Scenario Analyses by Domestic Banks"



Results from the Bank's scenario analysis indicate that under the long-term scenario, the passive transition scenario (with delayed decarbonization policies and rising average temperatures) leads to increased carbon pricing and reduced overall productivity, resulting in more significant revenue loss in investment and financing positions, with expected losses and increases more pronounced than those in the orderly net-zero and disorderly transition scenarios; under the short-term scenario, the risk values from the transition risk scenario indicate relatively mild impacts, in line with current expectations under the domestic carbon fee system, while the physical risk scenario simulating typhoon events results in relatively severe losses.

O-Bank further analyzed expected losses on credit risks under various long- and short-term climate scenarios as percentages of O-Bank's 2025 standalone net profit before tax and net worth, with findings set out in Fig. 7-13 and Fig. 7-14. Under long-term scenarios, expected losses represented 85.49% to 136.99% of 2025 standalone net profit before tax and 4.24% to 6.79% of 2025 net worth; under short-term scenarios, the corresponding figures were 69.99% to 83.57% and 3.47% to 4.14%, respectively. Using the results of scenario analysis, O-Bank is able to quantify credit risk exposures and expected losses under various climate scenarios. These insights will support the continuous refinement of relevant risk assessment procedures and management measures to mitigate financial impacts and strengthen the Bank's resilience to climate-related risks. Documents related to the Bank's annual climate scenario analyses must be retained for at least five years and include the selected scenarios, evaluation results, and corresponding response actions.

Fig. 7-13: Ratio of Expected Losses on Credit Risks under Long-term Scenarios to O-Bank's 2025 Standalone Net Profit before Tax and Net Worth

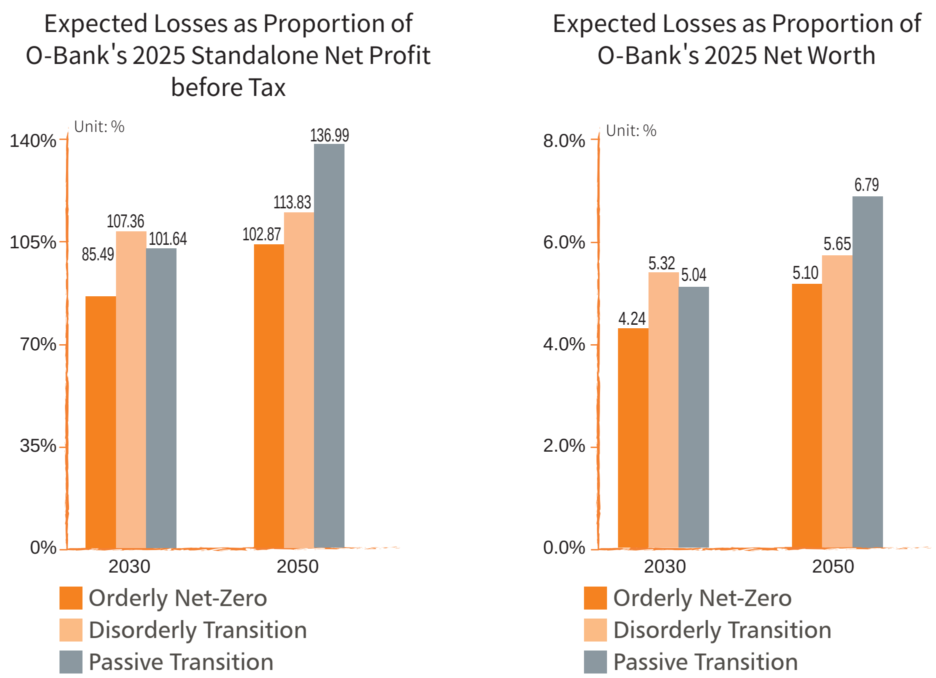
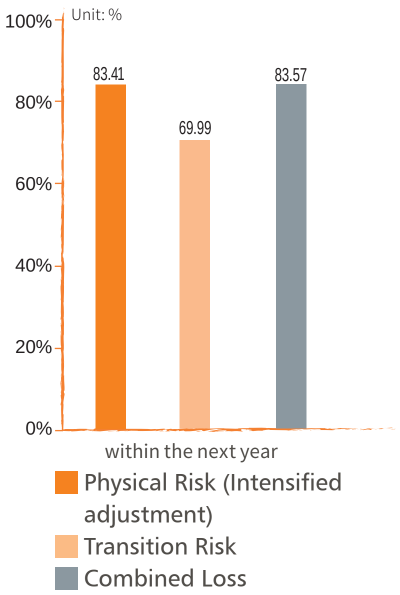
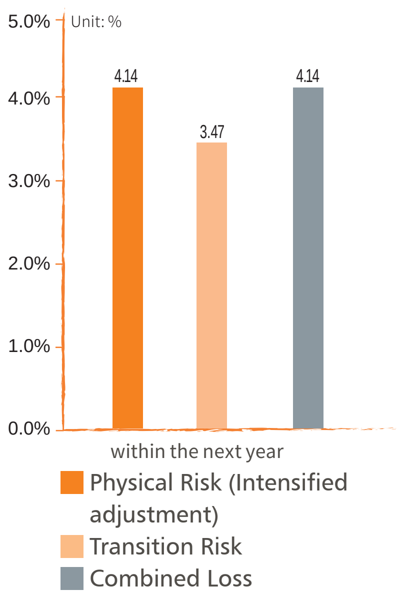


Fig. 7-14: Ratio of Expected Losses on Credit Risks under Short-term Scenarios to O-Bank's 2025 Standalone Net Profit before Tax and Net Worth

Expected Losses as Proportion of O-Bank's 2025 Standalone Net Profit before Tax



Expected Losses as Proportion of O-Bank's 2025 Net Worth



Note 1: Given the assumptions and parameter settings of scenario analysis methodologies, where values are estimated under different risk scenarios, and given that long-term scenarios cover a more extended period, there is uncertainty in the estimated expected losses for each scenario, and these do not represent actual future impacts; limitations should be noted when using or interpreting the results.

Note 2: Due to methodological differences between long- and short-term scenarios, results should not be directly compared.

a. Physical Risk Analysis of Investment and Financing Positions

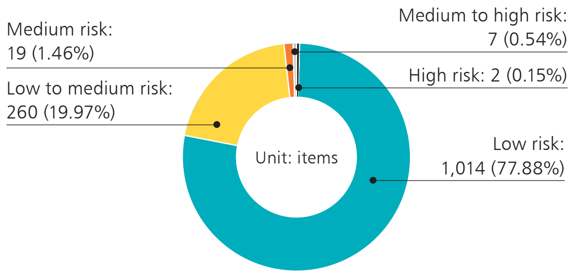
O-Bank assesses the potential impacts of physical climate risks on the business continuity and asset values of its investment and financing positions, based on the business locations or countries of origin of the counterparties, as well as the geographical locations of real estate collateral. Physical risk levels are categorized into five grades using percentile distributions, which are calculated through hazard and vulnerability metrics across various physical climate hazards. The following analysis details the distribution of physical risk ratings under the long-term scenario with the highest expected loss: 2050 Passive Transition Scenario.

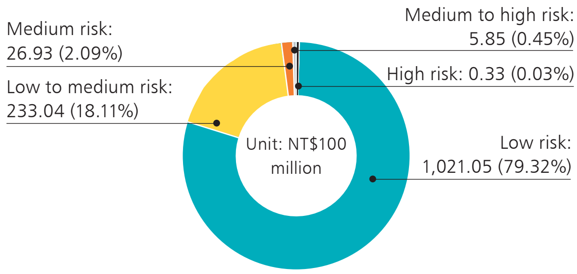
● Corporate Credit Operations by Location or Country

Fig. 7-15: Corporate Credit Exposures in Taiwan: Risk Level Distribution by Business Location (2050 Passive Transition Scenario)

■Assessment of 1,302 corporate credit cases in Taiwan revealed that only 2 cases (0.15%) were classified as high risk. The corresponding Exposure at Default (EAD) amounted to approximately NT$33 million, accounting for roughly 0.03% of the total EAD of the Bank's corporate credit portfolio in Taiwan.

Risk Classification of Corporate Credit Cases and Exposure at Default (EAD) in Taiwan





Geographic Distribution of Business Locations for High-Risk Corporate Credit Clients in Taiwan

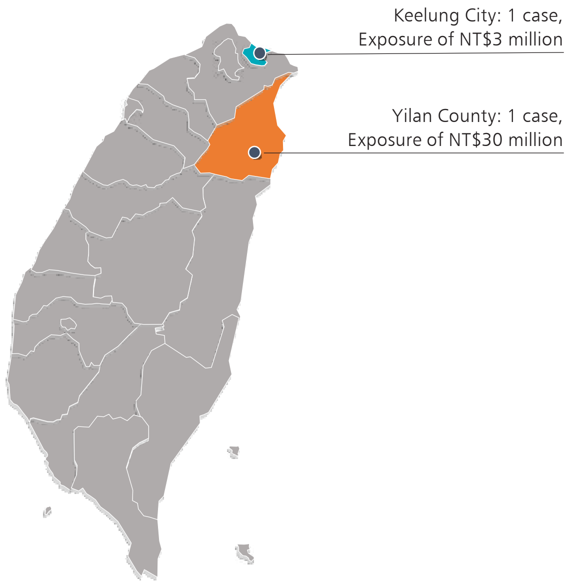
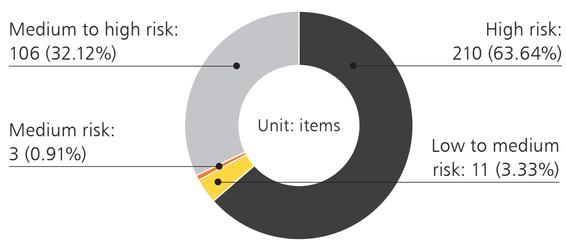
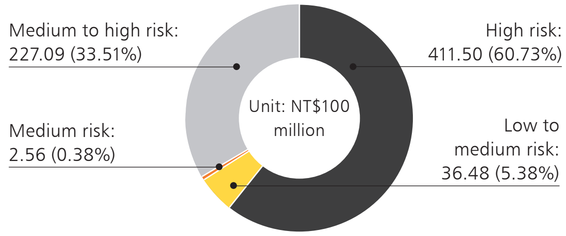


Fig. 7-16: Overseas Corporate Credit Exposures: Risk Level Distribution by Country (2050 Passive Transition Scenario)

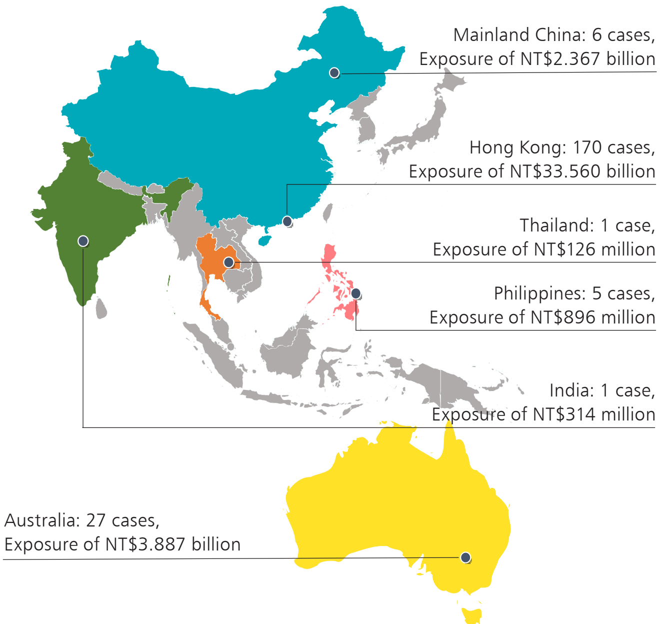
■Based on an assessment of 330 overseas corporate credit cases, 210 cases (63.64%) were classified as high-risk. The Exposure at Default (EAD) associated with these high-risk cases amounted to approximately NT$41.15 billion, representing 60.73% of the total EAD of the overseas corporate credit portfolio.

Risk Classification of Overseas Corporate Credit Cases and Exposure at Default (EAD)





Country Distribution of High-Risk Overseas Corporate Credit Clients

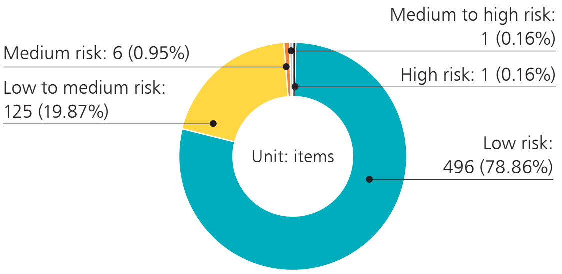


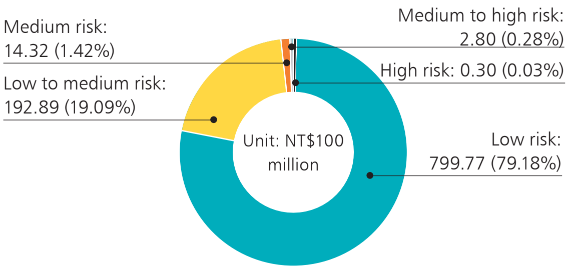
Furthermore, O-Bank conducted a deeper analysis of the business locations or countries of origin for portfolios with high credit concentration (defined as industries accounting for over 8% of total outstanding credit, which includes Financial and Insurance at 25.1%, Real Estate at 20%, and Manufacturing at 12.2%). The resulting distribution of physical risk ratings is detailed below.

Fig. 7-17: Corporate Credit Exposures in High-Concentration Industry Portfolios in Taiwan: Risk Level Distribution by Business Location (2050 Passive Transition Scenario)

■Assessment of 629 corporate credit cases in high-concentration industries in Taiwan revealed that only 1 case (0.16%) was classified as high risk. The corresponding Exposure at Default (EAD) amounted to approximately NT$30 million, accounting for roughly 0.03% of the total EAD within Taiwan's high-concentration corporate credit portfolio.

Risk Classification of Corporate Credit Cases and Exposure at Default (EAD) in Taiwan





Geographic Distribution of Business Locations for High-Risk Corporate Credit Clients in Taiwan

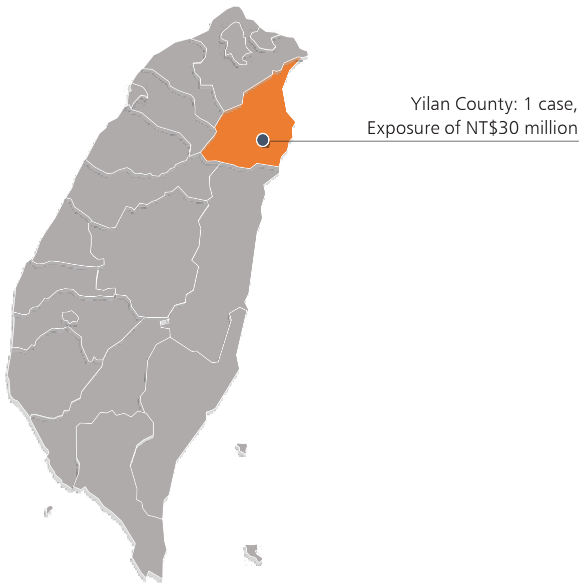
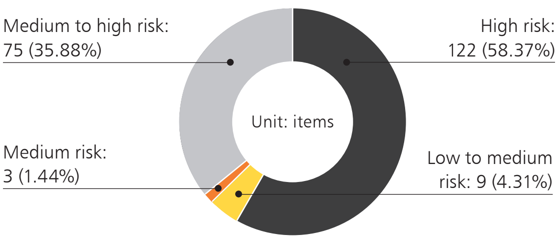
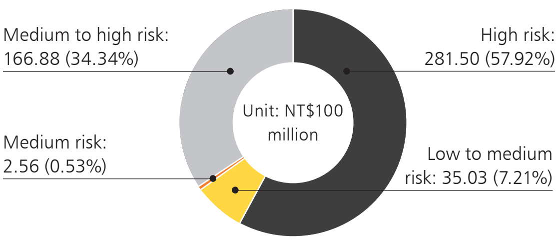


Fig. 7-18: Corporate Credit Exposures in High-Concentration Industry Portfolios Overseas: Risk Level Distribution by Country (2050 Passive Transition Scenario)

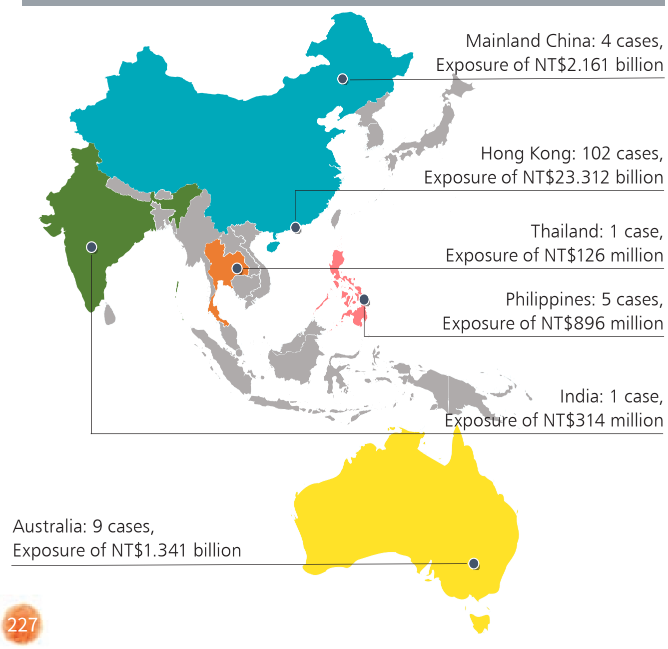
■Assessment of 209 overseas corporate credit cases in high-concentration industries revealed that 122 cases (58.37%) were classified as high risk. The corresponding Exposure at Default (EAD) amounted to approximately NT$28.150 billion, accounting for roughly 57.92% of the total EAD within the overseas high-concentration corporate credit portfolio.

Risk Classification of Overseas Corporate Credit Cases and Exposure at Default (EAD)





Country Distribution of High-Risk Overseas Corporate Credit Clients



● Real Estate Collateral

Fig. 7-19: Corporate Credit Real Estate Collateral in Taiwan: Risk Level Distribution by Location (2050 Passive Transition Scenario)

■Assessment of 617 Taiwan corporate credit cases with real estate collateral revealed that only 1 case (0.16%) was classified as high risk. The corresponding Exposure at Default (EAD) amounted to approximately NT$5 million, accounting for roughly 0.01% of the total EAD of the Taiwan corporate credit portfolio secured by real estate collateral.

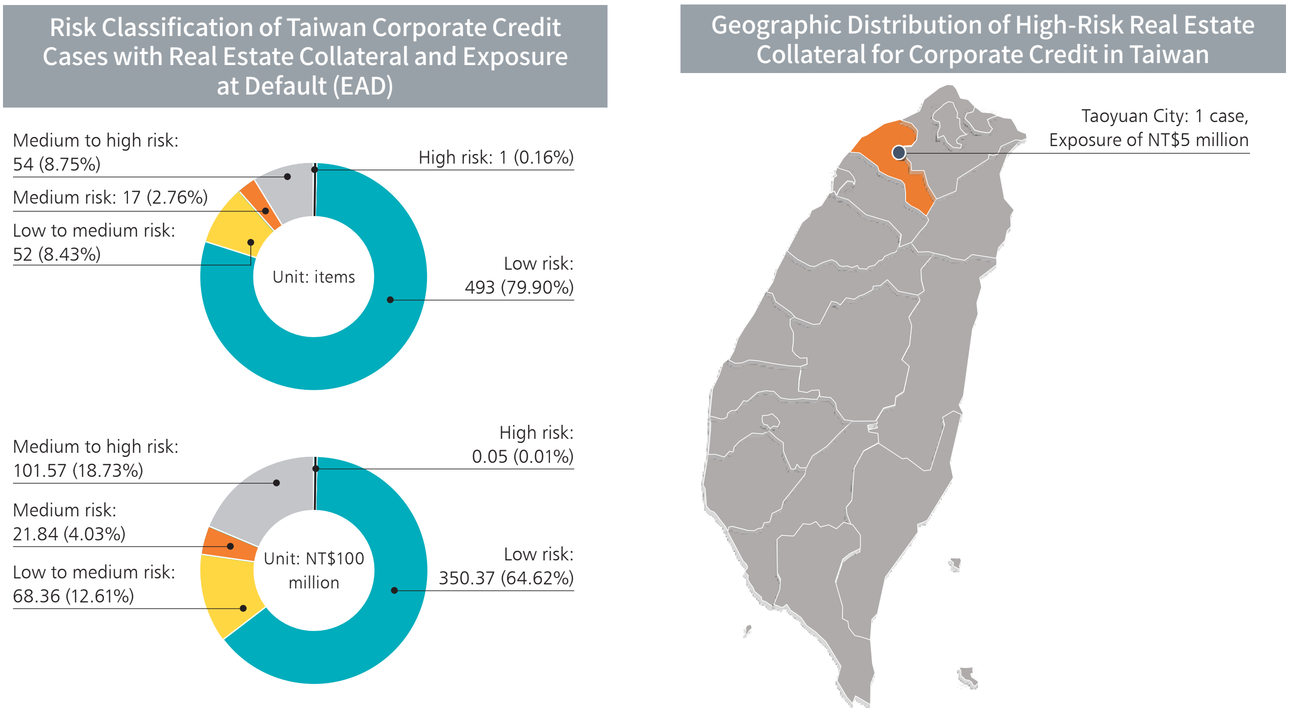
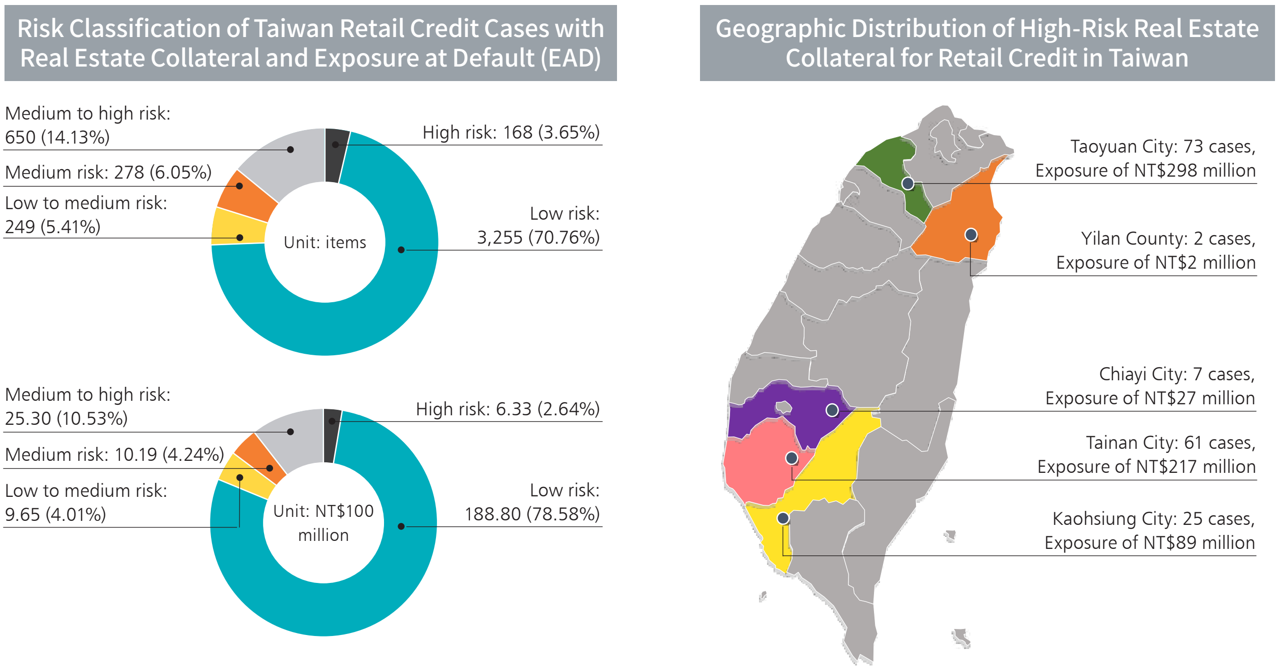


Fig. 7-20: Retail Credit Real Estate Collateral in Taiwan: Risk Level Distribution by Location (2050 Passive Transition Scenario)

■Assessment of 4,600 Taiwan retail credit cases with real estate collateral revealed that 168 cases (3.65%) were classified as high risk. The corresponding Exposure at Default (EAD) amounted to approximately NT$633 million, accounting for roughly 2.64% of the total EAD of the Taiwan retail credit portfolio secured by real estate collateral.



● Mid- and Long-term Investments (Banking Book)

Fig. 7-21: Mid- and Long-term Investments (Banking Book) in Taiwan: Risk Level Distribution by Investee Registration Location (2050 Passive Transition Scenario)

■ Assessment of 67 Taiwan mid- and long-term investments (Banking Book) revealed no cases classified as high risk.

Risk Classification of Taiwan Mid- and Long-term Investments (Banking Book): Case Count and Exposure at Default (EAD)

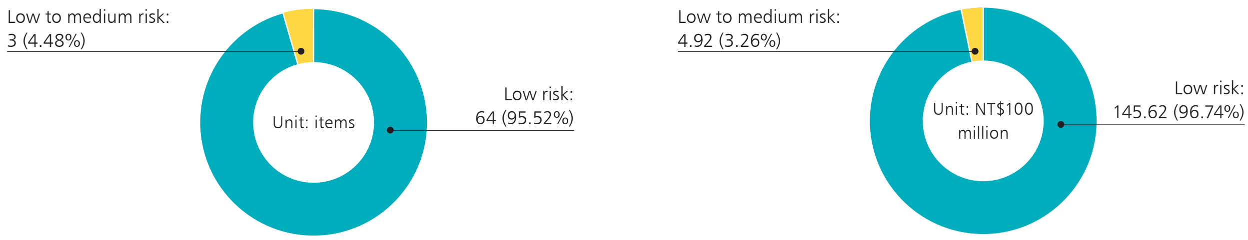
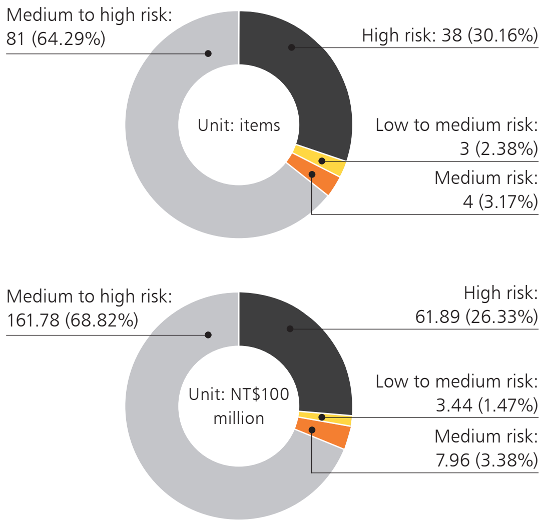


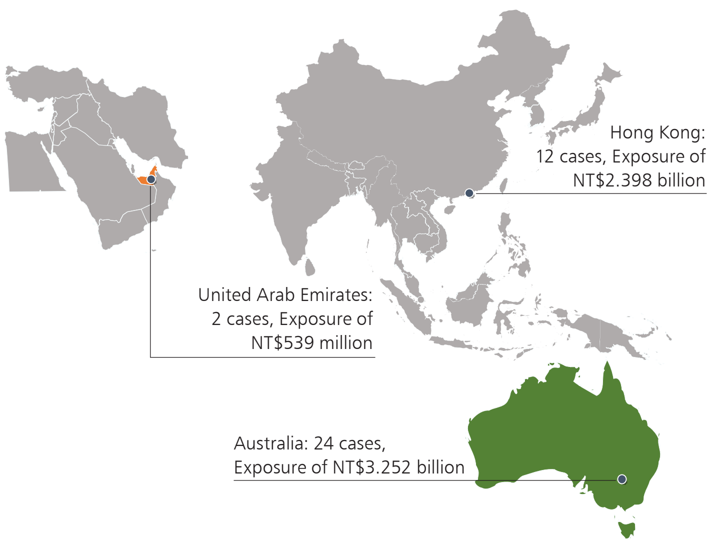
Fig. 7-22: Overseas Mid- and Long-term Investments (Banking Book): Risk Level Distribution by Country (2050 Passive Transition Scenario)

■ Assessment of 126 overseas mid- and long-term investments (Banking Book) revealed that 38 cases (30.16%) were classified as high risk. The corresponding Exposure at Default (EAD) amounted to approximately NT$6.189 billion, accounting for roughly 26.33% of the total EAD within the overseas mid- and long-term investment portfolio.

Risk Classification of Overseas Mid- and Long-term Investments (Banking Book): Case Count and Exposure at Default (EAD)



Country Distribution of High-Risk Overseas Mid- and Long-term Investments (Banking Book)



O-Bank annually analyzes and compiles statistics on investment and financing recipients exposed to high physical climate risks. This analysis leverages critical data such as corporate credit business locations, real estate collateral, and the registration locations or countries of origin of investees within mid- and long-term investment portfolios (Banking Book). The findings are periodically reported to the Risk Management Committee, enabling the Bank to monitor and track the distribution and exposure proportions of these high-risk counterparties, thereby implementing appropriate risk management and control measures.

b. Transition Risk Analysis of Investment and Financing Positions

O-Bank assesses the potential impacts of climate transition risks on the business continuity of its investment and financing positions, based on industry classifications and the carbon reduction transition policies of respective countries. For the domestic (Taiwan) positions, transition risk ratings are classified into five levels based on industry carbon emission intensity. For the overseas positions, the five-level classification comprehensively evaluates industry carbon emission intensity, country-specific grid emission factors, and the implementation progress of net-zero pledges. The following analysis details the distribution of transition risk ratings under the long-term scenario with the highest expected loss: the "2050 Passive Transition Scenario".

- Corporate Credit

Fig. 7-23: Corporate Credit Clients in Taiwan: Risk Level Distribution by Industry (2050 Passive Transition Scenario)

■ Assessment of 1,302 Taiwan corporate credit cases revealed that 69 cases (5.30%) were classified as high risk. The corresponding Exposure at Default (EAD) amounted to approximately NT$8.427 billion, accounting for roughly 6.55% of the total EAD of the Taiwan corporate credit portfolio.

Risk Classification of Taiwan Corporate Credit Cases: Case Count and Exposure at Default (EAD)

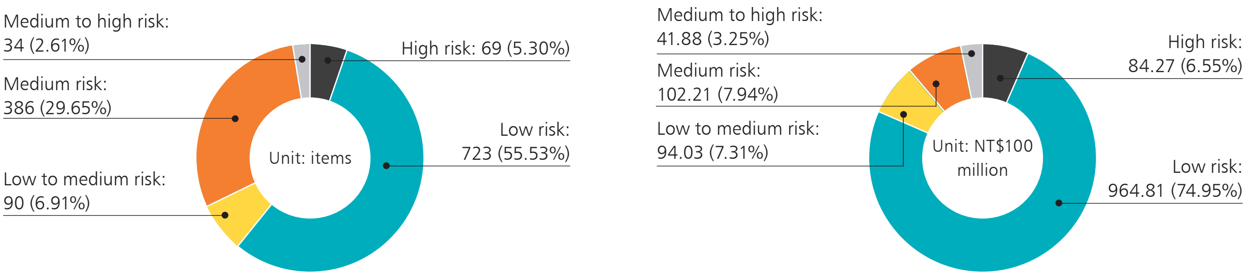
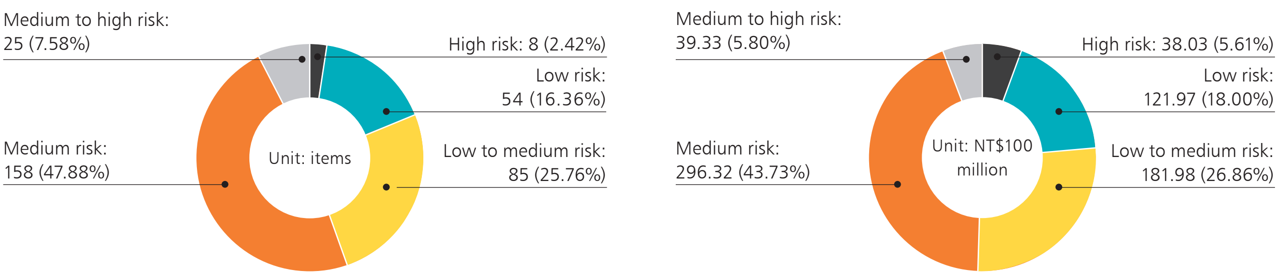


Fig. 7-24: Overseas Corporate Credit Clients: Risk Level Distribution by Industry and Country (2050 Passive Transition Scenario)

■ Assessment of 330 overseas corporate credit cases revealed that 8 cases (2.42%) were classified as high risk. The corresponding Exposure at Default (EAD) amounted to approximately NT$3.803 billion, accounting for roughly 5.61% of the total EAD of the overseas corporate credit portfolio.

Risk Classification of Overseas Corporate Credit Cases: Case Count and Exposure at Default (EAD)

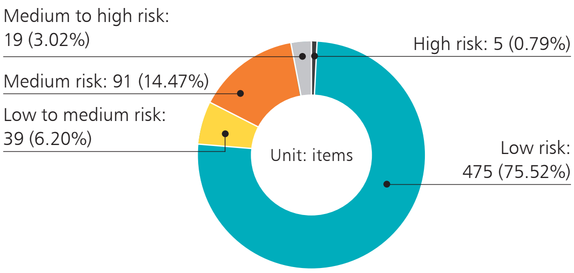


Furthermore, O-Bank analyzed the specific industries and countries with higher credit concentration (individually accounting for over 8% of the total outstanding lending balance, including Finance and Insurance at 25.1%, Real Estate at 20%, and Manufacturing at 12.2%); with the resulting transition risk rating distribution detailed below:

Fig. 7-25: High Credit Concentration Industries within the Taiwan Corporate Credit Portfolio: Risk Level Distribution by Industry (2050 Passive Transition Scenario)

■ Assessment of 629 Taiwan corporate credit cases within high-concentration industries revealed that 5 cases (0.79%) were classified as high risk. The corresponding Exposure at Default (EAD) amounted to approximately NT$1.087 billion, accounting for roughly 1.08% of the total EAD within these high-concentration industry sectors of the Taiwan corporate credit portfolio.

Risk Classification of Taiwan Corporate Credit Cases: Case Count and Exposure at Default (EAD)



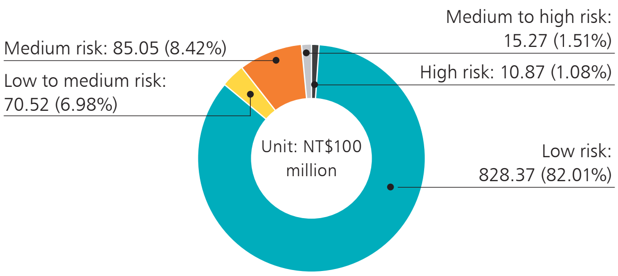
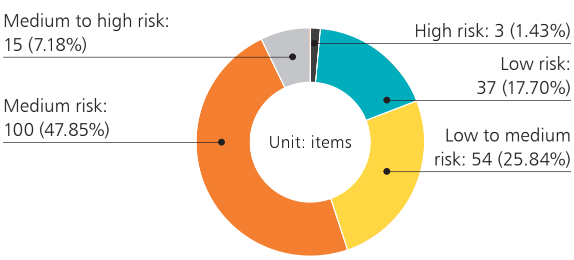
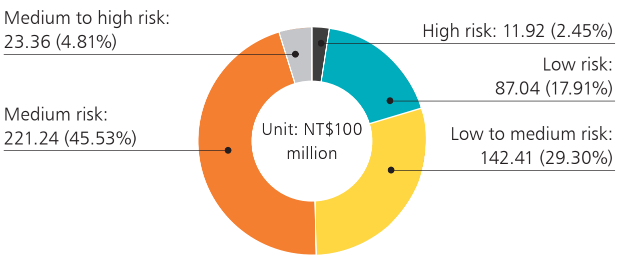


Fig. 7-26: High Credit Concentration Industries within the Overseas Corporate Credit Portfolio: Risk Level Distribution by Industry and Country (2050 Passive Transition Scenario)

■ Assessment of 209 overseas corporate credit cases within high-concentration industries revealed that 3 cases (1.43%) were classified as high risk. The corresponding Exposure at Default (EAD) amounted to approximately NT$1.192 billion, accounting for roughly 2.45% of the total EAD within these high-concentration industry sectors of the overseas corporate credit portfolio.

Risk Classification of Overseas Corporate Credit Cases: Case Count and Exposure at Default (EAD)



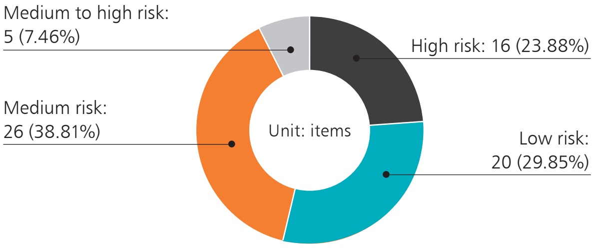


● Mid- and Long-term Investments (Banking Book)

Fig. 7-27: Mid- and Long-term Investments (Banking Book) in the Taiwan Region by Industry Risk Rating Distribution (2050 Passive Transition Scenario)

■ Assessment of 67 mid- and long-term investment cases (banking book) in the Taiwan region identified 16 cases (23.88%) as high-risk. The Exposure at Default (EAD) for these positions totals approximately NT$5.132 billion, accounting for roughly 34.09% of the total EAD of mid- and long-term investment (banking book) in the Taiwan region portfolio.

Risk Classification of Case Counts and Exposure at Default (EAD) for Taiwan Region Mid- and Long-term Investments (Banking Book)



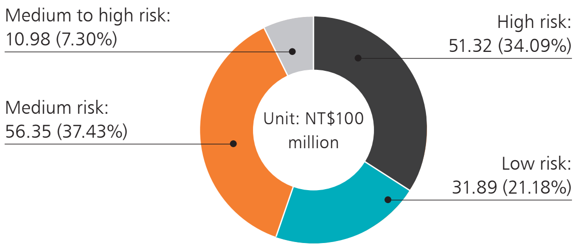
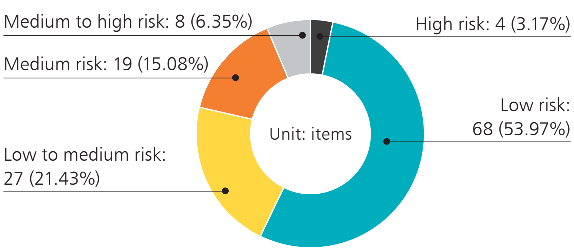
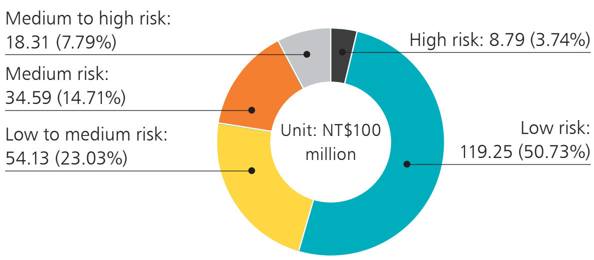


Fig. 7-28: Overseas Mid- and Long-term Investments (Banking Book) by Industry and Country Risk Rating Distribution (2050 Passive Transition Scenario)

■ Assessment of 126 overseas mid- and long-term investment cases (banking book) identified 4 cases (3.17%) as high-risk. The Exposure at Default (EAD) for these positions totals approximately NT$ 879 million, accounting for roughly 3.74% of overseas mid- and long-term investment (banking book) portfolio.

Risk Classification of Case Counts and Exposure at Default (EAD) for Overseas Mid- and Long-term Investments (Banking Book)





On an annual basis, O-Bank utilizes industry and country data to analyze and compile statistic on investment and financing recipients facing high climate transition risks. These findings are reported periodically to the Risk Management Committee to monitor distribution trends and balance percentages, ensuring the Bank can appropriately mitigate or manage exposures to these high-risk portfolios.

7.1.4 Climate Change Metrics and Targets

To mitigate climate change, O-Bank has adopted quantitative targets for GHG emissions, energy consumption, and investment and financing business, and continues to track the Bank's success in meeting its climate-related targets. Details are set out in the following table:

Topic	Metrics and Targets	Corresponding Sections
GHG emissions	• Has used the Science-based Targets Setting Tool version 2.1 of the Science Based Targets initiative (SBTi) to set Scope 1 and Scope 2 GHG reduction targets for O-Bank business locations throughout the world.	• 6.1.2 Setting and Achievement of Environmental Management Targets
Energy use	• Has adopted targets for reduction of power & water usage per capita at business locations throughout the world. • Has committed for the company to use renewable energy for 50% of its power consumption by 2030 and 100% by 2050 at its business locations throughout the world.	• 6.1.2 Setting and Achievement of Environmental Management Targets • 6.3 Greenhouse Gas Inventory
Investment and financing business	• Has made use of the Science-based Targets Setting Tool of the SBTi to set GHG reduction targets for Scope 1 and 2 emissions for all corporate loan positions and mid- and long-term investment positions. • O-Bank has set limits on the amount of investments and financing it may direct toward carbon-intensive industries. The share must decrease each year. • O-Bank encourages the flow of funds toward environmentally- and socially-friendly industries, and has adopted targets for the loan balance ratio of such industries. • O-Bank encourages corporate clients to adopt and achieve sustainability conditions, and has adopted targets for the loan balance of sustainability-linked loans.	• 7.1.5 Portfolio Emissions and Management of Carbon-intensive Industries • "Table 1-6: Material Topics and Development Goals" under section 1.3.1 Identification and Analysis of Material Topics

7.1.5 Portfolio Emissions and Management of Carbon-intensive Industries

1. Portfolio Emissions and Carbon Reduction Goals

In order to measure and inspect the carbon emissions of its investment and financing positions, O-Bank signed on to the Partnership for Carbon Accounting Financials (PCAF) in February 2022 and adopted the Global GHG Accounting and Reporting Standard for the Financial Industry published by PCAF, an internationally recognized standard for financed emissions. O-Bank conducts its GHG emissions inventory for investment and financing activities in accordance with this standard. Using December 31, 2025, as the baseline date, the inventory encompasses 100% of the Bank's outstanding corporate loans, 100% of outstanding mortgages, and 100% of investment positions across three accounting categories: Financial Assets at Fair Value Through Other Comprehensive Income (FVTOCI), Amortized Cost (AC), and Financial Assets at Fair Value Through Profit or Loss (FVTPL). The types of assets inventoried were as follows: listed equity and corporate bonds; business loans and unlisted equity; project finance; sovereign debt; commercial real estate; and mortgages. The inventory revealed that total 2025 recognized Scope 1 and Scope 2 GHG emissions from O-Bank's investment and financing activities amounted to approximately 687,000 tCO_2e, with average GHG emissions of 2.79 tCO_2e per NT$1 million in investment and financing activities. The overall data quality score (Note 7-2) was 2.99. Recognized Scope 3 GHG emissions from 2025 investment and financing activities (excluding sovereign debt, commercial real estate, and

Note 7-2: PCAF assigns data quality scores on the basis of carbon emissions data sources used for carbon inventories. Data quality scores range from 1 to 5, with 1 being the top score and 5 being the worst.

mortgages) totaled approximately 1.556 million tCO_2e, with average GHG emissions of 6.33 tCO_2e per NT$1 million in investment and financing activities and an overall data quality score of 3.30. O-Bank's 2025 investment and financing GHG emissions inventory results are shown in Table 7-9 and have received a limited assurance report from EY Taiwan. Region- and sector-based breakdowns are presented in Tables 7-10 and 7-11, respectively. Results of the Bank's investment and financing GHG emissions inventories in 2022~2025 are shown in Table 7-12.

Table 7-9: 2025 Recognized Carbon Emissions of O-Bank's Investment and Corporate Loan Portfolio

Asset Type	Balance (NT$ million)	Percentage of Total Inventoried Investment and Financing Positions	Scope 1 Emissions (tCO_2e)	Scope 2 Emissions (tCO_2e)	Scope 1 & 2 Emissions (tCO_2e)	Avg. Scope 1 & 2 Emissions per NT$1 Million Balance ($tCO_2e$)	Scope 1 & 2 Weighted Average Carbon Intensity (WACI)	Scope 3 Emissions (tCO_2e)	Avg. Scope 3 Emissions per NT$1 Million Balance ($tCO_2e$)
Listed equity and corporate bonds	34,655.43	14.09%	256,597.48	22,611.34	279,208.82	8.06	2.81	176,424.87	5.09
Business loans and unlisted equity	155,489.82	63.22%	181,194.33	72,592.11	253,786.44	1.63	2.13	1,352,904.00	8.70
Project finance	7,148.11	2.91%	877.86	18.67	896.53	0.13	0.03	26,659.38	3.73
Commercial real estate	5,945.45	2.42%	279.79	1,862.12	2,141.91	0.36	- (Note 2)	- (Note 3)	- (Note 3)
Sovereign debt	26,955.71	10.96%	144,932.83	- (Note 3)	144,932.83	5.38	- (Note 2)	- (Note 3)	- (Note 3)
Mortgages	15,750.38	6.40%	256.92	5,695.58	5,952.50	0.38	- (Note 2)	- (Note 3)	- (Note 3)
Total (Excluding mortgages)	230,194.52	-	583,882.29	97,084.24	680,966.53	2.96	4.97	1,555,988.25	6.76
Total (Including Mortgages)	245,944.90	100%	584,139.21	102,779.82	686,919.03	2.79	4.97	1,555,988.25	6.33

Note 1: In this table, "Outstanding loan balance inventoried" refers to all corporate loan positions on the balance sheet (excluding off-balance-sheet assets and sole proprietorships or partnerships without corporate legal person status) and mortgages; "Outstanding investment balance" refers to investment positions across three accounting categories: Financial Assets at Fair Value Through Other Comprehensive Income (FVTOCI), Amortized Cost (AC), and Financial Assets at Fair Value Through Profit or Loss (FVTPL), excluding liquidity management funds and sustainability-related bonds.

Note 2: Method for calculating WACI: Σ(Balance of transactions as percentage of balance total O-Bank investments and loan positions) × (Scope 1 & 2 emissions of each investment & financing recipients / Total operating revenues of investment & financing recipients. Revenue data are not available for commercial real estate, sovereign debt, and mortgages; therefore, weighted average carbon intensity cannot be calculated.

Note 3: The Bank inventories Scope 1 and Scope 2 carbon emissions for commercial real estate and mortgages in accordance with PCAF standards, excluding Scope 3 emissions. For sovereign debt, only Scope 1 emissions are inventoried; Scope 2 and Scope 3 emissions are not included.

Note 4: Carbon emissions for the Bank's investment and corporate loan portfolios are calculated using formulas from PCAF by asset type. Emission data are primarily sourced from public reports such as corporate annual or sustainability reports; where unavailable, emission factors from the PCAF database are used for estimation.

Note 5: In 2025, inventoried investment and corporate loan balance accounted for 80.10% of total exposure.

Table 7-10: 2025 Recognized Carbon Emissions of O-Bank's Investment and Corporate Loan Portfolio – by Region

Region	Corporate Loan Positions (Including mortgages)			Investment Positions			Total		
	Balance (NT$ million)	Scope 1 & 2 Emissions (tCO_2e)	Avg. Scope 1 & 2 Emissions per NT$1 Million Balance ($tCO_2e$)	Balance (NT$ million)	Scope 1 & 2 Emissions (tCO_2e)	Avg. Scope 1 & 2 Emissions per NT$1 Million Balance ($tCO_2e$)	Balance (NT$ million)	Scope 1 & 2 Emissions (tCO_2e)	Avg. Scope 1 & 2 Emissions per NT$1 Million Balance ($tCO_2e$)
Taiwan	112,305.21	122,927.57	1.09	40,938.04	392,974.12	9.60	153,243.25	515,901.69	3.37
Other Asian regions	44,659.37	105,567.88	2.36	3,865.66	2,439.52	0.63	48,525.03	108,007.40	2.23
Americas	17,078.60	24,182.48	1.42	9,047.04	28,403.89	3.14	26,125.64	52,586.37	2.01
Europe	2,380.73	1,164.81	0.49	5,617.67	77.80	0.01	7,998.40	1,242.61	0.16
Others	7,907.95	8,934.18	1.13	2,144.63	246.78	0.12	10,052.58	9,180.96	0.91
Total	184,331.86	262,776.92	1.43	61,613.04	424,142.11	6.88	245,944.90	686,919.03	2.79

Table 7-11: 2025 Recognized Carbon Emissions of O-Bank's Investment and Corporate Loan Portfolio – by Sector

Sector	Corporate Loan Positions			Investment Positions			Total		
	Balance (NT$ million)	Scope 1 & 2 Emissions (tCO_2e)	Avg. Scope 1 & 2 Emissions per NT$1 Million Balance ($tCO_2e$)	Balance (NT$ million)	Scope 1 & 2 Emissions (tCO_2e)	Avg. Scope 1 & 2 Emissions per NT$1 Million Balance ($tCO_2e$)	Balance (NT$ million)	Scope 1 & 2 Emissions (tCO_2e)	Avg. Scope 1 & 2 Emissions per NT$1 Million Balance ($tCO_2e$)
Agriculture, forestry, fishing, and animal husbandry	667.18	22,701.36	34.03	-	-	-	667.18	22,701.36	34.03
Mining and quarrying	-	-	-	-	-	-	-	-	-
Manufacturing industry	36,390.63	135,683.63	3.73	9,791.00	38,300.91	3.91	46,181.63	173,984.54	3.77
Electricity and gas supply	8,014.10	11,076.24	1.38	4,938.41	238,396.47	48.27	12,952.51	249,472.71	19.26
Water supply and pollution control	854.12	22,602.93	26.46	-	-	-	854.12	22,602.93	26.46
Construction	4,129.70	3,809.20	0.92	-	-	-	4,129.70	3,809.20	0.92
Wholesale and retail trade	13,332.86	35,312.07	2.65	455.21	117.27	0.26	13,788.07	35,429.34	2.57
Transportation and storage	2,248.07	3,666.15	1.63	99.69	1,496.55	15.01	2,347.76	5,162.69	2.20

Sector	Corporate Loan Positions			Investment Positions			Total		
	Balance (NT$ million)	Scope 1 & 2 Emissions (tCO_2e)	Avg. Scope 1 & 2 Emissions per NT$1 Million Balance ($tCO_2e$)	Balance (NT$ million)	Scope 1 & 2 Emissions (tCO_2e)	Avg. Scope 1 & 2 Emissions per NT$1 Million Balance ($tCO_2e$)	Balance (NT$ million)	Scope 1 & 2 Emissions (tCO_2e)	Avg. Scope 1 & 2 Emissions per NT$1 Million Balance ($tCO_2e$)
Accommodation and food services	3,752.03	562.06	0.15	-	-	-	3,752.03	562.06	0.15
Publishing, audiovisual, and information services	8,414.63	3,239.93	0.39	1,730.47	315.76	0.18	10,145.10	3,555.69	0.35
Financial and insurance services	32,974.88	3,170.47	0.10	15,220.44	80.51	0.01	48,195.32	3,250.98	0.07
Real estate	44,224.54	9,997.33	0.23	987.09	459.55	0.47	45,211.63	10,456.88	0.23
Professional, scientific, and technical services	4,184.16	1,555.09	0.37	543.40	23.50	0.04	4,727.56	1,578.59	0.33
Support services	611.35	123.98	0.20	800.00	5.74	0.01	1,411.35	129.72	0.09
Public administration and defense; compulsory social security	-	-	-	91.62	13.03	0.14	91.62	13.03	0.14
Education	410.00	87.38	0.21	-	-	-	410.00	87.38	0.21
Healthcare and social work services	2,100.36	810.13	0.39	-	-	-	2,100.36	810.13	0.39
Arts, entertainment, and recreation services	30.00	6.10	0.20	-	-	-	30.00	6.10	0.20
Other service activities	297.41	278.47	0.94	-	-	-	297.41	278.47	0.94
Total	162,636.02	254,682.52	1.57	34,657.33	279,209.29	8.06	197,293.35	533,891.81	2.71

Note: Since commercial real estate, sovereign debt and mortgages are not categorized by industry, their data are not included in this table.

Table 7-12: O-Bank's Recognized Carbon Emissions from Investment and Financing Recipients, 2021~2025

Year	Data Coverage (inventory coverage as percentage of total inventoried investment and corporate loan positions)		Absolute Emissions (tCO_2e)	Avg. Emissions per NT$1 Million Balance
2021	9.04%	Scope 1 and 2 GHG Emissions by Investment and Financing Recipients	276,009.3	14.24
2022	92.41%	Scope 1 and 2 GHG Emissions by Investment and Financing Recipients	678,944.43	3.20
		Scope 3 GHG Emissions by Investment and Financing Recipients	711,771.26	3.67
		Total	1,390,715.69	- (Note 1)
2023	100%	Scope 1 and 2 GHG Emissions by Investment and Financing Recipients	1,150,189.72	5.05
		Scope 3 GHG Emissions by Investment and Financing Recipients	2,343,634.00	11.80
		Total	3,493,823.72	- (Note 1)
2024	100%	Scope 1 and 2 GHG Emissions by Investment and Financing Recipients	731,426.65	3.07
		Scope 3 GHG Emissions by Investment and Financing Recipients	1,734,922.53	8.64
		Total	2,466,349.18	- (Note 1)
2025	100%	Scope 1 and 2 GHG Emissions by Investment and Financing Recipients (Excluding mortgages)	680,966.53	2.96
		Scope 3 GHG Emissions by Investment and Financing Recipients (Excluding mortgages)	1,555,988.25	6.76
		Total (Excluding mortgages)	2,236,954.78	- (Note 1)
		Scope 1 and 2 GHG Emissions by Investment and Financing Recipients (Including mortgages)	686,919.03	2.79
		Scope 3 GHG Emissions by Investment and Financing Recipients (Including mortgages)	1,555,988.25	6.33
		Total (Including mortgages)	2,242,907.28	- (Note 1)

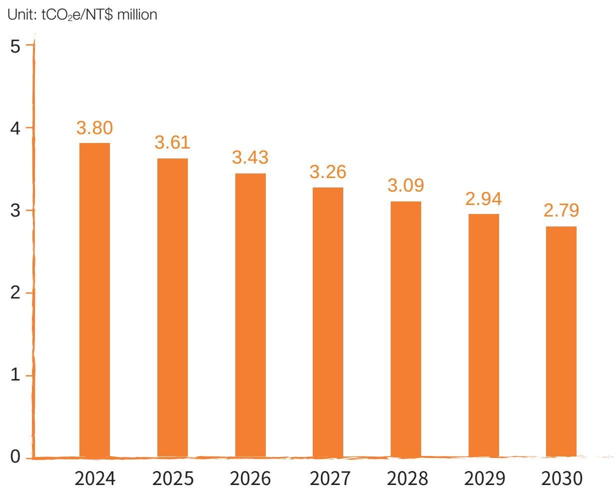
Note 1: Due to the absence of Scope 3 GHG emissions data for commercial real estate, sovereign debt, and mortgages, it was not possible to calculate the combined average Scope 1, 2, and 3 emissions per NT$1 million balance ($tCO_2e$).

Note 2: The GHG inventory coverage in 2021 was the 10 biggest carbon-intensive industries; The GHG inventory coverage in 2022 were 90% for corporate financing positions and 100% for mid- and long-term investment positions; The GHG inventory coverage in 2023 and 2024 were 100% for corporate loan positions and 100% for mid- and long-term investment positions. The GHG inventory coverage in 2025 were 100% for corporate loan positions, 100% of outstanding mortgages, and 100% of investment positions across three accounting categories: Financial Assets at Fair Value Through Other Comprehensive Income (FVTOCI), Amortized Cost (AC), and Financial Assets at Fair Value Through Profit or Loss (FVTPL).

Note 3: 2023 recognized GHG emissions by investment and financing recipients, and average GHG emissions per NT$1 million investment and financing activities, were all up from the year before. One reason for this increase was the fact that O-Bank expanded the corporate borrower GHG inventory coverage ratio to 100% in 2023. A second reason was the fact that O-Bank made reference to the ROC Bankers Association's 2023 "Handbook for Scope 3 Financed Emissions of Domestic Banks' Portfolio Carbon Emissions". Starting in 2023, enterprise values for listed companies were calculated using the sum of "short- and long-term loans, short-term bills and negotiable instruments payable, corporate bonds payable, and lease liabilities," instead of the previously used "total liabilities." This led to a higher attribution rate, and the calculations resulted in higher GHG emissions.

In order to promote carbon reduction in investment and financing positions and ultimately achieve net-zero emissions in these areas, O-Bank has adopted carbon reduction targets for inventoried investment and financing positions. Making reference to the Science-based Target Setting Tool of the Science Based Targets initiative (SBTi), O-Bank has set Scope 1 and 2 GHG reduction targets for its corporate loans and investment positions. O-Bank has determined that it must reduce average GHG emissions per NT$1 million of investment and corporate loan balance by 5% each year in order to gradually achieve its vision of net-zero GHG emissions for its entire portfolio, as shown in the figure below. In 2025, average Scope 1 and Scope 2 emissions per NT$1 million in investments and corporate loans were 2.96 tCO_2e (excluding mortgages), meeting the reduction target for the year.

Target for Avg. GHG Emissions per NT$1 Million Investments and Corporate Loans



In order to continue achieving the carbon reduction targets for investment and financing positions, O-Bank has adopted an internal carbon pricing regime and incorporated "carbon fees" into our internal pricing regime for investments and corporate loans, in guiding business units to select the option that generates lower GHG emissions and avoid those with higher emissions. Under this approach, and based on the internal carbon fee method, the carbon fee for each metric ton of emissions by investment and financing recipients is set at NT$150. The carbon fees of investment and financing recipients become the internal costs of our internal business units, and gradually cause business units to change their behavior. We take average carbon emissions per NT$1 million of all of O-Bank's investment and financing recipients as the baseline, and recipients that are above average must charge business units an extra carbon fee when calculating internal pricing. The more a recipient is above average, the greater the weighting that it must apply to the carbon fee that is charged during internal pricing. This is then used as the basis for incorporating customers' "GHG emissions" into business decision-making processes. This can prevent O-Bank funds from being directed toward carbon-intensive industries, and can encourage business units to develop low-carbon investment and financing opportunities. In 2025, total carbon fees for investment and financing activities across business units amounted to approximately NT$107 million and will be additionally factored into the 2026 business targets of each business unit.

2. Management of Carbon-intensive Industries

In response to climate change risks, O-Bank has drawn up a list of the 10 biggest carbon-intensive industries. This list was drawn up with reference to the sectors covered during the initial phase of the European Union's Carbon Border Adjustment Mechanism (CBAM) and the list of greenhouse gases subject to controls by the Climate Change Administration of Taiwan's Ministry of Environment. As of the end of

2025, the balance of investments in and corporate loans directed to the 10 biggest carbon-intensive industries stood at roughly NT$15,136.69 million, or 6.58% of O-Bank's total inventoried investment and financing positions. The total Scope 1 and Scope 2 carbon emissions of the investments and corporate loans recognized by the bank came to roughly 285.5 thousand tCO_2e, average carbon emissions per NT$1 million investments and corporate loans came to 18.86 tCO_2e, and the outstanding balances of O-Bank investments in and corporate loans to the 10 biggest carbon-intensive industries as well as GHG emissions in those industries in 2025 are shown below in Table 7-13.

O-Bank has established caps on its investment and financing allocations to carbon-intensive industries, requiring the share of both outstanding loans and banking book investments in these sectors to decrease year by year to prevent channeling capital into carbon-intensive industries. Furthermore, O-Bank strives to collaborate with corporate clients and investee companies to implement carbon reduction. In 2025, O-Bank conducted email engagements with higher-emitting corporate clients to share insights on net-zero trends and encourage energy conservation and science-based target setting. These emails reached 21 clients, representing 15.45% of carbon emissions and 16.50% of the outstanding loan balance within carbon-intensive financing portfolios. Similarly, the Bank communicated its emphasis on climate action to its investees, encouraging them to set science-based reduction targets. In 2025, O-Bank engaged via email with eight investee companies in carbon-intensive industries, covering 92.90% of emissions from these investment positions, with their outstanding balance (excluding green bonds) accounting for 89.34% of the total investment in carbon-intensive sectors. To further empower corporate clients in their net-zero journey, O-Bank offers targeted incentives for those in carbon-intensive industries. When loan proceeds are dedicated to net-zero transition initiatives, clients are eligible for preferential loan rates, corporate remittance discounts, and waived origination fees for employee personal loans, leveraging diverse incentives to accelerate sustainable transition projects.

Table 7-13: O-Bank's 2025 Investment and Corporate Loan Portfolio Balances and Recognized GHG Emissions in the 10 Biggest Carbon-Intensive Industries

	Balance (NT$ million)					
10 Biggest Carbon-intensive Industries	Outstanding Loan Balance	Loan Balance as a Percentage of Inventoried Loan Positions (%)	Outstanding Investment Balance	Investment Balance as a Percentage of Inventoried Investment Positions (%)	Total Balance	Total Balance as a Percentage of Inventoried Investment and Financing Positions (%)
Electricity supplier (Note 2)	-	-	4,938.41	8.01%	4,938.41	2.15%
Air transport	-	-	-	-	-	-
Basic iron and steel	3,082.16	1.83%	-	-	3,082.16	1.34%
Ocean transportation	-	-	99.69	0.16%	99.69	0.04%
Cement and cement products	310.30	0.18%	300.00	0.49%	610.30	0.27%
Petroleum and coal products	110.00	0.07%	1,161.91	1.89%	1,271.91	0.55%
Aluminum products	187.00	0.11%	-	-	187.00	0.08%
Semiconductors	1,540.34	0.91%	3,406.88	5.53%	4,947.22	2.15%
Mining & quarrying	-	-	-	-	-	-
Fertilizers and nitrogen compounds	-	-	-	-	-	-
Total	5,229.80	3.10%	9,906.89	16.08%	15,136.69	6.58%

10 Biggest Carbon-intensive Industries	Carbon Emissions (tCO_2e)					
	Emissions from Loan Balance	Avg. Emissions per NT$1 Million Loan Balance	Emissions from Investment Balance	Avg. Emissions per NT$1 Million Investment Balance	Total Emissions	Avg. Emissions per NT$1 Million Balance
Electricity supplier (Note 2)	-	-	238,396.47	48.27	238,396.47	48.27
Air transport	-	-	-	-	-	-
Basic iron and steel	24,064.35	7.81	-	-	24,064.35	7.81
Ocean transportation	-	-	1,496.55	15.01	1,496.55	15.01
Cement and cement products	3,732.27	12.03	3,857.09	12.86	7,589.36	12.44
Petroleum and coal products	2,016.87	18.33	8,064.43	6.94	10,081.30	7.93
Aluminum products	205.61	1.10	-	-	205.61	1.10
Semiconductors	1,123.56	0.73	2,549.95	0.75	3,673.51	0.74
Mining & quarrying	-	-	-	-	-	-
Fertilizers and nitrogen compounds	-	-	-	-	-	-
Total	31,142.66	5.95	254,364.49	25.68	285,507.15	18.86

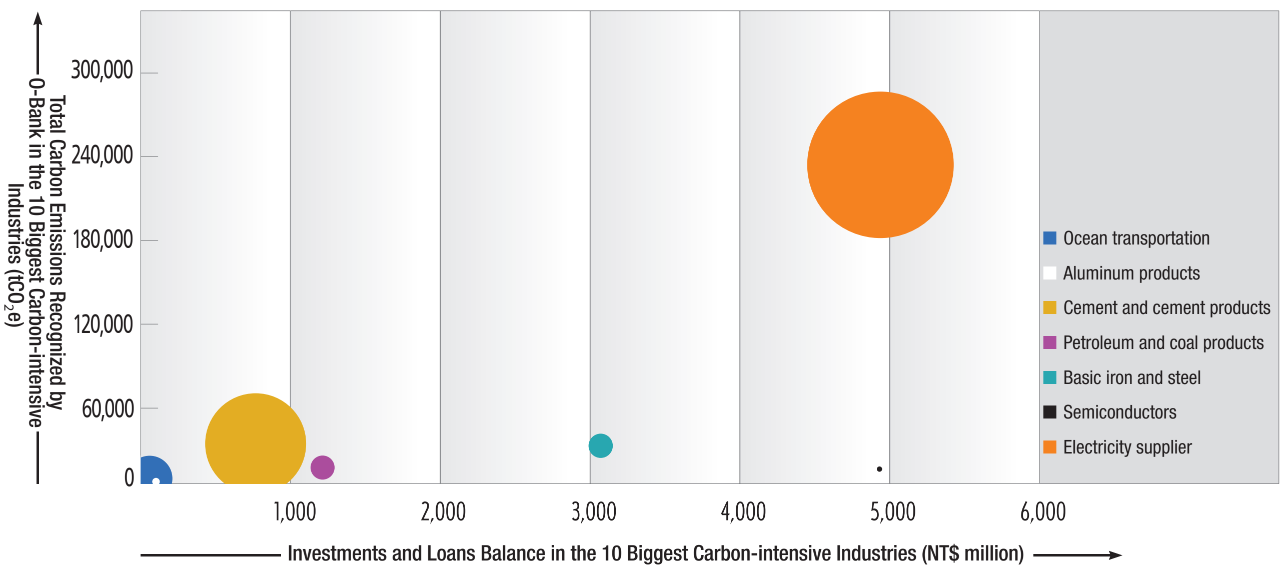
Note 1: "Outstanding Loan Balance Inventoried" refers to all corporate loan positions on the balance sheet (excluding off-balance-sheet assets and sole proprietorships or partnerships without corporate legal person status); "Outstanding Investment Balance Inventoried" refers to investment positions across three accounting categories: Financial Assets at Fair Value Through Other Comprehensive Income (FVTOCI), Amortized Cost (AC), and Financial Assets at Fair Value Through Profit or Loss (FVTPL), excluding liquidity management funds and sustainability-related bonds.

Note 2: Electricity supply industry includes only thermal power generation by steam turbine boilers and combined-cycle units, excluding renewable energy generation.

Note 3: Loan positions included in this table exclude green expenditure projects as defined by the Joint Credit Information Center.

Fig. 7-29: O-Bank Investments and Loans in the 10 Biggest Carbon-intensive Industries in 2025, Their Balance, Emissions, and Avg. Emissions per NT$1 Million Balance

(The circular area represents the extent of avg. emissions per NT$1 million balance)



3. Management of Industries that Pose High Climate and Environmental Risks

In order to effectively manage climate risks, O-Bank screens climate risk factors when it conducts due diligence on possible investments and loans, and when a prospective investment and financing recipient is in an industry that poses high climate and environmental risks (Note 7-3) the Bank will fill out a "TCFD Climate Risk Checklist" to check on how the prospective investment and financing recipient handles climate change risk. The screening content includes the following matters:

- The party's climate risk management policies or documents
- Whether the party reports periodically to its board or management regarding climate risks
- Main business premises or collateral located in high-risk areas such as flood zones or slopeland
- How the party has assessed and responded to physical and transition risks
- The party's response measures or training programs adopted in preparation for climate-related disasters
- Formulate response strategies for carbon pricing mechanisms such as carbon fees or carbon taxes imposed by governments of various countries
- Whether information on the party's GHG emissions comes from its own internal inventory, its external disclosures, or external audit
- Set GHG reduction targets aligned with the SBTi
- Whether the party has set a GHG reduction target, and whether it achieved its target for the previous year
- Whether the party has adopted measures at its business locations to reduce operating GHG emissions
- Plans or commitments for 100% use of renewable energy

When a "TCFD Climate Risk Checklist" shows that a party falls within a high-risk category, if that party is a corporate borrower, O-Bank will lower its internal credit rating and depending on the facts of the individual case may require the customer to post collateral, require it to implement corrective action within a prescribed period of time, or raise the customer's loan interest rate in order to reduce the impact of climate risk upon O-Bank's financing business. In the case of a high-risk investment, if O-Bank still wishes to make the investment, the decision must be approved by the bank President, and the investment must be reviewed each year to re-assess its climate risks and any improvement in order to judge whether to continue holding the asset, thereby appropriately controlling investment positions that pose high climate and environmental risk.

4. Management of Coal-related Industries

To avoid directing funds toward coal and unconventional oil and gas industries, O-Bank has established control targets and corresponding control measures based on the Global Coal Exit List (GCEL) and the Global Oil & Gas Exit List (GOGEL) published by the international NGO Urgewald. The Bank has committed to cease any new financing and investment to the following coal and unconventional oil and gas enterprises beginning in 2024 and to fully exit these sectors by 2030. These include:

Note 7-3: The term "industries that pose high climate and environmental risks" as defined by O-Bank includes the "10 biggest carbon-intensive industries" (see Table 7-13), enterprises in industries that have a harmful environmental impact (enterprises engaged in cattle raising; enterprises engaged in the tanning and dressing of leather and pelts; textile enterprises; enterprises engaged in the manufacture of raw chemicals; enterprises engaged in the manufacture of pulp and paper; enterprises engaged in the manufacture of pesticides and environmental agents), and enterprises listed in the Mandatory Greenhouse Gas Reporting System of the Ministry of Environment's Climate Change Administration as generating annual GHG emissions of greater than 25 thousand tonnes.

- Coal: Enterprises that mine coal, derive more than 5% of their revenues from thermal coal, power generation of which more than 40% is thermal coal, coal-related infrastructure (Note 7-4) from which more than 5% of the revenues come from coal.
- Unconventional oil and gas: Enterprises that involve extraction, processing, and manufacturing of tar sands, shale oil and gas, arctic oil and gas, unconventional liquefied natural gas, ultra-deep-water oil and gas, tight-sands gas, fracked oil and gas, and methane gas, from which more than 5% of the revenues come from the above unconventional oil and gas.

7.2 Management of Natural Risks and Opportunities

According to data from the World Meteorological Organization (WMO), the average global temperature in 2025 was 1.44°C above pre-industrial levels. Global warming thus continues to grow worse, leading to wildfires, heat waves, torrential rains, and other frequent natural disasters while also posing a serious threat to biodiversity. The Kunming-Montreal Global Biodiversity Framework was adopted in December 2022 at the 15th meeting of the Conference of the Parties (COP15) to the Convention on Biological Diversity (CBD). The Global Biodiversity Framework includes 23 short-term targets to be met by 2030 and four long-term targets to be met by 2050 in a bid to preserve ecosystem stability and biodiversity. In addition, the Taskforce on Nature-related Financial Disclosures (TNFD) issued a set of official guidelines in September 2023. O-Bank is voluntarily carrying out assessments in accordance with the guidelines and disclosing the Bank's nature-related risks and opportunities.

7.2.1 Natural Risk Governance Framework

O-Bank has included natural risks in the existing risk governance framework. The Board is O-Bank's ultimate authority with respect to matters concerning risk management. It approves risk management mechanisms, risk tolerance levels, strategies, and business plans. Meanwhile the Risk Management Committee deliberates upon policies related to natural risks, oversees and reviews regulatory mechanisms for natural risks, the Risk Management Division is responsible for establishing a natural risks management system, and for monitoring key indicators and targets. The Board in 2024 approved revision of O-Bank's "Risk Management Policy," the "Risk Management Committee Organizational Rules," and the "Sustainable Credit and Investment Policy," included natural risks in risk assessments, and added natural risk assessment items into the "Guidelines for Promoting Sustainability of Corporate Loan and Credits," the "Financial Transactions Handbook," and the "Equity Transactions Handbook."

7.2.2 Nature-related Strategies (Risk and Opportunity Factors)

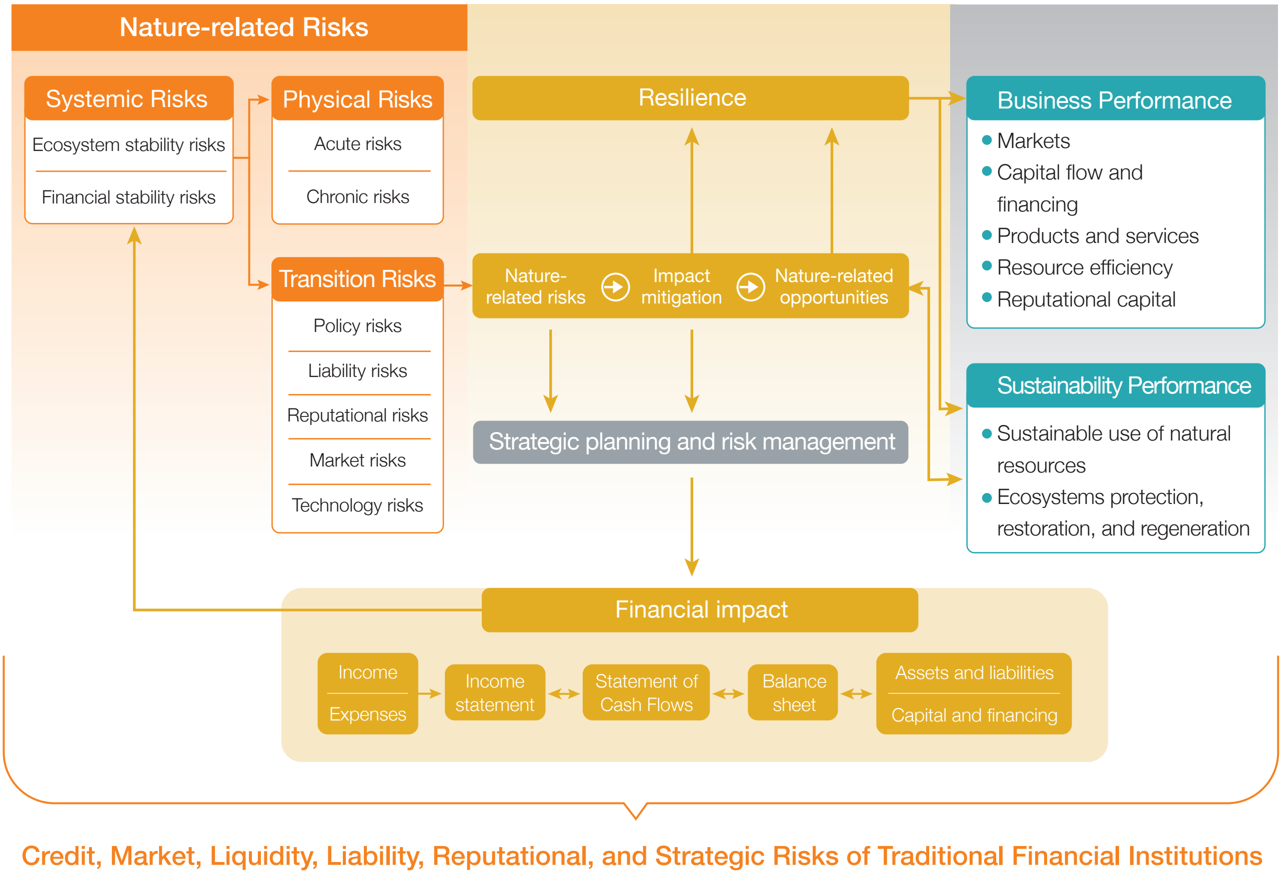
Making reference to the Taskforce on Nature-related Financial Disclosures (TNFD), O-Bank identified and assessed nature-related risks and opportunities, including physical risks caused by natural disasters, and transition risks caused by changes in legislative and regulatory strategies as well as the business environment. At the same time, O-Bank has assessed the impact of transmission of natural risks to conventional financial institutions, including credit risks, market risks, operational risks, and liquidity risks, and preliminarily summed up a list of various nature-related risk and opportunity factors related to the Bank, impactful content, and duration of impact, as set out in Table 7-14. Meanwhile, nature-related risk and opportunity transmission pathways are set out in Fig. 7-30.

Note 7-4: The term "coal-related infrastructure" includes facilities related to transportation, processing, refining, etc.

Table 7-14: Nature-related Risks and Opportunities Assessment Form

Risks/ Opportunities	Types of Risks/ Opportunities	Risk/ Opportunity Factors	Impacts of Risks/Opportunities	Duration of Impact
Nature-related risks	Physical risks	Acute risks	Specific events that took place over a short period of time that change the natural environment, e.g. petroleum spills, forest fires, and pest infestations.	Short-, mid-, and long-term
		Chronic risks	Long-term changes to the natural environment, e.g. climate change and pollution caused by use of pesticides/agricultural chemicals.	Mid- and long-term
	Transition risks	Policies	Changes in nature-related policies that had a positive impact on the natural environment or reduced a negative impact.	Short-, mid-, and long-term
		Liabilities	Risks related to corporate "nature action" that generate direct or indirect legal liabilities or liabilities for indemnification, and could increase companies' contingent liabilities.	Short-, mid-, and long-term
		Reputation	Business operations cause natural losses, thus affecting corporate image. Risks could originate from within the company itself, or from upstream and downstream levels of the value chain.	Short-, mid-, and long-term
		Market	Change market preferences due to nature-related issues, e.g. changes to the natural environment cause profits to fall in specific industries.	Short-, mid-, and long-term
		Technologies	Substitute products in order to reduce their impact and dependency on nature, e.g. use biodegradable products in place of plastic products.	Short-, mid-, and long-term
	Systemic risks	Ecosystem stability risk	Ecosystems become irreparably damaged, e.g. ecosystem collapse gives rise to various types of physical and transitional risks.	Mid- and long-term
		Financial stability risk	Occurrence and interaction of physical and transitional risks lead to financial instability.	Mid- and long-term
Natural opportunities	Business performance	Market	Change market preferences due to nature-related issues, e.g. changes in consumer demands or investor moods generate opportunities to access new markets.	Short-, mid-, and long-term
		Capital flow and financing	Carry out nature-friendly activities, reduce behavior with a negative impact on nature, and obtain financial support.	Short-, mid-, and long-term
		Products and services	Develop nature-friendly products and services.	Short-, mid-, and long-term
		Resource efficiency	Rely on nature-friendly activities to reduce O-Bank's impact and dependency on nature of O-Bank's own business and value chain, and simultaneously improve the efficiency of the Bank's use of resources, e.g. reduce water consumption, thereby reducing production costs and expenses.	Short-, mid-, and long-term
		Reputational capital	Company operations are environmentally friendly, and thus improve the company's reputation.	Short-, mid-, and long-term
	Sustainability performance	Sustainable use of natural resources	Use recycled or renewable resources in place of single-use natural resources to achieve sustainable use of natural resources.	Short-, mid-, and long-term
		Ecosystems protection, restoration, and regeneration	Support activities related to protection, restoration, and renewal of ecosystems.	Short-, mid-, and long-term

Fig. 7-30: Transmission Pathways for Nature-related Risks and Opportunities

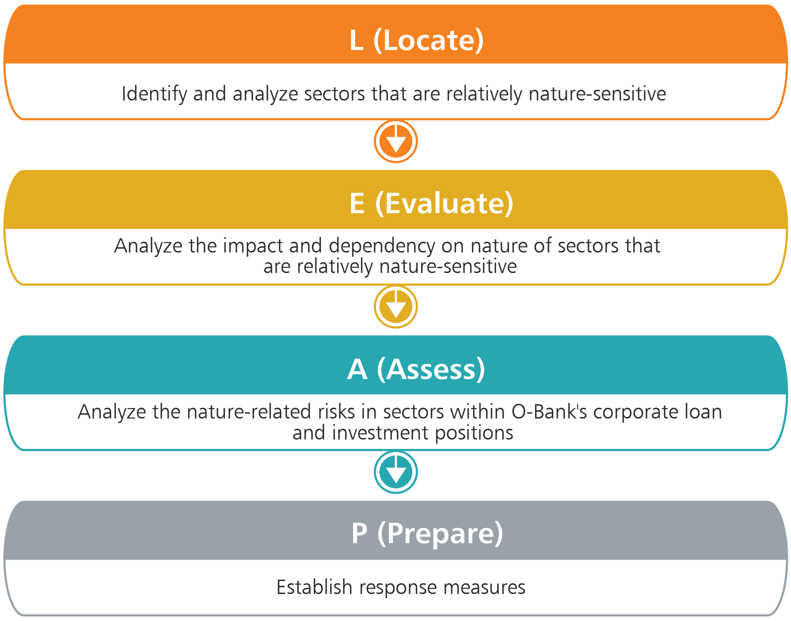


Note: See TNFD Recommendations, v1.0 September 2023.

7.2.3 Management of Nature-related Risks and Impacts

Based on the "Locate, Evaluate, Assess, Prepare" (LEAP) assessment method set out in the Taskforce on Nature-related Financial Disclosures (TNFD) Recommendations, v1.0, O-Bank conducted an assessment of nature-related risks and opportunities. The process began by referencing the additional guidance for financial institutions under the TNFD sector guidance, along with sector-specific natural risk research reports published by the international rating agency Moody's, to identify and analyze sectors within O-Bank's corporate loan positions and mid- and long-term investment positions that are relatively more nature-sensitive. Next, O-Bank used the Exploring Natural Capital Opportunities, Risks and Exposure (ENCORE) knowledge base, released in collaboration between the Natural Capital Finance Alliance (NCFA) and the UN Environment Programme World Conservation Monitoring Centre (UNEP-WCMC), to assess the impact and dependency on nature of these highly nature-sensitive sectors. Using its investment and financing loan positions as of December 31, 2025 as the baseline, O-Bank inventoried the potential risks and established corresponding response measures. The LEAP assessment and management process is illustrated in Fig. 7-31.

Fig. 7-31: O-Bank LEAP Assessment and Management Procedures



1. Identification and Analysis of Nature-sensitive Sectors within Investment and Financing Positions

Referring to the additional guidance for financial institutions under the TNFD sector guidance, O-Bank identified nature-sensitive sectors within its corporate loan and mid- and long-term investment positions. These sectors were then evaluated based on their respective exposure amounts and the average nature-related risk ratings from international rating agencies such as Moody's sector-specific nature-related risk research reports. A "Nature-sensitivity Matrix" was created to illustrate the results, with Nature-sensitivity classified into four levels: low, medium, high, and very high level, as shown in Fig. 7-33 and 7-34. Analysis results indicate that the sectors of all the enterprises of O-Bank's corporate loan positions and mid- and long-term investment positions are classified as either medium-level or low-level nature-sensitivity and none of the sectors are classified as very high-level or high-level. However, considering the urgent need to maintain global biodiversity, O-Bank continues to conduct ecologically sensitive area analysis as well as the impact and dependency analysis on sectors of medium-level nature-sensitivity. These analyses include corporate loan positions in real estate or food processing industry (combined loan positions in these types of sectors account for 32.25% of O-Bank's total corporate loan positions), and the extent to which mid- and long-term investment positions involve electricity and gas supply industry or chemical industry (the outstanding balance of investments in these types of sectors accounts for 20.75% of O-Bank's total mid- and long-term investment positions).

Fig. 7-32: Nature-sensitivity Analysis of O-Bank Corporate Loan Positions and Mid- and Long-term Investment Positions

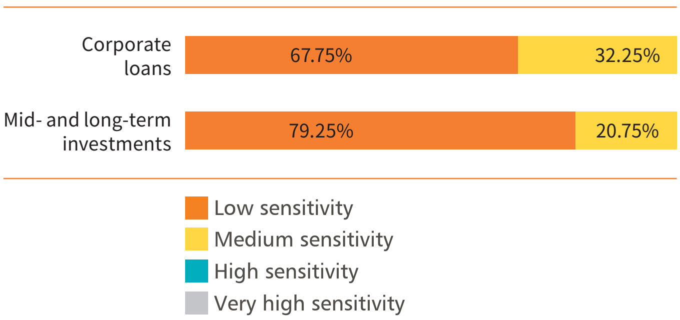


Fig. 7-33: Nature-sensitivity Matrix by Sector of O-Bank Corporate Loan Positions

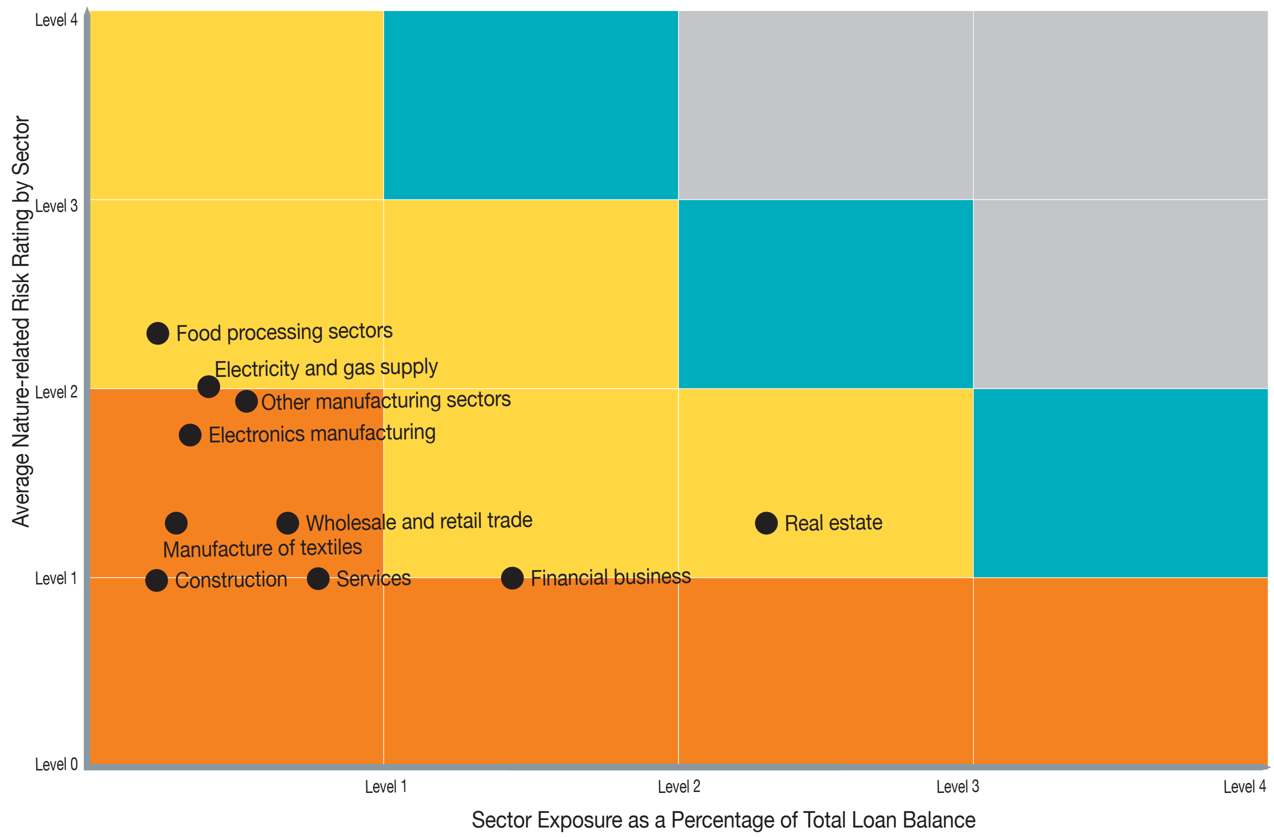
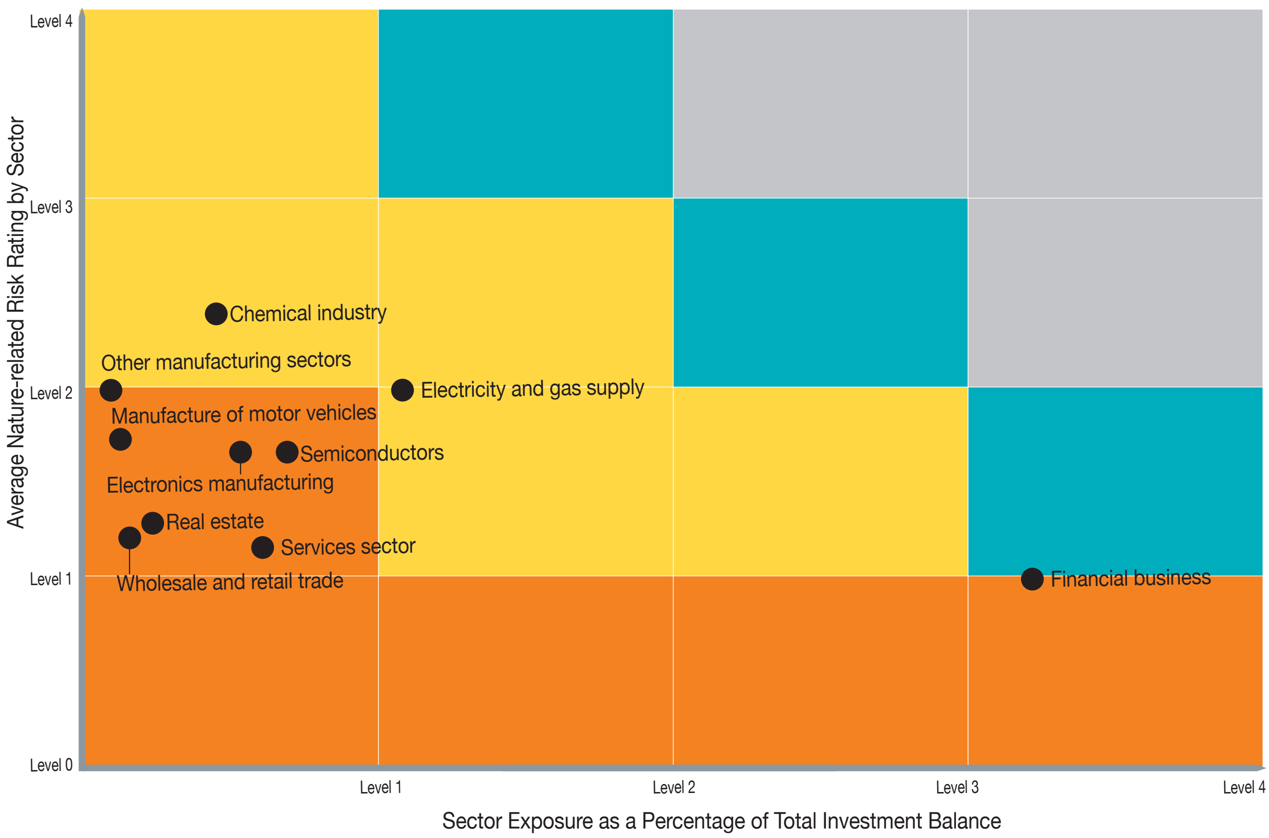


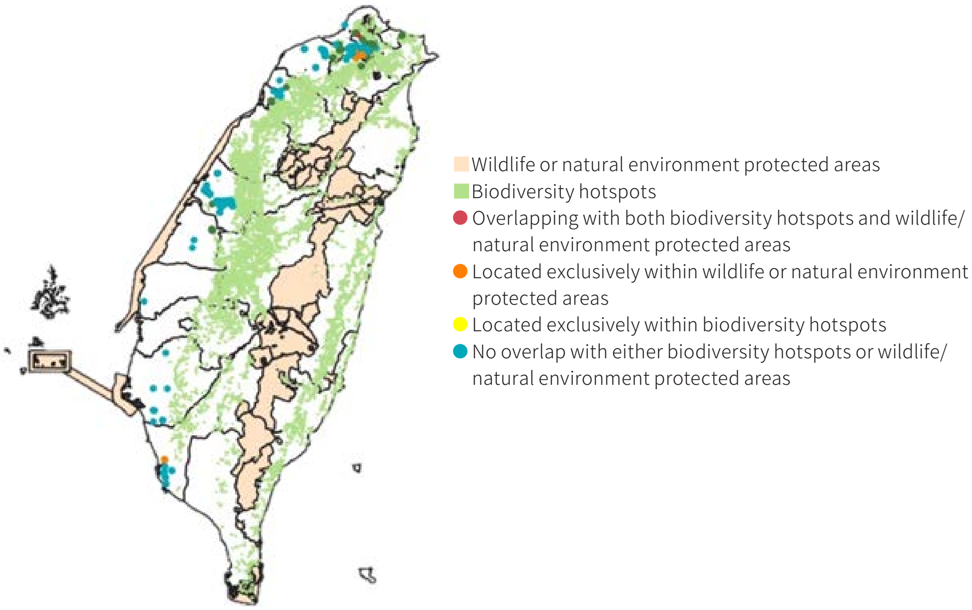
Fig. 7-34: Nature-sensitivity Matrix by Sector of O-Bank Mid- and Long-term Investment Positions



Note: The sector exposures shown in Fig. 7-33 and 7-34 represent the percentage of total loan and total investment balances, respectively. The classification is based on the proportion of each sector's exposure relative to the total outstanding loan and investment balances.

O-Bank also evaluated whether clients in medium nature-sensitive industries operate within a 1-kilometer radius of biodiversity hotspots under the Taiwan Ecological Network, or wildlife and natural environment protected areas. The assessment revealed that within the corporate loan portfolio, one Real Estate client overlaps with both a biodiversity hotspot and a protected area, accounting for 0.26% of the portfolio. Additionally, six clients – five in Real Estate and one in Food Processing – are situated within wildlife or natural environment protected areas, representing 0.78% of the total corporate loans. Regarding the medium- to long-term investment portfolio, two investee companies – one each in the Chemical and the Electricity & Gas Supply sectors – are located within wildlife or natural environment protected areas, representing 16.59% of the total investment value. Notably, no investment positions overlap with both risk zones simultaneously (detailed in Fig. 7-35). In the future, the Bank will continue refining its nature-related risk assessment methods and will also develop risk management mechanisms to strengthen its resilience to nature-related risks.

Fig. 7-35: Analysis of O-Bank Corporate Loan Positions and Mid- and Long-term Investment Positions in Critical Habitat and Protected Areas



Note 1: Forestry and Nature Conservation Agency under the Ministry of Agriculture analyzed mammals, birds, amphibians, reptiles, and butterflies using biodiversity data and Species Distribution Models (SDMs) to project biodiversity hotspots across a 1×1 km grid.

Note 2: Wildlife or natural environment protected areas include national parks and national nature parks, nature reserves, nature conservation areas, wildlife conservation areas, and important wildlife habitats.

2. Analysis of the Impact and Dependency of Nature-sensitive Sectors in Investment and Financing Positions

O-Bank used the ENCORE knowledge base to explore average dependencies and impacts across various industries on natural capital, considered exposures in calculating weighted dependency/impact levels, assessed the impact and dependency on nature of recipients in sectors that are medium-level nature-sensitive, and rated the dependencies and impacts as "very low," "low," "medium," "high," and "very high," as set out in Fig. 7-36 and 7-37. The assessment results show that the impacts and dependencies of O-Bank recipients in sectors that are medium-level nature-sensitive are higher than those of the overall body of recipients that have received O-Bank loans or investments. O-Bank used the various dependency and impact factors provided in the ENCORE knowledge base to prepare a heat map of the degrees of dependency and impact of recipients in sectors that are medium-level nature-sensitive that have received corporate loan and mid- and long-term investments from O-Bank. The heat map is set out in Fig. 7-38.

Fig. 7-36: Natural Capital Dependencies/ Impacts of O-Bank Corporate Loans to Recipients in Sectors that Are Medium-level Nature-sensitive

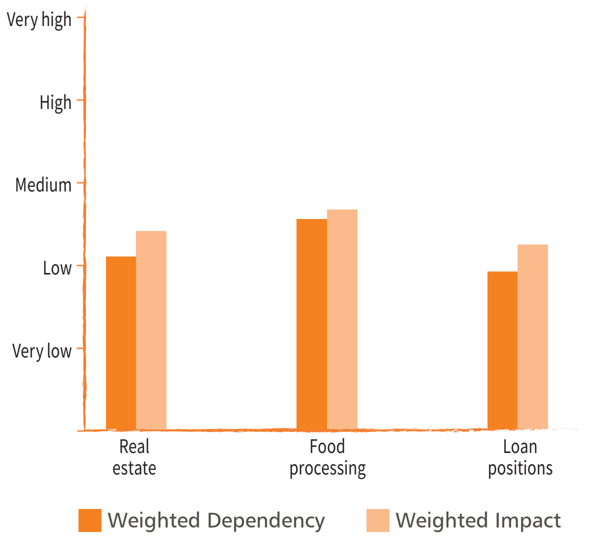


Fig. 7-37: Natural Capital Dependencies/ Impacts of O-Bank Mid- and Long-term Investments to Recipients in Sectors that Are Medium-level Nature-sensitive

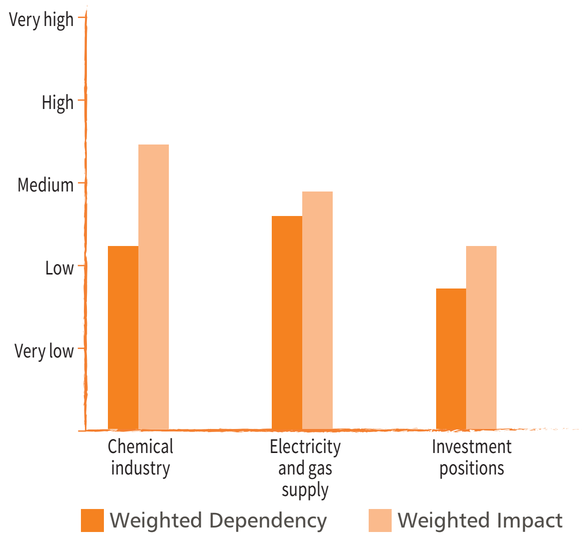


Fig. 7-38: Heat Map of the Degrees of Dependency/Impact of Recipients in Sectors that Are Medium-level Nature-sensitive that have Received Corporate Loan and Mid- and Long-term Investments from O-Bank

Heat Map of Dependencies & Impacts		Dependency & Impact Factors	Corporate Loans		Mid- and Long-term Investments	
			Real Estate	Food Processing	Chemical Industry	Electricity and Gas Supply
Dependency	Provisioning services	Other provisioning services – Animal-based energy				
		Biomass provisioning				
		Genetic material				
		Water supply				
	Regulating and maintenance services	Solid waste remediation				
		Soil and sediment retention				
		Water purification				
		Soil quality regulation				
		Other regulating and maintenance service – Dilution by atmosphere and ecosystems				
		Biological control				
		Air Filtration				
		Flood mitigation services				
		Global climate regulation				
		Nursery population and habitat maintenance				
		Noise attenuation				
		Other regulating and maintenance service – Mediation of sensory impacts (other than noise)				
		Local climate regulation				
		Pollination				
		Storm mitigation				
		Water flow regulation				
		Rainfall pattern regulation				
	Cultural services	Recreation related services				
		Visual amenity services				
		Education, scientific and research services				
		Spiritual, artistic and symbolic services				

Heat Map of Dependencies & Impacts		Dependency & Impact Factors	Corporate Loans		Mid- and Long-term Investments	
			Real Estate	Food Processing	Chemical Industry	Electricity and Gas Supply
Impact	Impact factors	Environmental disturbances	High	Medium	Very high	High
		Area of freshwater use	Low			Medium
		Emissions of GHG	Medium	Low	High	Medium
		Area of seabed use	Low			Very low
		Emissions of non-GHG air pollutants	Low	Medium	High	Low
		Other biotic resource extraction				
		Other abiotic resource extraction				
		Emissions of toxic soil and water pollutants	High	Medium	Very high	Medium
		Emissions of nutrient soil and water pollutants		Medium		
		Generation and release of solid waste	Medium	Medium	High	Medium
		Area of land use	Low	Low	Low	Medium
		Volume of water use	Low	Medium	Medium	Medium
		Introduction of invasive species	Low			

Very low Low Medium High Very high

3. Assessment of Natural Risks in Investment and Financing Positions and Establishment of Response Measures

A summary of the natural risks associated with O-Bank's investment and financing cases is presented in Table 7-15. O-Bank's "Guidelines for Promoting Sustainability of Corporate Loan and Credits," "Financial Transactions Handbook," and "Equity Transactions Handbook," stipulate that the Bank is prohibited from financing or investing in enterprises that engage in environmental destruction, refuse to conduct environmental impact assessments, or engage in illegal animal poaching. The aforementioned Guidelines and Handbooks also require all investment and financing cases to undergo checks on whether the company's business locations or pledged collateral are located in or near nature reserves and areas of high biodiversity sensitivity, in order to fully assess the environmental impact of such activities.

Table 7-15: Natural Risk Summary Table for Investment and Financing Cases

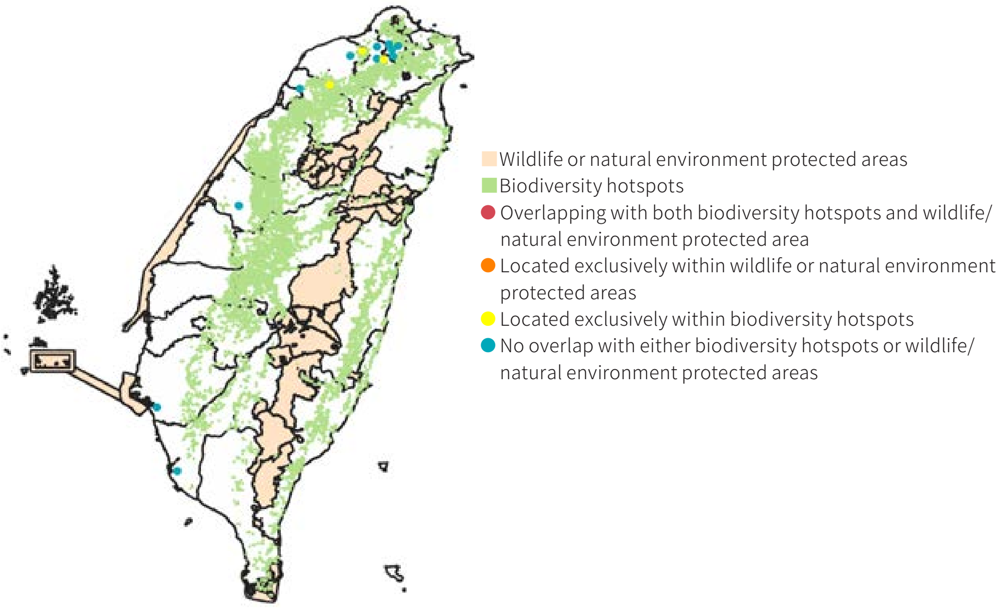
Business	Sector	Dependency	Impact	Natural Risk
Corporate loans	Real estate	(Medium-level risk) Relatively high level of dependency on surface water and soil at the stages of real estate development and construction.	(Medium-level risk) Real estate development causes massive GHG emissions, and big construction projects can cause soil and water pollution.	(Medium-level risk) Environmental legislative provisions become more stringent, possibly causing higher operating costs or construction delays for O-Bank's real estate customers.
	Food processing	(Medium-level risk) Food processing enterprises are highly dependent on water supply and water purification to support the production of raw materials in their supply chain.	(Medium-level risk) The production, processing, and packaging phases could cause soil pollution, water consumption and GHG emissions.	(Medium-level risk) Water shortages could affect the supply chain stability and purchasing costs of O-Bank's customers that are food processing enterprises. Related environmental legislative provisions might become more stringent, possibly causing higher operating costs.

Business	Sector	Dependency	Impact	Natural Risk
Mid- and long-term investment positions	Electricity and gas supply (traditional power generation)	(Medium-level risk) Electricity and gas supply enterprises are dependent upon surface water and robust flood prevention equipment to support the stability of their operations and power generation.	(Medium-level risk) Traditional electricity and gas supply enterprises generate massive GHG emissions, and some power plants cause wastewater pollution.	(Medium-level risk) A worsening of natural disasters could affect the operational stability of the electricity and gas supply enterprises in which O-Bank invests. Related environmental legislative provisions might become more stringent, possibly causing higher operating costs.
	Chemical industry	(Medium-level risk) Chemicals manufacturing processes are highly dependent on water resources.	(High-level risk) The production and use of chemicals generate massive GHG emissions and make heavy use of surface water and water area resources, thus possibly causing soil and water area pollution.	(Medium-level risk) Water shortages could affect the productivity of chemical industry enterprises in which O-Bank invests. Related environmental legislative provisions might become more stringent, possibly causing higher operating costs.

4. Analysis of Natural Risks for O-Bank and Its Upstream Suppliers

O-Bank conducted a biodiversity hotspot and wildlife and natural environment protected area analysis for both its own business locations and those of its upstream suppliers. The assessment results indicate that none of the Bank's own locations or upstream supplier sites overlap with biodiversity hotspots or wildlife and natural environment protected areas, as shown in Fig. 7-39.

Fig. 7-39: Analysis of Critical Habitat and Protected Areas for O-Bank's Own Business Locations and Upstream Suppliers' Business Locations



Note: Upstream suppliers refer to products and services purchased by the Bank, including tap water, credit cards, computers, copier paper, and monitors.

O-Bank also uses the ENCORE industry database to assess the impact and dependency of industries related to the Bank and its upstream suppliers on nature, based on the average levels of dependency and impact by industry. Relevant levels are categorized as very low, low, medium, high, and very high, as shown in Fig. 7-40. The evaluation results show that the average natural dependency and impact levels of the industries to which the Bank and its upstream suppliers belong do not fall into the high-risk category or above. Using the dependency and impact factor levels provided by the ENCORE industry database, O-Bank generated a heat map showing the dependency and impact levels of the industries related to the Bank and its upstream suppliers. See Fig. 7-41.

Fig. 7-40: Natural Dependency and Impact of Industries Related to O-Bank and Its Upstream Suppliers

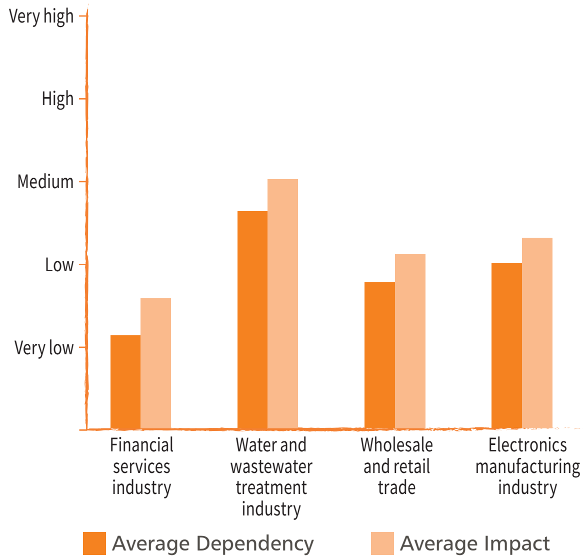


Fig. 7-41: Heat Map of Dependency and Impact Levels for Industries Related to O-Bank and Its Upstream Suppliers

Heat Map of Dependencies & Impacts		Dependency & Impact Factors	O-Bank's Own Operations	Upstream Suppliers		
			Financial Services Industry	Water and Wastewater Treatment Industry	Wholesale and Retail Trade	Electronics Manufacturing Industry
Dependency	Provisioning services	Other provisioning services – Animal-based energy				
		Biomass provisioning				
		Genetic material				
		Water supply				
	Regulating and maintenance services	Solid waste remediation				
		Soil and sediment retention				
		Water purification				
		Soil quality regulation				
		Other regulating and maintenance service – Dilution by atmosphere and ecosystems				
		Biological control				
		Air Filtration				
		Flood mitigation services				
		Global climate regulation				
		Nursery population and habitat maintenance				
		Noise attenuation				
		Other regulating and maintenance service – Mediation of sensory impacts (other than noise)				

Heat Map of Dependencies & Impacts		Dependency & Impact Factors	O-Bank's Own Operations	Upstream Suppliers		
			Financial Services Industry	Water and Wastewater Treatment Industry	Wholesale and Retail Trade	Electronics Manufacturing Industry
Dependency	Regulating and maintenance services	Local climate regulation	Low	Low	Low	Low
		Pollination				
		Storm mitigation	Very low	Low	Medium	Medium
		Water flow regulation	Very low	Medium	Medium	Medium
		Rainfall pattern regulation		Very high	Very low	Very low
	Cultural services	Recreation related services				
		Visual amenity services				
		Education, scientific and research services				
		Spiritual, artistic and symbolic services				
Impact	Impact factors	Environmental disturbances	Low	Medium	Low	Medium
		Area of freshwater use		High		
		Emissions of GHG	Low	Medium	Medium	Very low
		Area of seabed use				
		Emissions of non-GHG air pollutants	Very low	Medium	Medium	Low
		Other biotic resource extraction				
		Other abiotic resource extraction				
		Emissions of toxic soil and water pollutants	Low	Medium	Low	High
		Emissions of nutrient soil and water pollutants				
		Generation and release of solid waste	Very low	Low	Very low	Low
		Area of land use	Low	High	Low	Low
		Volume of water use	Very low	Low	Medium	Low
		Introduction of invasive species				

Very low　Low　Medium　High　Very high

5. Assessment of Natural Risks and Establishment of Response Measures for O-Bank's Own Operations and Upstream Suppliers

A summary table of natural risks for O-Bank's own operations and upstream suppliers is shown in Table 7-16. In terms of natural risks, the Bank has established an "Environmental Management Policy" and set short-, mid-, and long-term environmental management targets for global business locations. For more information, please refer to 6.1.2 Setting and Achievement of Environmental Management Targets. In supplier management, the Bank has established the "Supplier Sustainability Guidelines" and the "Promoting Suppliers' Implementation of Sustainable Development Guidelines." Selected suppliers must pay attention to environmental protection and comply with relevant laws and regulations. They are also required to complete the "Supplier Sustainability and Human Rights Due Diligence Scoring Form" to assess whether their operations have negative environmental impacts and to support suppliers in achieving sustainable development. For more information, please refer to 6.4 Green Procurement and Supplier Management.

Table 7-16: Summary Table of Natural Risks for the Bank's Own Operations and Upstream Suppliers

Business	Sector	Dependency	Impact	Natural Risk
O-Bank's own operations	Financial services industry	(Low-level risk) Analysis results show no high dependency on specific natural factors.	(Low-level risk) Analysis results show no significant impact on specific natural ecosystems.	(Low-level risk) If natural disasters intensify, they may affect the Bank's operational stability, though the impact remains low.
Upstream suppliers	Water and wastewater treatment industry	(Medium-level risk) The water and wastewater treatment industry is highly dependent on water supply and water purification.	(Medium-level risk) The water supply and wastewater treatment process may have a high impact on soil and freshwater use.	(Medium-level risk) If water resources are lacking, this could affect the stability of water supply and increase the Bank's tap water procurement costs; stricter environmental regulations may also raise suppliers' operating costs.
	Wholesale and retail trade	(Low-level risk) Analysis results show no high dependency on specific natural factors.	(Medium-level risk) Packaging and transportation processes in wholesale and retail may generate more greenhouse gas emissions.	(Low-level risk) Stricter environmental regulations may raise suppliers' operating costs and, in turn, increase the Bank's procurement costs.
	Electronics manufacturing industry	(Low-level risk) Analysis results show no high dependency on specific natural factors.	(Medium-level risk) The production and processing of electronic components may cause soil pollution.	(Medium-level risk) Stricter environmental regulations may raise suppliers' operating costs and, in turn, increase the Bank's procurement costs.

7.2.4 Nature-related Metrics and Targets

To encourage the provision of financing in sectors that are friendly to development of both the environment and society, O-Bank's "Guidelines for Promoting Sustainability of Corporate Loan and Credits" set out categories under "sectors that are friendly to the environment or society" and "sectors that pose risks to the environment or society." Meanwhile, the ESG Development Working Committee's Green Finance Subcommittee has set targets to increase the share of financing directed to sectors friendly to the environment or society, and each quarter reports information regarding progress on this front in the ESG Development Working Committee in order to guide O-Bank's funds toward environmentally- and socially-friendly industries. For detailed information, see "7.3.3 Management of Sustainable Credit Business, and Results." In addition, O-Bank also discloses total investments and the share of investments in "sectors friendly to environment or society" and "sectors that pose risks to environment or society." For detailed information, see "7.4.3 Sustainable Investments: Management and Results." In the future, O-Bank will continue to adopt nature-related metrics and targets in order to better manage the natural risks associated with investment and financing positions.

7.3 Responsible Loan and Credits

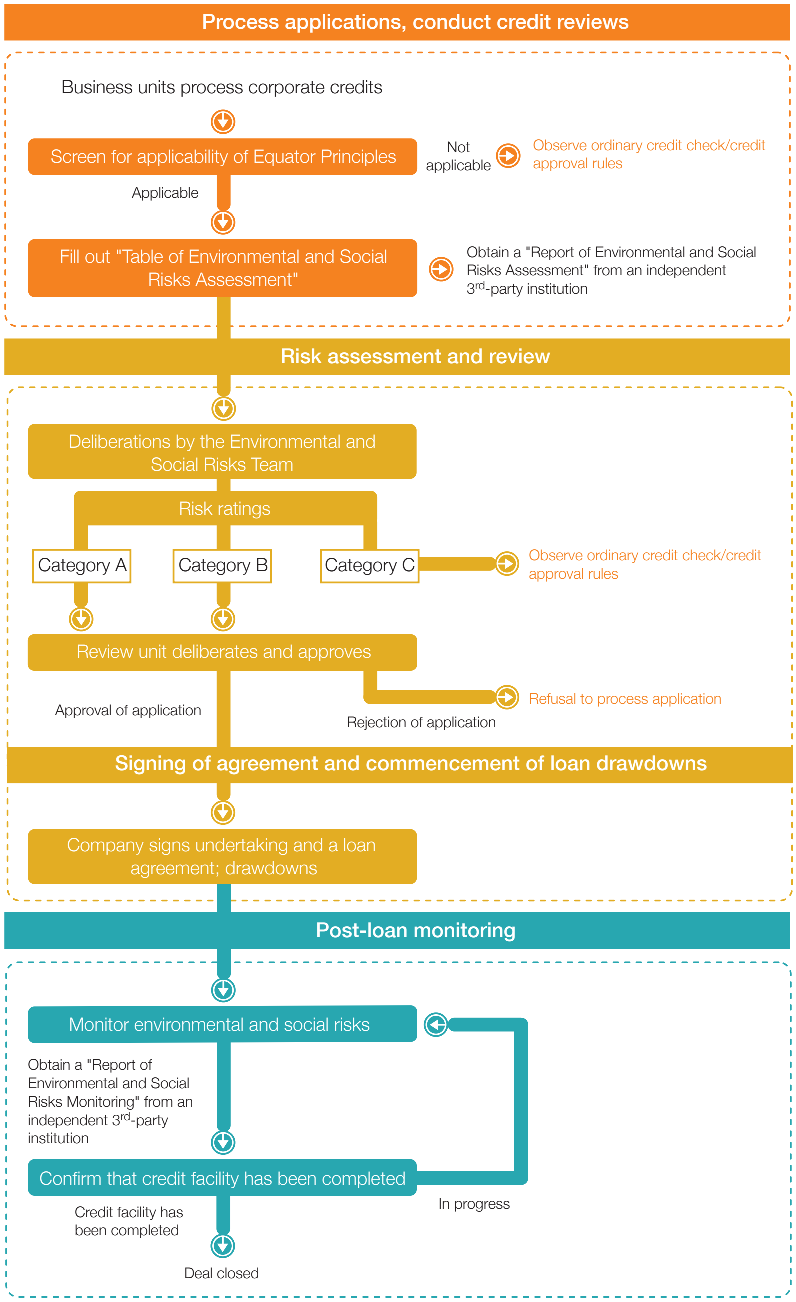
In O-Bank's loan and credit business, O-Bank adheres to five fundamental credit principles (public interest, security, liquidity, profitability, and growth potential) to ensure the quality of credit assets. In recent years, in response to the global trend toward responsible finance, O-Bank signed on to the Equator Principles in 2021 to assess environmental and social risks associated with project finance. In 2022, O-Bank further incorporated Environment, Social, Governance (ESG) risk factors into all corporate credit review procedures and prudently assesses the ESG risks and practices of corporate clients to mitigate potential negative environmental and social impacts of corporate credits, thereby fulfilling its social responsibility as a financial institution.

7.3.1 Equator Principles

In 2015, the Board adopted a "Credit Extension Policy" which requires O-Bank to abide by the Equator Principles when reviewing project finance or investments. Then in 2017 O-Bank amended its "Credit Extension Policy" in line with the spirit of the Equator Principles to broaden the applicability of the Policy from the previous project finance to further include corporate credits, and the range of matters to receive attention in risk assessments was broadened to include a focus on whether the borrower fulfills its duties in the areas of environmental protection, corporate ethical best practices, risk management, and social responsibility. This approach is intended to mitigate O-Bank's credit risks.

In 2021, O-Bank became the 124th financial institution globally to formally sign on to the Equator Principles. The Bank adopted a set of "Guidelines for Corporate Credits Under the Equator Principles" and established an Environmental and Social Risks Team, which is chaired by the Head of the Risk Management Division. This Team reviews the environmental and social risk rating of projects subject to the Equator

Fig. 7-42: Procedure for O-Bank's Handling of Corporate Credits under the Equator Principles



Note: Environmental and social risk ratings for credit cases are reviewed by O-Bank's Environmental and Social Risks Team, which is chaired by the Head of the Risk Management Division.

Principles (Note 7-5), and classifies them as Category A (high risk), B (medium risk), or C (low risk). For Category A or B, O-Bank conducts environmental and social risk assessments and reviews in accordance with the Equator Principles to mitigate potential environmental and social risks. The Bank's credit process for Equator Principles projects is shown in Fig. 7-42. In 2025, O-Bank reviewed a total of two project financing cases, both of which were subject to the Equator Principles. Following the review, both cases were classified as Category C and successfully reached Financial Close. For detailed case descriptions of these Equator Principles projects, refer to Table 7-17.

Table 7-17: Equator Principles-compliant Project Financing Deals Conducted by O-Bank

Name of Project	Location	Description of Project
Project HS	Taitung, Taiwan	This project involves an energy storage site focused on industrial zone Energy-Shifting with Dynamic Regulation Function Reserve (E-dReg), with an installed capacity of approximately 70 Megawatts (MW), structured as a project finance case for an energy storage power plant. The project is classified as Category C (low risk), indicating that it has minimal or no adverse environmental and social impacts.
Project CHM	Taitung, Taiwan	This project involves an energy storage site focused on industrial zone Energy-Shifting with Dynamic Regulation Function Reserve (E-dReg), with an installed capacity of approximately 80 Megawatts (MW), structured as a project finance case for an energy storage power plant. The project is classified as Category C (low risk), indicating that it has minimal or no adverse environmental and social impacts.
Project YY	Kaohsiung, Taiwan	This is a project finance case for the construction of a 200 MW energy storage system (ESS), located in an industrial zone, and does not involve climate change risk-related issues. The project is rated as Category C (low risk), with minimal or no adverse social and environmental impacts.

7.3.2 Incorporated ESG Evaluations into Corporate Credit Procedures

For many years, O-Bank has successively adopted regulations addressing ESG-related credit checks for corporate customers, including: the disclosure and confirmation of Securities and Exchange Act or other banking-related regulations; the adoption of Equator Principles requirements within the credit scoring criteria; and the authority credit line approval needs to be raised to the next level if the customer's Know Your Customer (KYC) risk is a high-risk level, etc. In addition, O-Bank uses various Web search, Joint Credit Information Center (JCIC) and other tools to check whether a credit applicant has been involved with severe negative incidents such as environmental protection, product safety, industrial safety, or labor rights. If such incidents have occurred, the credit unit must assess and fully disclose the influence, apply methods like downgrading the internal credit rating, collecting collateral, or requiring corrective action within a limited period, and conduct a follow-up assessment of any ongoing influence. For example, when a borrower is either from China or relies on China for more than 50% of its production capacity, in order to confirm whether it is in compliance with environmental protection regulations there, O-Bank needs to ask them to offer documents that certify successful completion of environmental impact assessment and final acceptance as well as permits for waste discharge for the reference of credit evaluation.

In 2022, in order to further promote responsible loan and credit practices, O-Bank incorporated ESG evaluations into all corporate loan and credit assessment procedures. After confirming that a prospective borrower is not a banned financing recipient (see Table 7-18), an "ESG Comprehensive Assessment Form"

Note 7-5: For project financing deals of US$10 million or more, or where the amount that O-Bank lends as either a participant lender or sole lender is US$50 million or more – and the proceeds are to be used to finance project development or operations, to serve as a project-related bridge loan, to provide project-related refinancing, or to finance an M&A deal – the deal must be screened for compliance with the Equator Principles.

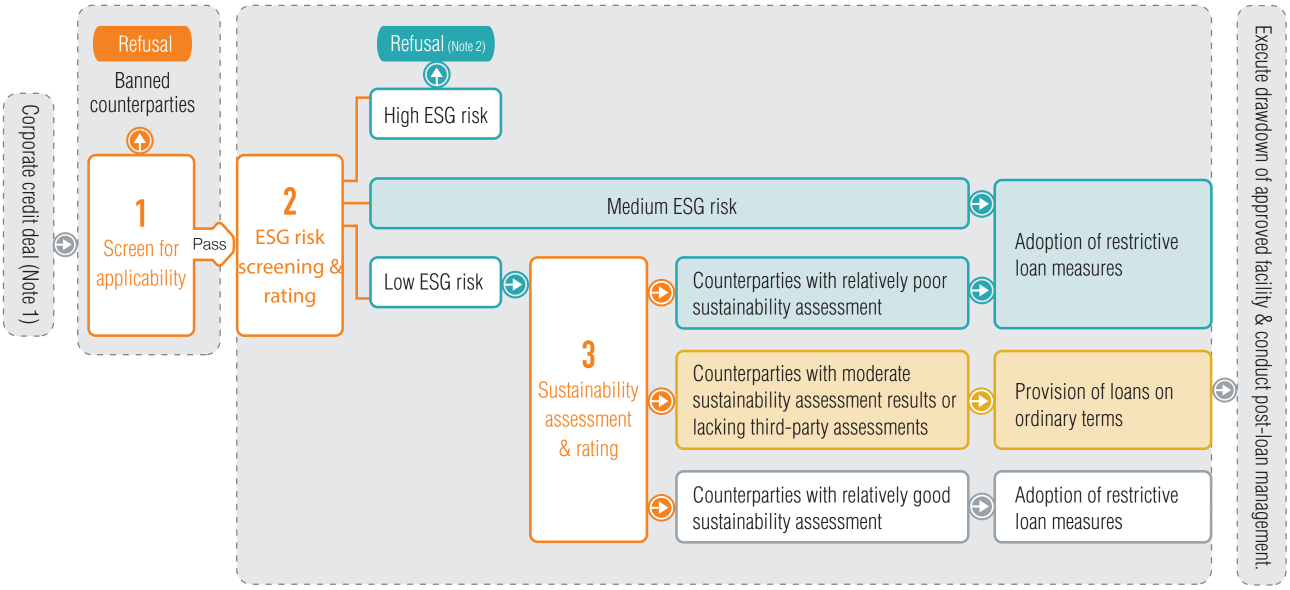
must be completed. Companies are then assigned a low, medium, or high ESG risk score based on their performance in environment-, society-, and governance-related risk indicators, such as GHG emissions, carbon inventory status and emissions reduction targets, environmental penalties, natural risks, human rights risks, labor-related penalties, transparency of corporate disclosures, board independence, and penalties or judicial decisions related to breaches of Ethical Best Practices. Third-party sustainability ratings of the corporate clients are also taken into consideration to determine a final ESG risk rating of low, medium, or high. Where the client is assessed as High ESG Risk, we do not provide financing. For customers assessed as Medium ESG Risk, or those assessed as Low ESG Risk but with relatively poor third-party sustainability ratings, and where the loan and credit proceeds are not for green expenditures, O-Bank will downgrade the internal credit rating, request appropriate collateral on a case-by-case basis, require corrective action within a set timeframe, or raise the interest rate, and will continue to monitor the customer. For Low ESG Risk clients with relatively good third-party sustainability ratings, O-Bank will offer appropriate financing assistance or preferential terms.

Table 7-18: Banned O-Bank Financing Recipients

1. Countries appearing on an O-Bank Legal & Compliance Division sanctions list, and enterprises from such a country.
2. Parties that have been designated by a foreign government, international organization, or a competent authority in Taiwan as sanctioned entities due to violation of AML/CFT legislation.
3. Enterprises that engage in illegal manufacturing/buying/selling of arms, illegal involvement in gambling or pornography, or engage in environmental destruction and refuse to conduct an environmental impact assessment, or illegally trap and kill animals.
4-1. Coal companies appearing on the Urgewald Global Coal Exit List (GCEL) that meet the following conditions: They mine coal, derive more than 5% of their operating revenues from thermal coal, power generation of which more than 40% is thermal coal, coal-related infrastructure, from which more than 5% of the operating revenues come from coal. 4-2. Unconventional oil and gas companies appearing on the Urgewald Global Oil & Gas Exit List (GOGEL) that meet the following conditions: They are involved in extraction, processing, and manufacturing of tar sands, shale oil and gas, arctic oil and gas, unconventional liquefied natural gas, ultra-deep-water oil and gas, tight-sands gas, fracked oil and gas, and methane, from which more than 5% of the operating revenues come from the above unconventional oil and gas.
5. Enterprises engaged in forestry that involves the felling of timber in tropical rain forests, old-growth forests, or statutorily protected zones. Enterprises that engage in the production, manufacturing, or trade of palm oil but have not obtained certification from the Roundtable on Sustainable Palm Oil (RSPO) or certification related to sustainable supply of palm oil.
6. Fishing involves the use of drift nets, gillnetting, or other significantly destructive methods (e.g. electrocution, explosions, etc.), or the manufacture of gillnetting equipment.

In line with the procedure described above, O-Bank has adopted a set of "Guidelines for Promoting Sustainability of Corporate Loan and Credits," which require that an ESG risk assessment procedure be carried out for 100% of corporate loan and credit cases. The ESG risk assessment procedure for O-Bank corporate credits is shown in Fig. 7-43. In 2025, no clients were assessed as High ESG Risk, while a total of four clients were classified as Medium ESG Risk. These four clients belong to the steel smelting, cement manufacturing, and investment consulting industries. Among them, three are subject to greenhouse gas emission regulations, and their carbon emission intensities exceeded the Bank's carbon reduction targets for the year. The remaining client had not conducted a greenhouse gas inventory, and its collateral was located adjacent to major wildlife habitats and highly sensitive biodiversity areas. In response, the Bank implemented control measures including downgrading their internal credit ratings, raising interest rates, and requiring collateral, while continuously tracking and evaluating their subsequent sustainability initiatives. The combined outstanding loan balance of these four clients accounted for 0.54% of the Bank's total corporate loan balance.

Fig. 7-43: ESG Risk Assessment Procedure for O-Bank Corporate Loan and Credits



Note 1: During the corporate credit review process and the annual post-loan management process, an ESG Comprehensive Assessment Form must be filled out, to serve as supporting documentation for the credit analysis report.

Note 2: For a customer that presents high ESG risks but would use credit proceeds for green expenditures, an exception may be made to allow the project to go forward, but if authority to approve the amount of the loan rests with a person below the level of President, approval authority should be elevated to the level of President.

Note 3: A score of 16 or above on the O-Bank ESG Comprehensive Assessment Form indicates high ESG risk, 7~15 indicates medium ESG risk, and 6 or below indicates low ESG risk.

Note 4: All O-Bank corporate credit assessment procedures are the same. For credits to such entities as manufacturers of agricultural and environmental agents, enterprises involved in the destruction of biodiversity, enterprises that are active in green energy, enterprises that are active in coal and gas, and other ordinary enterprises, O-Bank must complete an ESG Comprehensive Assessment Form and various due diligence assessments.

O-Bank has incorporated ESG screening procedures for corporate credit deals into its customers due diligence process. For example, if a company has previously been sanctioned for environmental violations but has completed corrective measures recognized by the Ministry of Environment or local environmental protection departments – or obtained approval for autonomous reduction plans, voluntary offsets, or certified climate change response initiatives – one point may be deducted from its ESG risk score on the ESG Comprehensive Assessment Form. This approach is intended to encourage corporate clients to improve their environmental performance. In 2025, two O-Bank corporate borrowers were sanctioned for environmental violations involving air pollution and waste discharge. The company implemented corrective measures such as deploying additional pollution control equipment and attending environmental training seminars. In addition, in view of the growing importance of corporate efforts toward achieving net-zero carbon emissions, O-Bank now uses its due diligence process to confirm corporate clients' greenhouse gas emissions, any carbon reduction actions taken, the difficulties and constraints encountered in reducing emissions, and the measures adopted in response. This is done to understand each customer's progress on the issue of net-zero carbon emissions and to provide financing services aligned with their needs. In practice, due diligence revealed that a client in the metal forging industry faced energy-efficiency challenges in its manufacturing processes and lacked carbon reduction targets. Consequently, the Bank encouraged the company to establish these targets and disclose them in its upcoming sustainability report.

In addition, O-Bank credit application forms encourage corporate clients to proactively assess their own sustainability-related risks and opportunities. The forms also state that if a corporate client is applying for financing to support nature conservation initiatives or projects implemented in accordance with the Taskforce on Nature-related Financial Disclosures (TNFD) framework, O-Bank will give priority to reviewing the business relationship. Furthermore, if the client has undertaken nature conservation initiatives (such as protecting wildlife, maintaining natural habitats, preventing deforestation, or developing biotechnology to preserve biodiversity) and such efforts are verified by O-Bank, the Bank will offer incentives such as remittance fee reductions, fee reductions for the establishment of employee credit lines, and an increased number of free inter-bank transactions for employee payroll deposit accounts, in order to encourage continued conservation efforts. O-Bank hopes to leverage its role as a financial intermediary to encourage corporate clients to value sustainability actions and address environmental and social issues, thereby jointly promoting sustainable development across all industries.

7.3.3 Management of Sustainable Credit Business, and Results

To encourage the provision of financing in sectors that contribute to environmental and social development, O-Bank has formulated the "Guidelines for Corporate Credit Provision related to Solar Power Plant Projects" and "Guidelines for Corporate Credit Provision related to Energy Storage Equipment Projects," which support the development of credit business for solar power plants and energy storage equipment. In addition, the "Guidelines for Promoting Sustainability of Corporate Loan and Credits" define two categories: "sectors that are friendly to the environment or society" and "sectors that pose risks to the environment or society." As of the end of 2025, the outstanding loan balance to sectors that are friendly to the environment or society stood at NT$16,398.46 million, accounting for 9.73% of O-Bank's total corporate loan balance. Of this amount, newly approved loans in 2025 totaled NT$8,345.88 million, contributing approximately 1.79% of O-Bank's net revenue. Detailed information by sector and loan amounts is provided in Table 7-19. When calculated by credit balance, the outstanding balance to sectors that are friendly to the environment or society at the end of 2025 was NT$17,879.09 million, representing 7.99% of O-Bank's total outstanding corporate credit balance. Of this amount, newly approved credit in 2025 totaled NT$11,436.85 million. O-Bank has established short-, mid-, and long-term targets for increasing the proportion of corporate loans to sectors that are friendly to the environment or society, and achievement progress is regularly tracked by the ESG Development Working Committee.

Table 7-19: O-Bank's Loan Status to Sectors that are Friendly to the Environment or Society in 2025

	Sector	Outstanding Loan Balance as of the End of 2025 (Unit: NT$ million)	Number of Borrowers as of the End of 2025	New Loans Extended in 2025 (NT$ million)
Environment (Note 1)	Green energy	8,275.39	33	3,787.17
	Clean transportation	610.52	7	513.19
	LEDs	0	0	0
	Pollution control	854.12	5	350.00
	Afforestation	0	0	0

	Sector	Outstanding Loan Balance as of the End of 2025 (Unit: NT$ million)	Number of Borrowers as of the End of 2025	New Loans Extended in 2025 (NT$ million)
Environment (Note 1)	Green buildings	0	0	0
	Green credit (Note 2) to other industries	625.08	5	454.54
Society (Note 3)	Medicine & care	3278.98	10	2,292.68
	Education	110.00	2	110.00
	Infrastructure	2,324.48	21	832.91
	Health	5.39	1	5.39
	Social responsibility lending to other industries (Note 4)	314.50	1	0
Total for sectors that are friendly to the environment or society		16,398.46	85	8,345.88
Balance as a share of total outstanding loan to all corporate customers		9.73%		4.95%

Note 1: "Green energy" includes solar battery manufacturers, electricity suppliers (generation of power from renewable energy), manufacture of power generation, transmission and distribution machinery (manufacturers of renewable energy facilities), battery manufacturers (renewable energy batteries); "clean transportation" includes motor vehicle manufacturers (electric vehicles), motorcycle manufacturers (electric motorcycles), bicycle manufacturers, bicycle parts manufacturers; "pollution control" includes manufacturers of pollution control equipment, wastewater and sewage treatment enterprises, and enterprises engaged in the removal and treatment of hazardous and non-hazardous waste, resource recycling enterprises, and pollution remediation enterprises.

Note 2: Other recipients of "green credit" are enterprises that will use credit proceeds in a manner that qualifies as "green expenditures" as defined by the Joint Credit Information Center, including enterprises engaged in: 1. renewable energy, 2. energy saving and efficiency, 3. pollution prevention and control, 4. environmentally sustainable management of living natural resources and land use, 5. terrestrial and aquatic biodiversity conservation, 6. clean transportation, 7. sustainable water and wastewater management, 8. climate change adaptation, 9. eco-efficient and/or circular economy adapted products, production technologies and processes, or 10. green buildings. Based solely on green expenditures as defined by the Joint Credit Information Center, O-Bank had a total of 37 loan recipients as of year-end 2025, with a combined outstanding loan balance of NT$8,307.96 million (including NT$412.76 million in green building loans to other sectors), accounting for 4.93% of the Bank's total corporate loan balance. If calculated based on credit balance, the number of borrowers was 43, with a total outstanding credit balance of NT$9,507.19 million (including NT$1,560.56 million in green building credit extended to other sectors), accounting for 4.25% of O-Bank's total corporate credit balance.

Note 3: "Medicine & care" includes active pharmaceutical ingredients/Western medicines/Chinese medicines, hospitals, clinics, medicines and medical supplies, medical laboratory testing, medical and health care, and care services; "Education" includes schools at all levels, and enterprises engaged in the teaching of languages and arts; "Infrastructure" includes water supply enterprises, construction enterprises (builders of social housing), road construction enterprises, utility construction enterprises, cable and wireless telecommunications enterprises; "Health services" include sports goods retail and wholesale, sports and recreation education enterprises, sport facilities (other than golf courses).

Note 4: The definition of "Social Loan" for other industries is adopted from the Joint Credit Information Center (JCIC), encompassing: (1) affordable basic infrastructure, (2) access to essential services, (3) affordable housing, (4) employment generation and programs to prevent or alleviate unemployment stemming from socioeconomic inequalities, (5) food security and sustainable food systems, and (6) socioeconomic advancement and empowerment, alongside other projects with demonstrable social benefits. Under this definition, the Bank has only one qualifying corporate client, representing an outstanding loan balance of NT$314.50 million (0.19% of the aggregate corporate loan balance). Calculated on an exposure basis, this same client accounts for an outstanding credit exposure of NT$ 314.50 million, representing 0.14% of the total corporate credit exposure.

For sectors that pose risks to the environment or society, O-Bank uses a more rigorous credit review process to control risks. For example, this process includes the following: firms in carbon-intensive industries and industries that pose high environmental risks, in addition to filling out an "ESG Comprehensive Assessment Form," must also complete a "TCFD Climate Risk Checklist for Corporate Credit" to serve as supporting documentation for credit assessment reports. Enterprises engaged in the illegal manufacturing, trading of weapons, gambling, or pornography, and other high social risk industries, are designated as banned credit counterparties. As of the end of 2025, the outstanding balance of corporate loans to sectors that pose risks to the environment or society stood at NT$2,137.12 million, accounting for 1.27% of the total corporate loan balance. Based on credit balance, the outstanding credit balance to sectors that pose risks to the environment or society stood at NT$3,263.27 million, accounting for 1.46% of the total corporate credit balance, as shown in Table 7-20.

Table 7-20: O-Bank's Loan Status to Sectors that Pose Risks to the Environment or Society in 2025

<table>
<tr><th></th><th>Sector</th><th>Outstanding Loan Balance as of the End of 2025 (NT$ million)</th><th>Number of Borrowers as of the End of 2025</th><th>New Loans Extended in 2025 (NT$ million)</th></tr>
<tr><td rowspan="13">Environment</td><td>Petroleum and coal products (Note)</td><td>110.01</td><td>1</td><td>0</td></tr>
<tr><td>Mining & quarrying</td><td>0</td><td>0</td><td>0</td></tr>
<tr><td>Fertilizers and nitrogen compounds</td><td>0</td><td>0</td><td>0</td></tr>
<tr><td>Cement and cement products</td><td>30.00</td><td>1</td><td>30.00</td></tr>
<tr><td>Basic iron and steel</td><td>1,485.56</td><td>7</td><td>776.06</td></tr>
<tr><td>Aluminum</td><td>187.00</td><td>1</td><td>187.00</td></tr>
<tr><td>Raising of cattle</td><td>0</td><td>0</td><td>0</td></tr>
<tr><td>Tanning and dressing of leather; dressing and dyeing of fur</td><td>267.20</td><td>2</td><td>267.20</td></tr>
<tr><td>Textile enterprises</td><td>0</td><td>0</td><td>0</td></tr>
<tr><td>Enterprises engaged in the manufacture of raw chemicals</td><td>0</td><td>0</td><td>0</td></tr>
<tr><td>Paper & paper products</td><td>57.35</td><td>2</td><td>3.00</td></tr>
<tr><td>Manufacture of pesticides and environmental agents</td><td>0</td><td>0</td><td>0</td></tr>
<tr><td colspan="0" style="display:none"></td></tr>
<tr><td rowspan="3">Society</td><td>Gambling and betting activities</td><td>0</td><td>0</td><td>0</td></tr>
<tr><td>Wholesale of tobacco products and alcoholic beverages</td><td>0</td><td>0</td><td>0</td></tr>
<tr><td>Munitions</td><td>0</td><td>0</td><td>0</td></tr>
<tr><td colspan="2">Total for sectors that pose risks to environment or society</td><td>2,137.12</td><td>14</td><td>1,263.26</td></tr>
<tr><td colspan="2">Balance as a share of total outstanding loan to all corporate clients</td><td colspan="2">1.27%</td><td>0.75%</td></tr>
</table>

Note: "Petroleum and coal product manufacturing" includes sub-industries such as the "coal industry" and "oil and gas industry." As of the end of 2025, the Bank's loans under this category all stemmed from the "oil and gas industry" sub-category.

In addition to adopting lists of "sectors that are friendly to the environment or society" and "sectors that pose risks to the environment or society," O-Bank also makes use of its financial resources and its corporate clients' sustainability goals to encourage corporate clients to formulate and achieve sustainability plans or action plans. Making reference to the Sustainability Linked Loan Principles (SLLP) – which were issued by the Loan Market Association (LMA), the Loan Syndications and Trading Association (LSTA), and the Asia Pacific Loan Market Association (APLMA) – O-Bank actively contacts corporate clients to discuss sustainability-linked loans. Based on the characteristics of particular industries, the Bank sets sustainability performance targets that individual corporate clients must achieve to enjoy financial benefits.

As of the end of 2025, O-Bank has underwritten a cumulative total of 36 sustainability-linked loans, tied to sustainability performance targets spanning all three ESG dimensions (environmental, social, and governance). These targets included reductions in greenhouse gas emissions, reductions in volatile organic compounds, reductions in product energy consumption, reductions in packaging waste, electricity consumption per unit of operating revenue, water consumption per unit of operating revenue, water recycling rate, employee gender pay gap, corporate governance evaluations, performance in international ESG ratings, among others. Borrowers that met their annual targets were eligible for interest rate reductions. In 2025, 20 borrowers achieved their contractually agreed annual sustainability targets and received interest rate discounts. Through the provision of concrete incentive mechanisms, O-Bank promotes the achievement of sustainability goals by its corporate clients. The outstanding balance of sustainability-linked corporate loans in 2025 stood at NT$8,020.60 million, accounting for 4.76% of the total corporate loan balance. Of this amount, NT$5,562.26 million represented newly approved sustainability-linked loans in 2025. When combined with new loans to sectors that are friendly to the environment or society, the total outstanding loan balance reached NT$13,908.14 million (Note 7-6), accounting for 11.92% of O-Bank's NT$116,681.02 million in newly underwritten corporate loans in 2025. Based on credit balance, the outstanding sustainability-linked credit balance in 2025 stood at NT$10,745.93 million, or 4.80% of the total corporate credit balance. Of this amount, NT$8,545.27 million was newly approved in 2025. When combined with the new credit balance of sectors that are friendly to the environment or society, the total reached NT$17,922.64 million (Note 7-7), accounting for 10.62% of O-Bank's NT$168,802.57 million in newly underwritten corporate credit in 2025.

Furthermore, aligned with the second edition of the "Reference Guidelines for Determining Sustainable Economic Activities" and the 14 supporting economic activities under Taiwan's 12 Key Strategies for the Net-Zero Emissions Pathway, the Bank conducted a comprehensive inventory of its corporate portfolio. Financing recipients encompass several key areas, including renewable energy generation and components, hydrogen energy R&D and infrastructure, smart grid systems, low-carbon water transport infrastructure, and applications for circular economy technologies, as well as water conservation and recycling systems, energy service companies (ESCOs) or energy-saving professional services, energy storage facilities, and ecological protection systems that maintain biodiversity. Collectively, the outstanding corporate loan balance for these sustainable activities reached NT$14,016.82 million, accounting for 8.31% of the aggregate corporate loan balance. On a credit exposure basis, the total amounted to NT$14,831.10 million, representing 6.63% of the total corporate credit exposure.

In addition, to prevent potential greenwashing concerns arising from corporate credit cases, O-Bank has established the "Corporate Credit Anti-Greenwashing Operational Guidelines," referencing the Financial

Note 7-6: Includes a total of NT$2,449.47 million in newly approved loans in 2025, comprising SME loans to sectors that are friendly to the environment or society, as well as sustainability-linked loans.

Note 7-7: Includes a total of NT$2,449.47 million in newly approved credits in 2025, comprising SME credit to sectors that are friendly to the environment or society, as well as sustainability-linked credit exposures.

Supervisory Commission's "Guidelines for Financial Institutions on Greenwashing Prevention." These guidelines regulate the bank's handling of green credit, sustainability performance-linked credit, and social responsibility credit cases, requiring compliance with definitions set forth by the Joint Credit Information Center. An internal control mechanism is in place, with the corporate credit review unit responsible for reviewing related credit cases. Furthermore, the bank regularly reviews the consistency between externally disclosed or declared information and actual conditions in accordance with the bank's "Corporate Credit Annual Review, Tracking, and Early Warning Management Guidelines." This process ensures compliance with the Financial Supervisory Commission's "Guidelines for Financial Institutions on Greenwashing Prevention" and guarantees the accuracy, completeness, and comparability of the information disclosed externally by O-Bank.

7.4 Responsible Investment

7.4.1 Principles for Responsible Investment

O-Bank voluntarily complies with the UN Principles for Responsible Investment (PRI), and has incorporated its set of six principles into the O-Bank "Financial Transactions Handbook." In addition to pursuing economic value with its investments, O-Bank also considers whether an investment is likely to create environmental and social value, so as to achieve the co-existence of economic, environmental, and social well-being. O-Bank's progress toward achieving the six Principles for Responsible Investment is outlined below in Table 7-21.

Table 7-21: O-Bank's Implementation of the UN Principles for Responsible Investment (PRI)

The Six Principles for Responsible Investment	O-Bank's Approach to Implementation
1. We will incorporate Environment, Social, Governance (ESG) issues into investment analysis and decision-making processes.	• Has incorporated ESG risk factors into investment decision processes and strives to increase holdings with relatively good ESG performance while reducing holdings with relatively poor ESG performance. • Has adopted a list of banned counterparties and sensitive industries in order to avoid investing in companies that pose high risk to the environment and society. • Has screened the climate risk factors of industries that pose high climate and environmental risks to monitor and track investment assets exposed to high climate risk.
2. We will be active owners and incorporate ESG issues into our ownership policies and practices.	• Has signed onto the Taiwan Stock Exchange Corporation Stewardship Principles for Institutional Investors. • Has adopted a set of "Stewardship Guidelines" and "Voting Guidelines and Disclosure Procedures" in order to actively exercise ownership rights. • Uses dialogue, engagement, and voting rights to interact with investee companies and exercise the active stewardship role of a company owner.
3. We will seek appropriate disclosure on ESG issues by the entities in which we invest.	• Periodically review investee companies' ESG disclosures, including international sustainability rating agencies' scores, ESG measures and performance, and climate-related actions, to encourage investee companies to improve ESG measures and disclosures.
4. We will promote acceptance and implementation of the Principles within the investment industry.	• Has invited affiliated enterprises to jointly implement responsible investing.
5. We will work together to enhance our effectiveness in implementing the Principles.	• Has actively participated in sustainable finance and climate change summits and conferences organized by regulators and financial peers to better understand sustainability development trends and sustainable investment issues, thereby exercising our influence as a financial institution.
6. We will each report on our activities and progress towards implementing the Principles.	• Has a special "Stewardship Section" on the O-Bank website where we annually post a stewardship report, voting logs from shareholders' meetings, and engagement logs. • Each year's sustainability report discloses the state of O-Bank's compliance with the Principles for Responsible Investment.

7.4.2 Incorporated ESG Evaluations into Investment Procedures

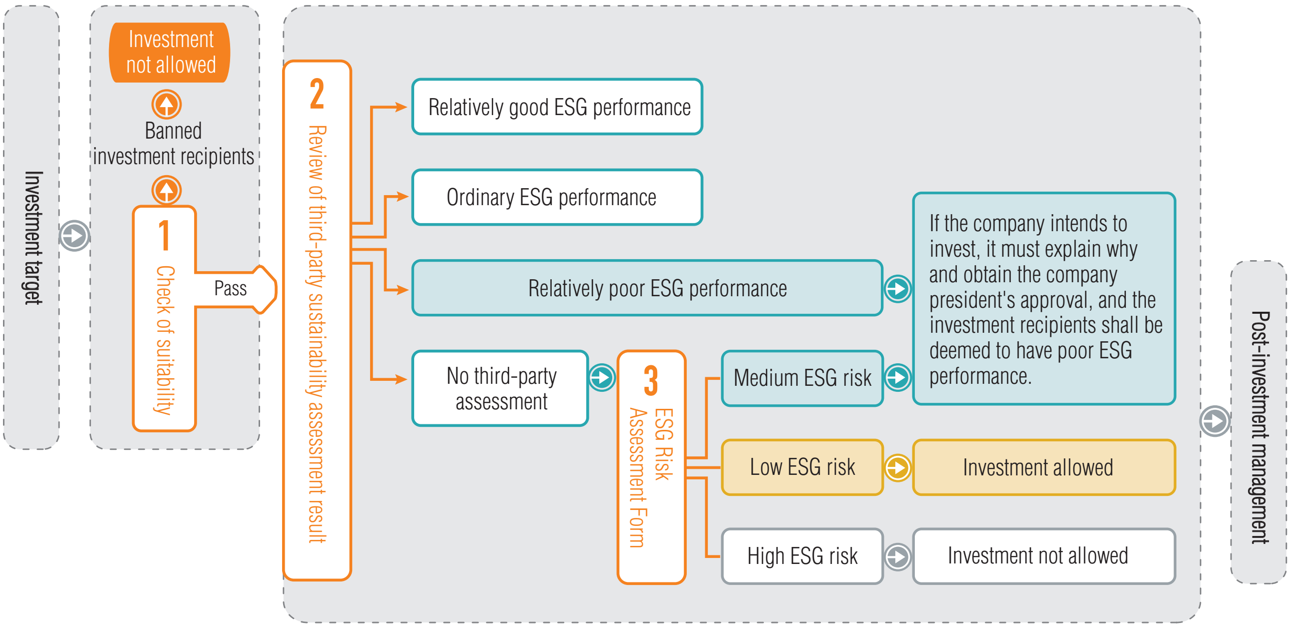
O-Bank has incorporated evaluations of Environment, Social, Governance (ESG) risk factors into all decision-making procedures for all investment positions. When selecting among prospective investee companies, O-Bank first eliminates banned investment recipients (see Table 7-22) from consideration and screens for sensitive industries. It then refers to third-party sustainability assessment results to classify prospective investee companies into three categories: relatively good ESG performance, ordinary ESG performance, and relatively poor ESG performance. The Bank sets proportional goals to increase holdings of investments with good ESG performance and reduce those with poor ESG performance, with the aim of directing its funds toward companies that emphasize environmental, social, and governance practices. For prospective investee companies that do not have third-party sustainability assessment results, O-Bank uses an "ESG Risk Assessment Form" to evaluate their ESG risk. The assessment includes: GHG emissions; the status of carbon inventory and carbon reduction targets; constraints or difficulties encountered in the carbon reduction process and corresponding solutions; environmental protection penalties; human rights risks; labor-related penalties; transparency of corporate disclosures; board independence; and penalties or judicial decisions related to breaches of Ethical Best Practices. Companies assessed as having high ESG risk are not eligible for investment. If the Bank intends to invest in a company assessed as having medium ESG risk, it must provide justification, obtain approval from the President, and treat the company as having relatively poor ESG performance. Companies assessed as low ESG risk may be invested in according to ordinary procedures. As of the end of December 2025, O-Bank had conducted ESG risk assessments for five prospective investee companies without third-party sustainability ratings. One company was assessed as medium ESG risk and four as low ESG risk. Among them, four companies had completed carbon inventories and set carbon reduction targets, and encountered no significant constraints or difficulties in the carbon reduction process. One company had not yet conducted a carbon inventory or set carbon reduction targets, and the Bank will continue to monitor its progress.

Table 7-22: Banned O-Bank Investment Recipients

1. Countries appearing on an O-Bank Legal & Compliance Division sanctions list, and enterprises from such a country.
2. Parties that have been designated by a foreign government, international organization, or a competent authority in Taiwan as sanctioned entities due to violation of AML/CFT legislation.
3. Enterprises that engage in illegal manufacturing/buying/selling of arms, illegal involvement in gambling or pornography, or engage in environmental destruction and refuse to conduct an environmental impact assessment, or illegally trap and kill animals.
4-1. Coal companies appearing on the Urgewald Global Coal Exit List (GCEL) that meet the following conditions: They mine coal, derive more than 5% of their operating revenues from thermal coal, power generation of which more than 40% is thermal coal, coal-related infrastructure, from which more than 5% of the operating revenues come from coal. 4-2. Unconventional oil and gas companies appearing on the Urgewald Global Oil & Gas Exit List (GOGEL) that meet the following conditions: They are involved in extraction, processing, and manufacturing of tar sands, shale oil and gas, arctic oil and gas, unconventional liquefied natural gas, ultra-deep-water oil and gas, tight-sands gas, fracked oil and gas, and methane gas, from which more than 5% of the operating revenues come from the above unconventional oil and gas.
5. Enterprises engaged in forestry that involves the felling of timber in tropical rain forests, old-growth forests, or statutorily protected zones. Enterprises that engage in the production, manufacturing, or trade of palm oil but have not obtained certification from the Roundtable on Sustainable Palm Oil (RSPO) or certification related to sustainable supply of palm oil.
6. Fishing involves the use of drift nets, gillnetting, or other significantly destructive methods (e.g. electrocution, explosions, etc.), or the manufacture of gillnetting equipment.

O-Bank has incorporated the aforementioned procedures into its "Financial Transactions Handbook" and "Equity Transactions Handbook," which stipulate that 100% of investment targets must undergo the above ESG assessment procedures to ensure thorough evaluation of the ESG risks of all investee companies. O-Bank's ESG risk assessment process for investments is illustrated in Fig. 7-44. As of the end of 2025, investee companies that received a relatively good ESG performance rating from third-party sustainability assessments accounted for 78% of O-Bank's total investment balance, while those with relatively poor ESG performance accounted for 4%. Among investee companies that were not rated by a third-party sustainability assessment institution, those identified as having medium ESG risk based on O-Bank's "ESG Risk Assessment Form" accounted for 0.4% of the Bank's investment balance and belonged to the petrochemical industry.

Fig. 7-44: ESG Risk Assessment Procedures for O-Bank Investments



Note 1: ESG evaluations must be conducted for all investments with the exception of trading book positions, positions taken for the purpose of fund flow management, and investment positions for which the issuer is a government agency.

Note 2: O-Bank has taken part in third-party sustainability assessments (MSCI ESG Ratings, Sustainalytics ESG Risk Ratings, and Taiwan Stock Exchange Corporate Governance Evaluations), and on the basis of these assessments has set criteria for what constitutes relatively good, ordinary, and relatively poor ESG performance. If intending to invest in companies with relatively poor ESG performance, reasons must be explained and approved by the President.

O-Bank further analyzed the ESG risk factors associated with investment positions classified as having relatively poor ESG performance and their potential financial impact on the Bank. As of the end of 2025, excluding government, quasi-government, and sustainability bonds for which ESG performance could not be assessed, the outstanding balance of bond investments with relatively poor ESG performance was NT$1,422.67 million. Based on international sustainability ratings and the Bank's ESG Risk Assessment Form, three companies were found to underperform their industry peers in the "Environmental" dimension, with "energy management" as the primary risk. Two companies underperformed their industry peers in the "Social" dimension, primarily facing risks related to "product quality management," and "occupational health and safety management". Eight companies underperformed their industry peers in the "Governance" dimension, with key risks including "board composition," and "corporate governance independence". Going forward, the Bank will continue to monitor and follow up on the ESG risks of investment targets with relatively poor ESG performance and will adjust its investment strategies as needed to avoid potential losses in investment value.

In addition, to further encourage investee companies to enhance their positive environmental and social impact, O-Bank has included investee companies' "success in improving their environmental and social performance" as a focal point in the investment decision-making process. With respect to bond investments, the O-Bank "Financial Transactions Handbook" requires the Bank to inspect an issuer's environmental and social scores on the Bloomberg ESG Indices. If more than half of index scores were better than the previous year and better than the peer median score, then it will be concluded that the issuer is an enterprise that possesses positive impact that is capable of improving the environment and society, and O-Bank will therefore prioritize investing in that issuer's bonds. With respect to equity investments, the O-Bank "Equity Transactions Handbook" sets out specific "Environmental, Social and Governance" assessment factors. If a company scores below the target for an assessment factor in any one of these three areas, then O-Bank is not allowed to invest in that company's stocks. Environmental assessment factors include: whether the company has set carbon reduction targets; whether the company uses green electricity or has switched to energy-efficient equipment at its business locations; whether the company has assessed climate-related physical risks or transitional risks; and whether the company has adopted response measures and a training program to address climate-related disasters. Social assessment factors include: whether the company has ever been fined in connection with a human rights issue; whether the company has been sanctioned for labor legislation infractions; and whether the company has been involved in a major social controversy. In practice, the Bank reviewed public disclosures and sustainability reports from Company A (Computer and Peripheral Equipment industry) and Company B (Textile Fiber industry) to evaluate their positive social or environmental impact. Both companies have established climate risk management policies, regularly report climate risk data to management, conduct greenhouse gas inventories with defined carbon reduction targets, and utilize green electricity or energy-saving equipment to lower operational carbon emissions. Moreover, both demonstrate high disclosure transparency and carry zero risks regarding human rights, labor penalties, or social controversies. Having met all of the Bank's environmental and social assessment requirements, both companies successfully qualified for investment.

7.4.3 Sustainable Investments: Management and Results

O-Bank attaches importance to the environmental and social impact of its investment activities and regularly monitors the Environment, Social, Governance (ESG) performance of its investment recipients. As of the end of 2025, O-Bank's bond investment positions in assets with relatively good ESG performance totaled NT$30,145.57 million, and its investment positions in sustainability-related bonds totaled NT$7,649 million (including NT$2,904 million in green, NT$3,817 million in social, and NT$928 million in sustainability bonds). Together, these two categories accounted for approximately 48.3% of the Bank's total bond investment positions. To avoid greenwashing by bond issuers, all sustainable bonds invested in by O-Bank must either qualify as Green Bonds, Social Bonds, or Sustainability Bonds as recognized by Bloomberg, or be certified as sustainable bonds by the Taipei Exchange (TPEx). In 2025, O-Bank has set a target for the investment balance of sustainable bonds to account for more than 8% of its total bond investments. As of the end of 2025, the investment balance of sustainable bonds accounted for 10.9% of total bond investments. New investments in sustainable bonds listed on the TPEx in 2025 and their balances are detailed in Table 7-23.

Table 7-23: New Investments in Sustainable Bonds by O-Bank in 2025

Bond Code	Issuer	Purchase Date	Purchase Currency	Amount Purchased (issuer's currency)
B50187	Far Eastern New Century Corporation	January 2, 2025	NTD	100,000,000

In addition to actively investing in sustainable bonds, O-Bank also actively invests in sectors friendly to environment or society. As of the end of 2025, the outstanding balance of investments in sectors friendly to environment or society was NT$2,063.07 million, or 2.91% of total outstanding investments. For further information on the various sectors and outstanding investment balances, see Table 7-24. The outstanding balance of investments in sectors that pose risks to environment or society was NT$1,611.91 million, or 2.27% of total outstanding investments. For further information on the various sectors and outstanding investment balances, see Table 7-25.

Table 7-24: O-Bank 2025 Investments in Sectors Friendly to Environment or Society

	Sector	Outstanding Balance of Investments as of the End of 2025 (NT$ million)	Number of Investors as of the End of 2025
Environment (Note 1)	Clean transportation	620.70	3
Society (Note 2)	Infrastructure	1,442.37	4
Total for sectors that are friendly to the environment or society		2,063.07	7
Share of total outstanding investments		2.91%	

Note 1: "Clean transportation" includes vehicle manufacturers (electric vehicles), motorcycle manufacturers (electric motorcycles), bicycle manufacturers, and bicycle parts manufacturers.
Note 2: "Infrastructure" includes water supply enterprises, construction enterprises (builders of social housing), road construction enterprises, utility project builders, cable and wireless telecommunications enterprises.

Table 7-25: O-Bank 2025 Investments in Sectors that Pose Risks to Environment or Society

	Sector	Outstanding Balance of Investments as of the End of 2025 (NT$ million)	Number of Investors as of the End of 2025
Environment	Petroleum and coal products	1,161.91	3
	Cement and cement products	300.00	1
	Enterprises engaged in the manufacture of raw chemicals	150.00	1
Total for sectors that pose risks to environment or society		1,611.91	5
Share of total outstanding investments		2.27%	

To support the government's Net-Zero Emissions Pathway, O-Bank conducted a comprehensive inventory aligned with the 14 supporting economic activities under 12 Key Strategies of Taiwan's 2025 Net-Zero Emissions Pathway, using the definitions from the second edition of the "Reference Guidelines for Determining Sustainable Economic Activities". Within this framework, investment targets encompass key sectors such as renewable energy generation, hydrogen energy R&D, and smart grid infrastructure. Collectively, the investment in these sustainable activities totals approximately NT$5,750.00 million, accounting for 8.10% of the aggregate investment balance.

In order to avoid any possible conflict of interest between O-Bank and its investee companies, O-Bank has adopted the "Directions on a Financial Transaction Unit's Conduct of Transactions with Related Parties and/or Stakeholders," the "Directions on Prevention of Conflicts of Interest," the "Insider Trading Prevention Policy," and the "Criteria Governing Codes of Ethical Conduct" to strengthen regulation of conflicts of interest between O-Bank and its investee companies. Moreover, O-Bank continues to employ education and awareness campaigns, delegation of responsibilities, information control, firewall design, and monitoring to maintain control, relying on strict ethics standards to prevent possible conflicts of interest. As of the end of 2025, O-Bank has not experienced any investment-related conflicts of interest. Besides, with the aim of balancing liquidity management and maintaining the stability of the bank's portfolio turnover rates, O-Bank commits to being a long-term investor. In O-Bank's "Financial Transactions Handbook," we have specified that the banking book (mid- and long-term investment positions) should account for no less than 80% of the total investment portfolio. To promote responsible investment, O-Bank has also included "carbon intensity of investments recipients," "number of companies that an investment personnel has completed sustainable engagement with regarding sustainable issues," and "whether the Bank is selected for inclusion on List of Companies with Better Institutional Investor Stewardship Disclosure published by Taiwan Stock Exchange Corporation (TWSE)" in investment business units personnel's quantitative indicators in annual performance review. The personnel's performance regarding these indicators will affect their performance review results for the year, thereby encouraging investment business units to implement responsible investment when selecting investment targets. In the future, O-Bank will continue acting in line with the Principles for Responsible Investment and, while paying balanced attention to the needs for profitability and risks diversification, will actively invest in assets that are beneficial to the environment and society.

7.5 Engagement with Investment and Financing Recipients

7.5.1 Engagement Policies and Topics

To spur investment and financing recipients to work toward sustainability, O-Bank has adopted a set of "Engagement Guidelines for Sustainable Investing and Financing," which apply to all recipients of O-Bank investments and financing. The Engagement Guidelines encourage investment and financing recipients to improve their sustainability performance in the areas of environmental protection, social inclusion, and corporate governance. O-Bank continues to communicate with investment and financing recipients about potential sustainability-related risks and opportunities, and treats engagement outcomes as the bases for investment/financing decisions and management of positions. O-Bank engagement topics are set out in Table 7-26. Therein, O-Bank puts high priority on engagement regarding environmental protection topics with recipients that are in carbon-intensive industries or that pose high environmental risks. In addition, the Bank refers to domestic and international net-zero transition guidelines, including the ISO Net-Zero Guidelines, the Science Based Targets initiative (SBTi) Financial Sector Net-Zero Standards, and the Reference Guidelines for Determining Sustainable Economic Activities, to encourage investment and financing recipients to formulate concrete action plans for low-carbon transformation or climate change adaptation, and to work together with them toward a net-zero transition.

Table 7-26: O-Bank Investment and Financing Engagement Topics

Environmental Protection	Climate change	O-Bank encourages or requests investment and financing recipients to introduce climate-related response measures, including the following: formulation of climate transition plans; disclosure of GHG emissions; setting of GHG reduction targets; setting of SBTi; improvement of energy efficiency; and increased usage of renewable energy.
	Biodiversity	O-Bank promotes or discloses information on wildlife conservation, habitat preservation, forest preservation, pollution control and waste management to enhance biodiversity.
	Water resource management	O-Bank encourages or requests investment and financing recipients to promote or disclose information on water resources management mechanisms, such as reduced water usage, recycling, and allocation and integration of water resources.

Social Inclusion	Workplace equality	O-Bank encourages or requests investment and financing recipients to promote or disclose information on hiring diversity, fair compensation, sexual harassment prevention programs, transparent communication channels, identification of human rights risks, and adoption of mitigation or compensation measures in order to create workplaces characterized by diversity, equity, and inclusion (DEI).
	Workplace safety	O-Bank encourages investment and financing recipients to promote occupational safety and health systems, employee healthcare measures, etc.
Corporate Governance	Structure of the boards of directors and supervisors	O-Bank encourages investment and financing recipients to promote or disclose information on the diversity, independence, and functioning of directors and supervisors in order to establish effective corporate governance.
	Information transparency	O-Bank promotes improving information disclosure transparency, including the state of implementation of ethical best practices, and linkage between sustainability performance and executive compensation.

7.5.2 Methods and Outcomes of Engagement

Apart from engaging directly with investment and financing recipients, O-Bank also actively participates in other forms of collaborative engagement, aiming to leverage the financial industry's influence to promote sustainable development among its investment and financing recipients. The Bank's engagement approaches are detailed in Table 7-27. When engagement outcomes fall short of expectations, the Bank continues dialogue with the management teams of engagement targets and proactively calls for improvement. If the engagement target still fails to meet the Bank's engagement goals, O-Bank will reduce or exit its investment positions or implement financing control measures. In 2025, O-Bank carried out 61 engagements with investee companies and 21 engagements with financing clients. Engagement targets included companies in the manufacturing, technology, healthcare, tourism, textiles, environmental remediation, shipping, cement, semiconductor, computer and peripheral, and retail sectors. Details of engagement cases in 2025 are provided in Tables 7-28 and 7-29.

Table 7-27: O-Bank Methods of Engagement

Direct Engagement	Collaborative Engagement
• In-person visits • Written, electronic, or voice notifications • Interviews, meetings, lectures, or training • Attend and speak at engagement target's shareholders' meetings. • Propose motions and vote at shareholders' meetings. • Include ESG-related commitments in credit agreements.	• Join domestic and overseas ESG-related initiatives. • Take part with other financial institutions in collaborative engagements.

Table 7-28: Outcomes of O-Bank 2025 Engagement with Financing Recipients

Engagement Target	Sector	Timing and Method of Engagement	Type and Purpose of Engagement	Progress Achieved by Engagement Targets
Company A	Hand Tool Manufacturing	In-person visits	Social inclusion	In 2025, the Bank collaborated with Company A to establish an improvement plan focused on increasing the representation of female employees, with the strategic framework submitted to Company A's board of directors for review. By year-end, the company successfully achieved its target, with female personnel comprising over 50% of its workforce.
Company B	Metal Forging	In-person visits	Environmental protection	Throughout 2024 and 2025, the Bank worked with Company B to define short-, mid-, and long-term carbon reduction targets aimed at ultimately achieving net-zero emissions. These commitments and milestones have been formally disclosed in Company B's sustainability report.
Company C	Renewable Energy	In-person visits and teleconferencing	Environmental protection	In 2025, the Bank partnered with Company C to set specific carbon reduction goals alongside targets for expanding its developed and operational renewable energy capacity. These objectives have been transparently disclosed in Company C's sustainability report.

Table 7-29: Outcomes of O-Bank 2025 Engagement with Investment Recipients

Engagement Target	Sector	Timing and Method of Engagement	Type and Purpose of Engagement	Progress Achieved by Engagement Targets
Company D	Textile Industry	Investor Conference	Environmental protection	The Bank leveraged this investor conference to inquire about plans to publish a Taskforce on Nature-related Financial Disclosures (TNFD) report. Management stated that disclosures regarding operational dependencies and impacts on natural resources would be aligned with the TNFD framework within the year. Subsequently, in September 2025, the company successfully published its inaugural Climate and Nature-related Financial Disclosures (TCFD/TNFD) Report.
Company E	Computers and Peripheral Equipment Investor Conference	Investor Conference	Environmental protection	The Bank leveraged this investor conference to inquire whether specific carbon reduction targets had been established. In response, management stated that defined decarbonization goals are in place, with plans to achieve net-zero emissions by 2050. Furthermore, the company officially secured approval from the Science Based Targets initiative (SBTi) in 2024.
Company F	Computers and Peripheral Equipment	Investor Conference	Environmental protection	The Bank actively engaged management during the conference, requesting details on concrete initiatives driving energy conservation, carbon reduction, and renewable energy adoption. The company outlined its commitment to slashing Scope 1 and Scope 2 emissions by 50% by 2030. To support this target, it installed solar panels at its Yilan plant in 2023 and continues to expand its renewable energy mix through the procurement of renewable energy certificates (RECs).

To encourage investment and financing recipients to improve their sustainability performance, O-Bank also makes reference to the ESG rating database provided by the Taiwan Depository & Clearing Corporation ESG Investor Relations Platform (TDCC IR Platform) in setting performance standards for investment and financing recipients. If an investment or financing recipient is rated as having relatively poor ESG performance, O-Bank prioritizes engagement with that entity. As of the end of 2025, the Bank had engaged with 17 corporate clients and two investee companies identified as having relatively poor ESG ratings. Engagement outcomes included one corporate client setting a goal to improve its "Corporate Governance Evaluation" ranking, and one investee company successfully improving its performance in the Taiwan Sustainability Ratings.

Furthermore, to drive the net-zero transition among clients, O-Bank hosted a seminar titled "Practical Carbon Reduction Sharing for Industry" at its headquarters' auditorium in March 2025, bringing together corporate clients from high-emission and transitioning sectors – such as semiconductor packaging and steel manufacturing – to navigate decarbonization technologies and amplify the impact of the Bank's advisory efforts. Building on this momentum in March 2026, the Bank invited both corporate clients and internal staff to a follow-up session, "From Risk to Opportunity: Practical Pathways and Financial Support for Decarbonization in High-Emission Industries," focusing on supportive economic activities and key strategic industry trends. In addition, to further promote decarbonization and net-zero transition among its investment and financing recipients, the Bank sent emails to those in carbon-intensive industries, encouraging them to commit to or join the SBTi. As of the end of 2025, four investee companies had committed to or been approved by the SBTi, accounting for 50% of investee companies with which O-Bank engaged, while no corporate financing clients within the lending scope had committed to or achieved SBTi validation by the end of the reporting period.

O-Bank has signed onto and complies with the "Taiwan Stock Exchange Corporation Stewardship Principles for Institutional Investors," committing to fulfilling its duties as an asset owner and promoting healthy economic, environmental, and social development among its investee companies. O-Bank annually discloses its "Stewardship Report" on both the Taiwan Stock Exchange and the Bank's official website, publicly revealing its fulfillment of stewardship responsibilities in its investment activities. Furthermore, the Bank has established the "Voting Guidelines and Disclosure Procedures," actively participates in investee companies' shareholders' meetings to exercise voting rights, and annually discloses voting records and engagement logs on its website. In 2025, O-Bank participated in voting at the shareholders' meetings of 22 companies, voting on a total of 106 motions, with a 100% voting participation rate. All voting was conducted electronically. Among these motions, 106 were related to sustainability issues. O-Bank voted against one motion at one company; all other votes were in favor. Details of sustainability-related votes at 2025 shareholders' meetings are set out in Table 7-30.

Table 7-30: O-Bank's Votes on Sustainability-related Motions at 2025 Shareholders' Meetings of Investee Companies

<table>
<tr><th colspan="3">Types and Content of Motions</th><th>Number of Motions</th><th>Yes Votes</th><th>No Votes</th><th>Abstentions</th></tr>
<tr><td>Society</td><td>Motions on employee benefits</td><td>Issuance of new restricted shares for subscription by employees</td><td>3</td><td>3</td><td>0</td><td>0</td></tr>
<tr><td rowspan="9">Corporate governance</td><td rowspan="2">Motions on company finances</td><td>Approval of business report and financial report</td><td>22</td><td>22</td><td>0</td><td>0</td></tr>
<tr><td>Distribution of earnings or covering of losses</td><td>24</td><td>24</td><td>0</td><td>0</td></tr>
<tr><td rowspan="2">Motions on corporate governance</td><td>Amendment of Articles of Incorporation or operating procedures</td><td>28</td><td>28</td><td>0</td><td>0</td></tr>
<tr><td>Lifting of non-compete restrictions on directors</td><td>15</td><td>15</td><td>0</td><td>0</td></tr>
<tr><td>Motions on human resources organization</td><td>Elections of directors and supervisors</td><td>8</td><td>7</td><td>1</td><td>0</td></tr>
<tr><td rowspan="3">Motions on shareholders' equity</td><td>Dissolution, mergers, acquisitions, share exchanges, and spin-offs</td><td>1</td><td>1</td><td>0</td><td>0</td></tr>
<tr><td>Capital increases (earnings/ capital surplus/ capitalization of undistributed employee bonuses, or cash capital increases through new share issues)</td><td>5</td><td>5</td><td>0</td><td>0</td></tr>
<tr><td>Private placement of securities</td><td>0</td><td>0</td><td>0</td><td>0</td></tr>
<tr><td colspan="3">Other</td><td>0</td><td>0</td><td>0</td><td>0</td></tr>
<tr><td colspan="3">Total</td><td>106</td><td>105</td><td>1</td><td>0</td></tr>
</table>

Note: In 2025, O-Bank voted against a director election proposal put forward at one company. Our reason was that "an independent director had already served three consecutive terms (nine years)".

Furthermore, in alignment with Taiwan's 2050 Net-Zero Emissions Goal, O-Bank actively encourages its investment and financing recipients to meet the sustainability criteria set forth in the "Reference Guidelines for Determining Sustainable Economic Activities" (hereinafter referred to as the Reference Guidelines) to drive more enterprises toward low-carbon transformation. In 2025, the Bank introduced a tiered incentive framework based on the second edition of the Reference Guidelines and the "Corporate ESG Information and Sustainable Economic Activities Self-Assessment Questionnaire" (hereinafter referred to as the Self-Assessment Questionnaire). Under this mechanism, corporate credit clients whose primary economic operations apply to the guidelines and whose self-assessments fulfill the criteria for "General" or "Supporting" economic activities alongside clear transformation plans qualify for differential incentives. These rewards include corporate remittance fee waivers, upgraded complimentary interbank transaction quotas for employee salary accounts, and discounts on employee personal loan setup fees. Clients that have not yet achieved full compliance but have formulated specific transformation blueprints or climate-related actionable strategies receive the same package of incentives. Meanwhile, borrowers outside the scope of the Reference Guidelines are still granted the complimentary interbank transactions for employee salary accounts upon developing specific climate change mitigation plans and concrete actions. Finally, investee companies whose operations or projects initially fall short can unlock differential foreign exchange (FX) transaction incentives if post-engagement self-assessments improve to either in-transition or compliant status.

In 2025, O-Bank conducted an email campaign to notify eligible corporate clients and investee companies of these sustainability incentives, prompting eight corporate clients to complete the self-evaluation questionnaire, with the Bank successfully extending preferential measures to seven of them. Among these eight respondents, three were new clients and five were renewing accounts – representing 1.64% of new lending, 0.74% of renewals, and collectively comprising 0.93% of the year's total new and renewed portfolio. Concurrently, a comprehensive inventory aligned with the official guidelines revealed that the

Bank's taxonomy-eligible loan balance stood at approximately NT$8,006 million (4.75% of the total loan balance), with the taxonomy-aligned loan balance reaching NT$7,811 million (4.63% of the total loan balance) to yield an outstanding alignment ratio of 97.56%. On the investment side, the taxonomy-eligible balance was approximately NT$ 3,499 million, representing 5.53% of the defined investment pool (Note 7-8) with the taxonomy-aligned investment balance amounted to NT$3,471 million (5.49% of that same pool (Note 7-8)), resulting in a solid final alignment ratio of 99.20%.

According to further data from the Taiwan Stock Exchange (TWSE) ESG Digital Platform as of year-end 2025, three companies within the Bank's investment portfolio had voluntarily disclosed alignment with the reference guidelines, with one currently transitioning under a defined plan and two already fully compliant. Correspondence was sent to commend these disclosure efforts, while encouraging the companies to evaluate committing to or joining the Science Based Targets initiative (SBTi) based on specific industry traits and business models. Furthermore, engagement was extended to high-carbon sector investments that have yet to take these steps – including four companies subject to the guidelines that have not disclosed relevant data, and two others not bound by them – urging these entities to enhance transparency and develop concrete action plans for carbon reduction or climate change adaptation.

7.6 Responsible Products

7.6.1 Financial Inclusion

O-Bank has used financial technology to create convenient, simple, and quick digital financial services in order to realize O-Bank's vision of financial inclusion characterized by "low access threshold, borderless service, and zero lag time". As of the end of 2025, O-Bank had a total of 522,000 personal deposit accounts, an increase of approximately 51,000 compared to year-end 2024, while the combined outstanding balance of deposits in NT Dollars and foreign currencies came to approximately NT$85,518.96 million, an increase of about NT$29.5 billion from year-end 2024. Of these personal deposit accounts, 10,301 belonged to persons living in remote locations (Note 7-9), 6,705 belonged to foreign nationals, and 237 belonged to persons with physical or mental disabilities (Note 7-10). Furthermore, the Bank's personal loan portfolio expanded to encompass 26,605 clients across 28,898 accounts, representing an outstanding loan balance of approximately NT$21,002.67 million, while active debit cardholder accounts stood at 252,202, bringing total cards in circulation to 276,989.

To assist with the development of Taiwanese small and medium enterprises (SMEs), O-Bank has set up a commercial banking department and has established dedicated teams in northern, central, and southern Taiwan to actively develop business with medium enterprises (Note 7-11). Each year, O-Bank sets quantitative targets for the number of SME borrowers and total loan amounts for the year, and

Note 7-8: Aligned with the Reference Guidelines for Determining Sustainable Economic Activities, the defined investment balance encompasses the Bank's corporate equities, bonds, equity-method investments, and investment properties – to the strict exclusion of derivatives, mortgage-backed securities (MBS), and sovereign, central bank, or supranational institutional bonds.

Note 7-9: The figures for the number of people in remote areas were calculated with reference to statistics on remote areas updated and issued by the Ministry of Health and Welfare in April 2021. The areas in question included 55 indigenous districts, 18 offshore island districts, and 20 other remote districts, or 93 such districts in all.

Note 7-10: The figures for persons with disabilities indicate the total number of persons in 2025 who logged on to accessible online banking or made use of accessible mobile banking apps, but within such persons do not include anyone who visited an ordinary online banking or made use of an ordinary mobile banking app.

Note 7-11: The term "small and medium-sized enterprise (SME)" as used here by O-Bank is an SME as defined by the competent authority, i.e. an enterprise whose paid-in capital is no more than NT$100 million, or which hires fewer than 200 regular employees. The term "micro-enterprise" as used here by O-Bank is an SME with less than five regular employees.

incorporates these into the performance evaluations of relevant departments. Extending this support to micro-enterprises with fewer than ten employees, the Financial Innovation Department offers streamlined digital lending to secure vital working capital – an inclusive outreach further demonstrated by the Bank's consecutive appearances at the "Taiwan Franchise & Entrepreneurship Expo," where it partnered with local brands to guide aspiring founders, including new immigrants, through business registration, tax compliance, and startup financing to successfully launch 291 businesses by year-end 2025. This momentum was amplified during the year through a strategic alliance with the Small and Medium Enterprise Credit Guarantee Fund of Taiwan (SMEG) to expand preferential financing solutions. Consequently, by year-end 2025, the Bank's SME commercial footprint encompassed 843 deposit accounts totaling NT$8,038.56 million and 603 borrowing clients across 1,497 drawdowns; this lending activity yielded an outstanding loan balance of roughly NT$40,993.74 million (24.22% of the total corporate loan portfolio, inclusive of SMEs & micro-enterprises) with a pristine credit profile showing zero non-performing or non-accrual loans. Broader credit exposure for this segment reached NT$50,683.51 million, representing 22.59% of the total corporate credit portfolio including SMEs & micro-enterprises, while separate unsecured or revolving facilities extended to 119 general corporate entities across 383 drawdowns closed the reporting period with an outstanding balance of approximately NT$20,461.70 million.

Table 7-31: O-Bank SME Loans, 2024~2025

Unit: NT$ million

	2024	2025
Total amount of loans to SMEs	40,615	40,994
Amount of sustainable loans to SMEs (including those to sectors defined by the Bank as friendly to the environment or society, as well as sustainability-linked loans)	4,479	5,192
Share of total loans	11.03%	12.67%
Newly added outstanding SME loans in current year	27,658	27,903
Amount of new sustainable loans to SMEs in the current year (including those to sectors defined by the Bank as friendly to the environment or society, as well as sustainability-linked loans)	2,672	2,449
Share of total loans	9.66%	8.78%

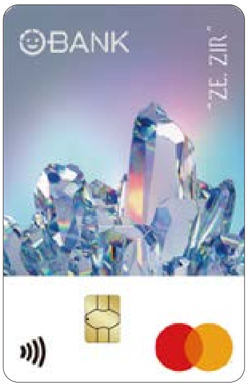
Note 1: Total SME loans includes small and micro-enterprises.
Note 2: For information on O-Bank's definition of what constitutes "sectors friendly to environment or society," see "7.3.3 Management of Sustainable Credit Business, and Results."

7.6.2 Charity Affinity Card Platform

To put the spirit of "fulfilling oneself by benefiting others" into action, O-Bank in 2018 launched a charity affinity card platform and joined hands with non-profit organizations to issue charity affinity cards. To date, O-Bank has issued Rainbow Cards, Stray Animal Cards, Children-Are-Us Cards, Junyi Education Cards, Yunus Social Enterprise Cards, Eden Social Welfare Cards, Angel Heart Family Cards, Taiwan Public Welfare League Cards, Faith for Animals Cards, SMA Affinity Cards, Rainbow Bridge Church Cards, Temple of Jinshan Fortune Charity Association Cards, Hondao Senior Citizen's Welfare Foundation Affinity Cards, Miracle Support-Kids Affinity Cards, and Taiwan Happy Works Affinity Cards. When O-Bank customers use these affinity cards to pay for domestic or overseas purchases, O-Bank routes 0.2% of the purchase amount as cashback benefits to the cooperating community service organizations. These organizations include the Taiwan Tongzhi Hotline Association, the Animal Rescue Team TAIWAN, the Children Are Us Foundation

(CAREUS), the Junyi Academy Foundation, the Foundation for Yunus Social Enterprise Taiwan, the Eden Social Welfare Foundation, the Angel Heart Family Social Welfare Foundation, the Taiwan Public Welfare League, Faith for Animals, Become the Miracle Association, Rainbow Bridge Church, Temple of Jinshan Fortune Charity Association, the Hondao Senior Citizen's Welfare Foundation, the Miracle Association, and the Taiwan Happy Works Association. By tapping into the power of consumers, O-Bank gives non-profit organizations long-term and stable financial support.

Miracle Support-Kids Affinity Card



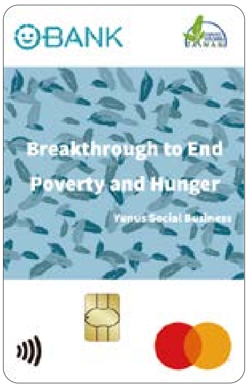
Rainbow Affinity Cards 2.0 (Ze/Zir)

Hondao Senior Citizen's Welfare Foundation Affinity Cards

Temple of Jinshan Fortune Charity Association Cards

Happy Works Affinity Card

Stray Animal Affinity Cards



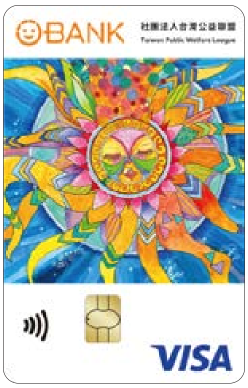
Yunus Social Enterprise Cards

Junyi Education Affinity Cards

Children-Are-Us Affinity Cards

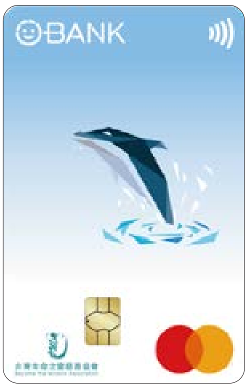
Eden Social Welfare Affinity Cards

Angel Heart Family Affinity Cards

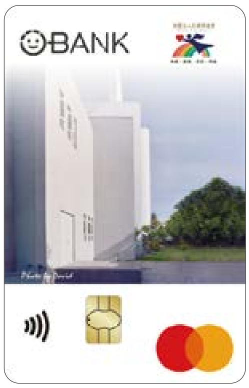


Taiwan Public Welfare League Affinity Cards

Faith for Animals Affinity Cards



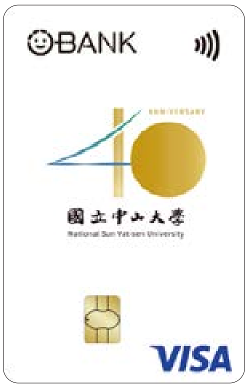
SMA Affinity Cards



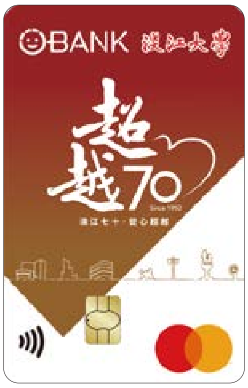
Rainbow Bridge Church Affinity Cards

Since 2020, O-Bank has further extended the concept of socially beneficial consumption into schools, having issued affinity cards in cooperation with National Sun Yat-sen University, Tamkang University, Taipei Municipal Jianguo High School, and Stella Matutina Girls' High School. When customers make domestic or overseas purchases with these affinity cards, O-Bank routes 0.2% to 0.8% of the spending amount as cashback benefits to the schools' endowment funds, thus supporting school development and the education of young talent. As of the end of 2025, O-Bank had issued a total of over 47,000 charity affinity cards and donated more than NT$1.99 million in cashback benefits to cooperating community service entities and schools. In 2025, O-Bank processed applications for 2,922 new charity affinity cards and donated a total of NT$380,990 in cashback benefits to cooperating community service entities and schools.

Stella Matutina Girls' High School Affinity Cards



National Sun Yat-sen University Affinity Cards



Tamkang University Affinity Cards

Jianguo High School Affinity Cards

7.6.3 Green Products and Services

In response to climate change and the trend toward carbon reduction, O-Bank aims to leverage its core financial business to work together with customers in practicing energy conservation and reducing carbon emissions. In 2022, O-Bank became the first bank in Taiwan to launch the "Consumer Spending Carbon Calculator" feature, which is integrated with Mastercard's Carbon Calculator. All O-Bank Mastercard cardholders can apply for this service free of charge and check the carbon emissions associated with each transaction via O-Bank's online banking or mobile app. In 2024, O-Bank again led the industry by launching the "Transportation Carbon Reduction Detail" feature, the first of its kind in Taiwan, which is linked to the iPASS Card GHG Emissions Database. All customers holding an O-Bank debit card with iPASS functionality can use O-Bank's online banking or mobile app to check the amount of GHG emissions reduced by taking public transportation compared to driving a private vehicle. O-Bank hopes to raise customers' awareness of carbon reduction and work together toward contributing to global decarbonization efforts. For more information, please refer to Section 8.4, "Giving Back to Society by Taking Advantage of O-Bank's Strengths," in this report.

In addition, to encourage customers to purchase energy efficient products, O-Bank offers a green personal loan and green mortgage loan. Under this program, if the borrower intends to use the loan proceeds to purchase an electric car or motorcycle, a hybrid electric vehicle, energy efficient household appliances, a home in a green building, or a home built using green construction materials that have received the Green Building Material Label from the Ministry of the Interior, then the borrower can receive a discount of NT$3,000 on the loan processing fee as encouragement for customers to move toward low-carbon lifestyles. In 2025, the new O-Bank retail green loans were NT$738.75 million, accounting for 4.61% of the total new retail loan of NT$16,031.84 million. As of the end of 2025, the cumulative outstanding balance of O-Bank retail green loans reached NT$1,184.29 million, representing 2.55% of the total outstanding retail loan balance of NT$46,410.22 million.

To avoid greenwashing concerns when handling green loan and green mortgage loan, O-Bank reviews the validity and legality of all loan application documents submitted by customers on a case-by-case basis. The Bank's Auditing Department conducts regular annual audits of related loan cases to ensure compliance with review procedures. For green loan, the customer's funds must be used to purchase electric vehicles or hybrid vehicles, and customers are required to provide supporting documents dated within the last three months, such as proof of purchase, vehicle appraisal reports, deposit receipts, or sales contracts, all bearing the official company seal or invoice stamp of legally registered and operating vendors. If the funds are used for home repairs involving green building materials, customers must submit a Ministry of the Interior Green Building Material Label certificate, as well as deposit receipts or contracts for green building material repairs dated within the last three months, accompanied by the official company seal or invoice stamp of legally registered and operating repair vendors. For green mortgages, eligible uses include purchasing green buildings and household appliances with the Energy Label. For green building purchases, applicants are required to submit supporting documentation recognized and publicly announced by the Taiwan Architecture & Building Center (TABC) on its official website.

Additionally, O-Bank refers to the "Guidelines for Financial Institutions on Greenwashing Prevention" issued by the Financial Supervisory Commission (FSC) to establish internal control mechanisms for the launch of new green financial products. According to the Bank's Product Launch and Removal Procedures, all "Green Products" and "Sustainable Products" must either obtain third-party verification or receive approval from the highest-level supervisor overseeing the relevant business before being launched. Furthermore, the Bank's "Guidelines for Advertisement Solicitation and Sales Campaigns" stipulate that all related marketing activities must be conducted in accordance with the principles set forth in the "Guidelines for Financial Institutions on Greenwashing Prevention."

7.6.4 Financial Support Programs for B Corporations and Social Enterprises

O-Bank firmly believes that entities with business operations that are good for the environment and society deserve to obtain better financial resources. As a B Corporation, O-Bank continues to support the development of other B Corporations in Taiwan. O-Bank has set an industry first by launching a Financial Support Program for B Corporations. Special services offered under this Program include preferential corporate deposit accounts, preferential payroll accounts, and preferential loans. Beyond using financial resources to support B Corporations, O-Bank also directs our resources toward B Corporation employees. While working to make the world a better place, O-Bank hopes to be the most reliable backstop for Taiwan's B Corporations.

In addition, as a strong supporter of social enterprises that work to resolve social and environmental problems, O-Bank has introduced preferential corporate deposit accounts and preferential payroll accounts, and has adopted multiple standards for determining what constitutes a social enterprise, i.e. an enterprise meeting any of the following descriptions qualifies as a social enterprise: is registered on the "Social Innovation Database" of the Small and Medium Enterprise and Startup Administration, Ministry of Economic Affairs; is a participant in the Social Innovation Lab; has registered as a social enterprise on the Taiwan NPO Self-Regulation Alliance's social enterprises registration platform; or meets the narrow definition of the term "social enterprise" in the Executive Yuan's Project for Social Enterprises Action Plan. The idea is to expand the coverage of the financial support program for social enterprises to include all social enterprises, and to gather together the forces of more social enterprises so that they can all collaborate to achieve the vision of co-existing with the environment and benefiting society.

Table 7-32: Financial Support Programs for B Corporations and Social Enterprises

Tiered-rate NTD Demand Deposit Accounts for B Corporations and Social Enterprises	Preferential Payroll Accounts for B Corporations and Social Enterprises	Special Loan Program for B Corporations
1. Maximum preferential interest of 1.825% for tiered-rate NTD demand deposits. 2. No cap on balance of preferential-rate deposits.	1. 0.9% interest rate on payroll demand savings deposit accounts. 2. No ATM fee for the first 99 interbank cash withdrawals each month. 3. No ATM fee for the first 99 interbank transfers each month. 4. No ATM fee for the first ten interbank deposits each month.	1. Zero Loan Processing Fees 2. No restrictions on early loan repayment.

Note: Interest rates in the above table are current as of December 31, 2025.

7.6.5 ESG Investment Products

To provide customers with a diversified range of Environment, Social, Governance (ESG) investment products, O-Bank rigorously selects third-party investment products that meet ESG standards. As of the end of 2025, O-Bank offers 54 ESG funds (175 fund codes), all of which comply with the Financial Supervisory Commission's (FSC's) Review and Supervisory Principles for Information Disclosure of Onshore/Offshore Funds on ESG-Related Themes. Additionally, O-Bank offers 138 offshore bonds recognized by Bloomberg as Green Bonds, Social Bonds, Sustainability Bonds, or bonds issued by institutions with outstanding international sustainability ratings. The scale of ESG investment products meeting these standards is approximately NT$669.96 million, accounting for 18.13% of the total investment product balance. Through its subscription platform, O-Bank provides customers with access to fund prospectuses and offshore bond product brochures, disclosing the products' sustainability investment objectives and measurement indicators, jointly pursuing sustainable long-term returns with customers.

To prevent the launch of greenwashed investment products, O-Bank requires that, prior to the listing of any ESG fund product, the fund must be confirmed as included in the ESG Fund Section of the Fund Clear website maintained by the Taiwan Depository & Clearing Corporation (TDCC). This status must be documented in the product review opinion form, and the fund may only be listed as an O-Bank ESG fund after review and approval by the Bank's product review committee. For funds that have already been listed, O-Bank reviews their status at least once per quarter to confirm whether they remain included in the Environmental, Social, and Governance Fund Section (ESG Fund Section) of the Fund Clear website. Details regarding the types and total assets of O-Bank's third-party ESG investment products over the past two years are provided in Table 7-33.

Table 7-33: O-Bank Third-Party ESG Investment Products, 2024~2025: Types and Total Assets

Unit: NT$ thousand

Types of Third-party ESG Investment Products	2024			2025		
	Total Assets	Combined Total Assets	Share of Combined Total Assets	Total Assets	Combined Total Assets	Share of Combined Total Assets
ESG-integrated investment strategy	126,096	3,589,234	3.51%	127,683	3,695,991	3.45%
Positive/Best-in-class screening	593,798		16.54%	538,217		14.56%
Thematic investing	1,549		0.04%	1,485		0.04%
Impact investing	831		0.02%	1,160		0.03%
Other	3,583		0.10%	1,418		0.04%
ESG products, total	725,857		20.22%	669,964		18.13%

Note 1: (1) ESG-integrated investment strategy: According to the ROC Securities Investment Trust and Consulting Association's definition, to have an "ESG-integrated investment strategy" means that in the process of investment analyses and decisions the fund gives due consideration to ESG factors.

(2) Positive/Best-in-class screening: According to the definition given in the ESG fund filing documents of the Securities Investment Trust and Consulting Association of the ROC, this refers to funds that select companies with ESG performance that is more proactive than that of their industry peers. For O-Bank's overseas investment products, issuers must have an MSCI ESG Rating of BBB or above and S&P Global ESG Scores of 80 or higher.

(3) Thematic investing: This means that O-Bank's overseas bond products must meet Bloomberg's standard for recognition as green bonds, social bonds, or sustainability bonds, i.e. the proceeds of such bond issues must be used for specific environmental or social themes.

(4) Impact investing: According to the ROC Securities Investment Trust and Consulting Association's definition, a fund that engages in "impact investing" is one which uses the power of its shareholders to influence corporate behavior, either through direct communication, or by submitting either independent or joint shareholder recommendations aimed at resolving environmental or social problems.

(5) Other: According to the ROC Securities Investment Trust and Consulting Association's definition, "other" funds are those which meet international requirements or can otherwise spur sustainable environmental or social development.

Note 2: If an investment product simultaneously qualifies as more than one of the above product types, it is only listed as one product type. Overseas bonds are categorized on the basis of use of proceeds, or upon the rating of the issuer.

Note 3: Figures for "total assets" in this table are all based on the outstanding balance of trust principal.

In February 2024, O-Bank launched Sustainable Structured Products, offering institutional investors fixed-income investment options with stable interest payments. The Bank has committed to allocating all funds raised to sustainable financing and investment purposes, including green loans, sustainability-linked loans, and investments in sustainability bonds. As of the end of 2025, O-Bank had raised a total of NT$3.5 billion through these sustainable structured products. The total outstanding balance of all structured investment products developed in-house by the Bank amounted to NT$12,803.36 million, of which sustainable structured products accounted for 27.34%. To prevent greenwashing concerns in connection with the Bank's sustainable structured products, O-Bank requires product developers to refer to the "Guidelines for Financial Institutions on Greenwashing Prevention" and complete a "Greenwashing Risk Checklist for Financial Products" during the product design phase to ensure that there are no greenwashing risks. Post-issuance, the Bank will also issue fund allocation reports and engage third-party institutions to provide assurance on the overall plan, benefit assessment, and relevant fund management processes, thereby ensuring that the funds are genuinely used for sustainable development purposes.

8. Social Engagement

8.1 O-Bank's Thinking

O-Bank has long upheld the spirit of "fulfilling oneself by benefiting others" alongside the philosophy that "to achieve for others is to fulfill oneself". We firmly believe that enterprises have well-developed systems and resource integration ability, as well as outstanding industry expertise, and can give back to society by taking advantage of these strengths. This would enable enterprises' social engagement efforts to become a force for social progress. To effectively manage the resources invested for social engagement programs, O-Bank utilizes the Business for Social Impact (B4SI) Framework as a guide to quantify and measure the social and business impact of each social engagement program. For details, see Figures 8-1 and 8-2 and Table 8-1.

Fig. 8-1: O-Bank's 2025 Investments in Social Engagement Programs by Type of Resources Invested

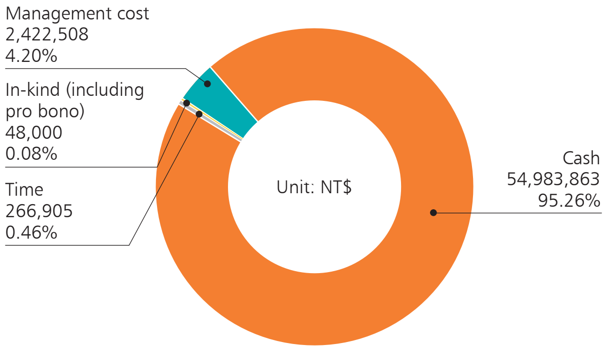


Fig. 8-2: O-Bank's 2025 Investments in Social Engagement Programs by Type of Activities

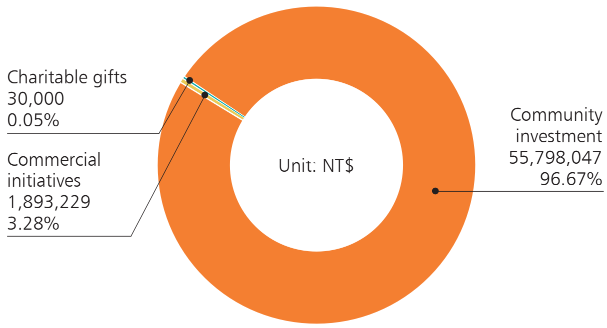


Table 8-1: Evaluation of O-Bank's 2025 Social Engagement Programs under the B4SI Framework

Program	Sustainable Development Goals (SDGs)	Program Description	Environmental/Social Impact	Business Impact
Caring for Students in Remote Areas	SDGs 4. Quality Education	Members of O-Bank Community Volunteer Club visit rural schools for financial literacy courses and student anti-fraud education activities, "Cinema for the Mind" events, and holiday care activities, bringing resources to remote schools and accompanying local children.	1. Held 11 activities for 177 students in rural townships in 2025, including four financial literacy courses and student anti-fraud education activities for 55 rural students. 2. Donated two public broadcast DVD for schools' permanent use in 2025.	-

Program	Sustainable Development Goals (SDGs)	Program Description	Environmental/Social Impact	Business Impact
Support for Social Enterprises & B Corporations	SDGs 12. Responsible Consumption and Production	Collaborated with social enterprises and B Corporations on actions including social enterprise and B Corporations joint market, social enterprise lectures, product purchases, and dedicated financial support projects, supporting their continued efforts to address environmental and social issues.	1. Held one joint market in 2025, inviting six B Corporations and social enterprises to set up stalls at O-Bank headquarters building and increase exposure. 2. Purchased holiday gifts from five B Corporations and social enterprises for employees, customers, and press in 2025. 3. Continued to work with social enterprise Blueseeds' "Adopt a Herb Garden" program, donating all hand cleanser products made from naturally grown herbs to Jiqing Elementary School and Pinglin Elementary School. In 2025, 64 bottles of hand cleanser products were donated. 4. Held two social enterprise lectures in 2025, inviting the founder of the B Corporations "Buy Directly from Farmers" and the founder of the social enterprise "Chef Clean" to share the company's brand philosophies to employees and interns.	1. Recognized for nine consecutive years since 2017 with the "Buying Power – Social Innovation Products and Services Procurement" award. 2. As of the end of 2025, the deposit balance of social enterprises and B Corporations exceeded NT$67 million and 264 salary transfer accounts were opened.
Public Anti-Fraud Promotion Activities	SDGs 16. Peace, Justice, and Strong Institutions	O-Bank representatives held anti-fraud promotion activities across various regions in Taiwan to educate the public on fraud tactics and cases, reducing the incidence of financial fraud.	Held 33 Public Anti-Fraud Promotion activities in 2025, reaching approximately 1,504 members of the public.	-
Financial Literacy Promotion Activities	SDGs 16. Peace, Justice, and Strong Institutions	O-Bank organized financial literacy promotion activities across various regions in Taiwan, targeting diverse groups including persons with disabilities, Indigenous peoples, and new immigrants, to help the public develop sound financial values and money management habits.	In 2025, a total of 27 financial literacy promotion activities were held, with over 787 participants.	-
Charity Affinity Cards	SDGs 10. Reduced Inequalities	Created a Charity Affinity Card platform. For clients using the affinity card in domestic or international transactions, O-Bank will take a percentage of the cash-back reward for donations to cooperating charity organizations and schools. Clients can show their values each time they use the debit card (See 7.6.2 Charity Affinity Card Platform for details).	1. Worked with 19 nonprofit organizations and schools in 2025, providing long-term and stable donation support. 2. As of the end of 2025, accumulated cash-back donations to cooperating nonprofits and schools exceeded NT$1.99 million since program was launched in 2018.	Charity Affinity Card applications have exceeded 47,700 between program launch in 2018 and end-2025, making up about 9.56% of individual client base.

Program	Sustainable Development Goals (SDGs)	Program Description	Environmental/Social Impact	Business Impact
Green Consumption Power@ O-Bank	SDGs 12. Responsible Consumption and Production	To support cardholders' sustainable consumption, purchases from cooperating green brands with O-Bank debit cards receive 4.22% cash back (reflecting April 22 Earth Day).	1. Taiwan's first bank to promote conscious consumption. 2. Exceeded 84,353 people have participated between program launch in 2019 and end-2025. 3. Worked with a total of 30 B Corporations and social enterprises in 2025.	Received "Buying Power – Social Innovation Products and Services Procurement" special recognition award in 2020.
Social Impact Program	SDGs 1. No Poverty	Clients' Social Impact Program deposits are designated for loan applications by the economically disadvantaged. The Bank provides small, zero-fee, and low-interest impact loans designated for low- and middle-low-income households, families in special circumstances, those caring for physically or mentally disabled family members, persons with physical disabilities, Indigenous peoples, and new immigrants, to help them during urgent situations.	1. Supported a total of 118 economically disadvantaged families with impact loans between program launch in 2020 and end-2025, including 15 families in 2025. 2. Worked with five nonprofits and social enterprises in 2025 helping disadvantaged people find employment.	1. In 2022, adopted the Social Return on Investment (SROI) methodology developed by Social Value UK to publish an evaluation report, which found an SROI index of 5.61. The evaluation report was certified by Social Value International in 2023. 2. Received "Buying Power – Social Innovation Products and Services Procurement" special recognition award in 2021. 3. Total disbursed loans have exceeded NT$9.7 million between program launch in 2020 and end-2025, including 1.06 million disbursed in 2025.

Program	Sustainable Development Goals (SDGs)	Program Description	Environmental/Social Impact	Business Impact
Consumer Spending Carbon Calculator and Low-Carbon Lifestyle Debit Card	SDGs 12. Responsible Consumption and Production SDGs 13. Climate Action	1. First in Taiwan to provide "Consumer Spending Carbon Calculator" function. O-Bank's Mastercard clients can check estimated carbon emissions for each charge for free. 2. Launched "Low-Carbon Lifestyle Debit Card" linking carbon emissions from charges with cash back. Lower carbon emissions per NT$1 enjoy higher percentage of cash back. Clients purchasing from cooperating B Corporations and social enterprises with O-Bank credit cards receive 4.22% cash back (reflecting April 22 Earth Day), as well as brand discounts.	1. First bank in Asia to adopt MasterCard's Carbon Calculator, Taiwan's first bank to determine cash back percentage based on carbon emissions, establishing consumer carbon consciousness. 2. Low-Carbon Lifestyle Debit Card uses 82% biodegradable material, receiving Climate Impact Partners' "Carbon Neutral" mark, and lowering the environmental burden of the physical card. 3. Low-Carbon Lifestyle Debit Card collaborated with 26 B Corporations and social enterprises in 2025.	1. Average charges by Low- Carbon Lifestyle Card holders at green shops are 6.63 times higher than the overall client base. 2. Average savings of Consumer Spending Carbon Calculator users are 2.09 times higher than the overall client base. 3. Proportion of linking e-payment methods for Consumer Spending Carbon Calculator users is 2.76 times higher than overall customer base. 4. Received "Buying Power – Social Innovation Products and Services Procurement" special recognition award in 2023.
Transportation Carbon Reduction Details and Transportation Carbon Reduction Card	SDGs 12. Responsible Consumption and Production SDGs 13. Climate Action	1. In partnership with iPASS, O-Bank launched the "Transportation Carbon Reduction Details" feature. Customers with O-Bank iPASS card functionality can check, free of charge, the estimated carbon reduction achieved by using public transport compared to private car use. 2. O-Bank issued Taiwan's first "Transportation Carbon Reduction Card," which provides cash rebates based on a customer's accumulated transportation carbon reduction – the greater the reduction, the higher the rebate.	1. O-Bank is the first bank in Taiwan to integrate with the iPASS Transportation Carbon Reduction Details, helping customers understand the environmental impact of public transportation and gradually build carbon awareness. 2. It is also the first bank in Taiwan to offer transportation benefits based on carbon reduction performance, promoting green mobility through financial incentives.	Customers who activated the "Transportation Carbon Reduction Details" function and held the carbon reduction card had an average deposit balance more than three times that of the general customer base.
O for YOU Assistance Savings Project	SDGs 1. No Poverty	Launched the "O for YOU Assistance Savings" project in August 2023, offering exclusive deposits designated for economically disadvantaged groups and caregivers of relatives with disability certificates. The deposits offer up to a 5% annual interest rate on NT Dollar savings, encouraging economically disadvantaged individuals to gradually accumulate assets and transform their economic situation.	As of the end of 2025, provided designated savings accounts with interest rate incentives to 12 economically disadvantaged individuals, including two low-income households, one middle-low-income households, four caregivers of disabled relatives, and five physically handicapped.	Assistance savings deposits of over NT$1.14 million.

Program	Sustainable Development Goals (SDGs)	Program Description	Environmental/Social Impact	Business Impact
Circle of Care Inclusive Savings Project	SDGs 1. No Poverty	In August 2024, O-Bank launched the "Circle of Care Inclusive Savings Project" offering a tiered-interest savings account with annual interest rates up to 3% in NT Dollar for "new immigrants and Indigenous peoples" whose income meets specified criteria.	This project encourages long-term saving to help economically disadvantaged new immigrants and Indigenous peoples accumulate assets and improve financial stability.	-
Developing Talent for the Future	SDGs 8. Decent Work and Economic Growth	1. The "Summer Seed Internship Program" provides finance internships to underprivileged students, with managers from each department of O-Bank teaching professional financial knowledge and work skills during the period of the internship, improving their future employment competitiveness. 2. "Long-term Scholarship and Employment Program for Outstanding Interns" selects outstanding interns for scholarships each semester and guaranteed employment, giving underprivileged students peace of mind while pursuing studies and employment upon graduation. 3. Through university classes taught by O-Bank managers and enterprise visits by university students, O-Bank helps university students understand enterprise operations and connect with industry practice.	1. A total of 49 underprivileged students have participated in the "Summer Seed Internship Program" between program launch in 2015 and end-2025, including five participating in 2025. 2. A total of eight outstanding interns were selected to join the "Long-term Scholarship and Employment Program for Outstanding Interns" between program launch in 2018 and end-2025. 3. Worked with one university to open a course, and held three university student enterprise visits in 2025.	A total of three interns were employed at O-Bank after graduation between program launch in 2018 and end-2025.
Community Service and Donations	SDGs 17. Partnerships for the Goals	O-Bank supports nonprofits through donations over the long term, helping nonprofits in different fields to continue making a social impact. In addition, O-Bank holds resource drives with employees, donating receipts and used books to those who need them.	1. Total value of charity donations in 2025 was NT$54.77 million (including material donations). 2. Employees donated 853 receipts and NT$7,714 to nonprofit organizations in 2025. 3. O-Bank staff collectively donated 402 books in 2025 to provide rural students with reading and entertainment resources. 4. In 2025, O-Bank purchased 15 "Village and Neighborhood Offering Boxes" and provided them to the Chief of Gangqian Village for donation to economically disadvantaged families, supporting marginalized people with urgent needs.	-

Program	Sustainable Development Goals (SDGs)	Program Description	Environmental/Social Impact	Business Impact
Beach Cleanup Event	SDGs 14. Life Below Water	O-Bank Community Volunteer Club members participated in a beach cleanup to encourage employees to practice plastic reduction, waste sorting, and recycling in their daily lives by collecting marine debris (for details, please refer to 6.5 Environmental Sustainability Activities).	A beach cleanup event was held at Wanli Crab Park beach in New Taipei City in 2025, with 32 volunteer colleagues participating and collecting approximately 111 kilograms of waste.	-
Tree Planting Activities	SDGs 13. Climate Action SDGs 15. Life on Land	As part of the four-year "Taiwan's B Corp Alliance Tree-Planting Collaboration" (2024~2027), O-Bank has teamed up with Taiwan's B Corporation partners to support forest cultivation, bringing 300 new trees to Taipei City.	As part of the four-year "Taiwan's B Corp Alliance Tree-Planting Collaboration" (2024~2027), O-Bank teamed up with Taiwan's B Corporation partners to plant 300 trees at the Taipei Zoo. In addition to the O-Bank Community Volunteer Club's participation in the September 2024 reforestation effort, the Bank also donated funds to adopt forest land and support tree cultivation, aiming to boost sapling survival rates and enhance its carbon sequestration impact. While three cultivation and maintenance activities were carried out in 2025, subsequent drought resulted in 220 trees surviving by year-end, representing a survival rate of 73% and an estimated cumulative natural carbon sink of approximately 51 metric tons.	-

8.1.1 O-Bank's Approach

Since O-Bank was first founded in 1999, we have embraced the ideals of giving back to society and engaging in sustainable business, and has carried out our corporate culture of "Always Sincere, Always Here" across social outreach and philanthropic activities. In recent years, O-Bank has made a special effort to assist schools in remote areas, where the children of immigrants account for a relatively large share of all students. O-Bank works hard to promote financial literacy and care for children's emotional needs, and has designed a variety of highly educational activities in hopes of reducing the inequality of opportunity that results from the urban-rural divide. In addition, O-Bank has also cooperated actively with social enterprises and B Corporations, tapping into the strength of enterprises to mitigate environmental and social problems. In addition to holding a series of procurement events, O-Bank has also launched special services designed specifically to support the development of social enterprises and B Corporations.

In addition, since reorganizing as a commercial bank, O-Bank has begun to provide retail digital financial services, and has launched a series of financial products with CSR features. The idea is to use our power as a financial institution to give back to society and create a prosperity in which O-Bank, consumers, and society can all share. In 2018, O-Bank launched a Charity Affinity Card platform that makes it easy for customers to engage in charitable giving by taking the cashback rewards from purchases and redirecting them to selected non-profit organizations. In 2019, O-Bank launched the "Green Consumption Power@ O-Bank" project to encourage consumers to buy products that have a positive impact on the environment and society. This act established O-Bank as the first bank in Taiwan to advocate for conscious consumption. In 2020, O-Bank further deepened the link between financial services and corporate social responsibility when launched the "Social Impact Program". The funds deposited in these special accounts will be used solely for the specific purpose of backing microloans to help economically disadvantaged persons deal with financial emergencies. In 2022, O-Bank was the first in Taiwan to launch a "Consumer Spending Carbon Calculator" function that can be used to check the carbon footprint of card purchases. In this manner, O-Bank has joined with customers to achieve low-carbon lifestyles. We all intend to do our part to mitigate climate change. In 2023, O-Bank launched the "O for YOU Assistance Savings", a project offering special NT Dollar deposits with a maximum annual interest rate of 5% economically disadvantaged groups, encouraging them to accumulate assets. In 2024, O-Bank partnered with iPASS to launch the "Transportation Carbon Reduction Details" feature, which allows customers to track their carbon reduction from using public transportation compared to driving private vehicles. Simultaneously, the Bank introduced the "Transportation Carbon Reduction Card," which offers benefits based on the amount of carbon reduced through eco-friendly transit choices.

In line with our belief that a company should give back to society on an ongoing basis, O-Bank established the O-Bank Education Foundation (O-BankEF) in the year after our founding. In the O-BankEF's early years, it focused especially on encouraging youth to have the courage to innovate, start up new businesses, and pursue their dreams. The O-BankEF held the "WeWin Entrepreneurship Competition" for ten years in a row, and tapped into the resources of industry, government, and academia to support youth entrepreneurship. In recent years, however, as society has grown increasingly diverse, culture and creativity have come to attract more and more attention, and the Foundation has shifted its focus to arts and education activities. The O-BankEF uses the concert hall and art gallery at the O-Bank headquarters building in Neihu Technology Park to hold concerts, seminars, and exhibits, which local residents are invited to attend. Since 2010, the O-BankEF has held the "Stars of TiDing" art advocacy project as a venue for new and aspiring artists. In these and other ways, the Foundation has done much to enrich Taiwanese culture. In 2022, O-BankEF initiated the project's next stage, the "Stars of TiDing 2.0" project grants, encouraging young arts and music works to connect creativity with society through the spirit of transdisciplinary collaboration.

8.1.2 O-Bank Community Volunteer Club

O-Bank established the O-Bank Community Volunteer Club in 2015 to take part in community service work. O-Bank Chairperson Tina Y. Lo, who chairs the Bank's ESG Development Working Committee, serves as the Club's honorary president. Employees who spend their working hours striving to achieve strong business results also have opportunities as Club members to do their part for the community and give back to society. O-Bank offers paid community service leave to encourage employees to take active part in community service activities, and there is no limit on the number of days that employees can take off to participate in activities organized by the O-Bank Community Volunteer Club. As of the end of 2025, 164 employees were members of the Club, or 14.40% of the company's total employees in Taiwan. In 2025, O-Bank employees put in a total of 343.2 hours of volunteer service, for an average of 0.30 hours of volunteer work per employee.

Table 8-2: Volunteer Work by O-Bank Community Volunteer Club, 2024~2025

	2025	2024
Number of volunteers	164 people	133 people
Percentage of total employees in Taiwan	around 14.40%	around 11.81%
Total volunteer hours	343.2 hours	210 hours
Average volunteer hours per employee	0.30 hours per person	0.19 hours per person

8.2 Caring for Students in Remote Areas

Since 2015 O-Bank has made a special effort to assist schools in remote areas, where the children of immigrants account for a relatively large share of all students. O-Bank has helped to start up a diverse range of extracurricular learning activities, including student anti-fraud education activities, financial literacy courses, the "Cinema for the Mind" events, the "Kids Helping Others" program, and community service programs on holidays to provide students with many different kinds of learning and life experiences.

Table 8-3: Activities to Care for Students in Remote Areas, 2024~2025

	2025	2024
Number of sessions	11	10
Participation by volunteers	34	28
Entities served	3	3

1. Student Anti-fraud Education Activities

With fraud methods constantly evolving in recent years, and as internet usage extends to younger age groups, schoolchildren are increasingly exposed to the risks of online scams. To establish early awareness and empower children to play a role in preventing fraud at home, in 2025, O-Bank held two student anti-fraud education activities at Pinglin Elementary School in Pinglin District and Jiqing Elementary School in Ruifang District of New Taipei City. Through role-playing, pictures, and other fun educational activities, O-Bank introduced 24 students in rural schools to common scam and how to prevent them, such as failed bank transfers, game points scam, text message phishing, impersonating families, or internet dating fraud.

O-Bank Community Volunteer Club held two student anti-fraud education activities at Pinglin Elementary School and Jiqing Elementary School

2. Financial Literacy Courses

To help students in remote areas develop a proper understanding of savings and personal financial planning, O-Bank and the digital content creator Taiwan Bar Studio have jointly created a financial literacy animated video entitled "The Emperor's Tailor," a fun and innovative way to familiarize students with the significance of money and the concept of financial planning. In the process, children are spurred to think about the meaning of wealth. In addition, the O-Bank Community Volunteer Club has held two financial literacy courses in 2025 at Pinglin Elementary School in Pinglin District of New Taipei City, and Jiqing Elementary School in Ruifang District of New Taipei City with a total of 31 students participating. At these courses, members of the O-Bank Community Volunteer Club helped students to understand the content presented in animated videos and led discussions about life planning to encourage students in remote areas to think about their futures and expand their horizons. Students also played the game of Monopoly to develop a correct understanding of savings and financial planning.

O-Bank Community Volunteer Club held two financial literacy courses at Pinglin Elementary School and Jiqing Elementary School

3. "Cinema for the Mind" Events

To enable children from remote areas to enjoy the beauty of films, pick up the humanitarian spirit inherent in the story lines, and develop a different sort of world view, O-Bank introduces movies with educational value at remote schools. In 2025, O-Bank held two "Cinema for the Mind" events at Jiqing Elementary School and Pinglin Elementary School in New Taipei City, with a total of 25 students participating. Members of the O-Bank Community Volunteer Club conducted discussions where students talked about their thoughts and feelings after watching the movies. Cinema-inspired education activities thus served to enrich the mental universe of young students. In addition, O-Bank purchased animated DVDs (complete with copyright clearance for charity broadcast purposes) and donated them to the schools, which are thus licensed in perpetuity to broadcast the DVDs on school property. This affords more students opportunities to view and learn from the movies.

O-Bank Community Volunteer Club held two "Cinema for the Mind" events at Pinglin Elementary School and Jiqing Elementary School

4. Holiday Care Activities

To accompany rural schoolchildren in celebrating holidays, O-Bank Community Volunteer Club regularly visits rural schools to organize festive caring activities. In May 2025, volunteers visited Jiqing Elementary School in Ruifang District, and Pinglin Elementary School in Pinglin District New Taipei City, to hold a "Mother's Day DIY Creative Handcraft" event. They led 31 students in a DIY crafting session to create gifts expressing gratitude to their mothers. By celebrating the holiday with children in a fun and education way, this event teaches children to express their gratitude to their mothers through handmade gifts, giving the holiday deeper meaning. In December, volunteers held Christmas DIY Craft Workshops at Jiqing Elementary School and Pinglin Elementary School again. In this activity, the O-Bank volunteers led 43 students as they engaged in crafts projects to make Christmas gift items. Volunteers guided students in using simple materials to create unique, illuminated Christmas trees, and asked them to share ways to help others, showing them that they can be someone who brings warmth to someone's life and giving deeper meaning to the holiday.

O-Bank Community Volunteer Club held a Mother's Day care activity at Jiqing Elementary School


O-Bank Community Volunteer Club held a Christmas care activity at Pinglin Elementary School

5. "Kids Helping Others" Program

To familiarize young students in remote areas with the concept of "fulfilling oneself by benefiting others" and afford them the experience of earning money themselves and using it to help others, the O-Bank Community Volunteer Club in November 2025 led a group of 23 students from Shiding Elementary School in Shiding District of New Taipei City to the social enterprise Victory Kitchen to make cookies, and then held a bake sale at the main lobby of O-Bank headquarters building. In this way, the students experienced earning money to pursue their dreams. Afterward, the students of Shiding Elementary School donated the "dream funds" they earned to the World Peace Association, supporting its efforts to help more children in need. Children living in remote areas have long tended to be the recipients of welfare assistance, but O-Bank's "Kids Helping Others" program affords them the experience of using their own resources to help others, and to understand the idea that "fulfilling oneself by benefiting others".

Students from Shiding Elementary School made cookies and held a bake sale at the O-Bank main lobby

8.3 Support for Social Enterprises & B Corporations

O-Bank continued its long-term engagement in a wide variety of exchanges with social enterprises and B Corporations, and took concrete action in many different ways to support their efforts on behalf of the environment and society. O-Bank wants to take action in more ways to ensure a harmonious co-existence between nature and society. Among the various cooperative projects that O-Bank, social enterprises, and B Corporations undertook in 2025, some of the more notable included: the social enterprise and B Corporations joint market, procurement of products from social enterprises, and social enterprise lectures.

Table 8-4: Activities to Support Social Enterprises & B Corporations, 2024~2025

	2025	2024
Number of sessions	8	8
Cooperating partners	32	33

1. Social Enterprise and B Corporations Joint Market

In recent years, O-Bank has held regular "Social Enterprise and B Corporations Joint Market," inviting social enterprises and B Corporations to sell environmentally and socially friendly products in the lobby of O-Bank's headquarters building, giving O-Bank employees an opportunity to learn about a variety of social enterprises and B Corporations. In December 2025, O-Bank held a Joint Market on Christmas, inviting a total of six social enterprises and B Corporations, including Victory Kitchen, Buy Directly from Farmers, 2021 Social Enterprise, Zen Zhou, Greenvines and Landoue (Bio-Key bio-technology Co., Ltd.), and called on all employees to participate, mobilizing the power of employees to support social enterprises and B Corporations and their products through tangible action.

O-Bank invited six social enterprises and B Corporations to set up booths at O-Bank's Joint Market

2. Social Innovation Product Purchasing Arrangements

O-Bank purchases products every year from social enterprises to give as holiday gifts. In 2025, O-Bank made purchases including the "Flourishing Gift Set" from Green-in-hand and the "Customized Gift Box" from Tribake. In addition, O-Bank regularly purchases fruit from Tsaichiya Fruits and Buy Directly from Farmers for the use of our employees. The total amount of these purchases over NT$713,373. Giving products from social enterprises as gifts to employees, customers, and members of the press makes more people aware of the "shared well-being" concept of social enterprises, and hopefully encourages them to buy such products themselves. As a result of this support for the products of social enterprises, O-Bank earned the Third Prize in the "Buying Power – Social Innovation Products and Services Procurement" Award from the Small and Medium Enterprise and Startup Administration, Ministry of Economic Affairs for the 9th consecutive year in 2025.

O-Bank specifically procured customized Mid-Autumn Festival gift boxes from "Tribake" as festive gifts for the Moon Festival

3. Donation of Organic Herbal Hand Cleanser Products

O-Bank and Blueseeds Co. jointly launched the "Adopt an Herb Garden" program, in which O-Bank adopts a specified acreage of herb fields that Blueseeds works using natural farming methods. Extracts from the herbs grown in the adopted fields are made into hand cleanser products that were donated four times in 2025 to two schools with long-term cooperation relationships with O-Bank, Jiqing Elementary School and Pinglin Elementary School, enabling the children of these schools to use the hand cleanser and prevent disease. In addition to protecting the health of children, the program also supports the use of chemical-free natural farming methods and provides stable job opportunities for contract farmers.

O-Bank and Blueseeds Co. jointly launched the "Adopt an Herb Garden" program, in which herbs grown in adopted fields are made into hand cleanser products that are donated to elementary schools

4. Social Enterprise Lectures

O-Bank periodically invites representatives of social enterprises to headquarters building to talk about their thinking regarding the startup and running of their business activities, so that more people can develop a deep understanding of the philosophy of social enterprises and on that basis choose to support their products. In July 2025, O-Bank hosted a social enterprise lecture during its summer internship program for college students, inviting Ms. Yi-Ling Cheng, CEO of Chef Clean, to share her corporate philosophy on plastic reduction and eco-friendliness. In addition, in December, the Bank invited Ms. Hsin-I Chin, founder of Buy Direct from Farmers, to speak at the employee general meeting about her philosophy of promoting sustainable agriculture. These diverse lectures and dialogues enable O-Bank colleagues and interns to reflect on what each person can do as an individual in their daily lives to help the environment and society..

Founder of "Buy Direct from Farmers", Ms. Hsin-I Chin, was invited to share the brand's founding philosophy at the Bank's employee assembly

5. 21 Days of Green

In response to Earth Day, which falls on April 22 each year, Greenvines, Social Enterprise Insights, and B-Lab Taiwan have joined hands with the Trust in Nature Foundation to jointly hold "21 Days of Green" activities, in which the people of Taiwan are invited to opt to live simple green lifestyles for 21 consecutive days and thus act as a positive force for change. In April 2025, O-Bank took part in activities advocated under the "21 Days of Green" campaign, and acted as a cooperating brand while joining in on the "Consumer Spending Carbon Calculator" project in an active effort to promote green consumption.

6. B Corp Alliance Tree-Planting Collaboration

To jointly realize global net-zero emissions, O-Bank has participated in the "Taiwan's B Corp Alliance Tree-Planting Collaboration," launched by its B Corporation partner, "Friendly Seed". The initiative plans to reforest a total area of 650 square meters within the Taipei Zoo over a four-year period (2024~2027), with an expected planting of 300 trees. The species planted include the buttonbush (Cephalanthus salicifolius), small-leaved Barringtonia (Barringtonia racemosa), red machilus (Machilus thunbergii), subcostate crape myrtle (Lagerstroemia subcostata), and Wuwei Camellia (Pyrenaria buisanensis). This effort aims to enhance the carbon sequestration capacity of the woodlands, echoing the policy outlined in "Taiwan's Pathway to Net-Zero Emissions in 2050 – Key Strategic Action Plan for Natural Carbon Sinks" – specifically, "Forest 2-1: Promoting the removal of invasive species for corrective reforestation, restoring degraded forest lands, and strengthening the tending and renewal of low-stock plantation forests to expand forest carbon sequestration benefits, thereby achieving the sustainable management of plantation forests".

O-Bank Community Volunteer Club participating in a tree planting activities at Taipei Zoo

The tree-planting site for this initiative is located adjacent to the tour road within the Taipei Zoo. This area was originally a landslide zone caused by typhoon damage and a wetland, making it relatively unfavorable for sapling growth. However, after land clearing and soil fertilization operations carried out by the Taipei City Government, zoo authorities, and civil organization personnel, it has become viable for habitat creation. The Taiwan's B Corp Alliance Tree-Planting Collaboration completed the planting of 300 trees in 2024. Following multiple tending operations, a total of 220 trees survived by the end of 2025, representing a survival rate of 73% and an estimated cumulative natural carbon sink of approximately 51 metric tons.

8.4 Giving back to Society by Taking Advantage of O-Bank Strengths

1. Public Anti-Fraud Promotion Activities

O-Bank held an Anti-Fraud Promotion activity at Hsinchu City Naluwan Tribal Cultural Health Station

In light of rampant financial fraud cases in recent years, O-Bank, as a financial institution, has a duty to promote and educate the public about various types of fraud, urging everyone to stay vigilant in protecting their assets. In addition to providing anti-fraud information to our clients during regular business interactions, in 2025, we also held a total of 33 Anti-Fraud Promotion activities across locations such as the Naluwan Tribal Cultural Health Station in Hsinchu City, the Jiu-Jiu Rehabilitation Home in New Taipei City, and the Disability Support Centers in the Daan and Wenshan Districts of Taipei City, reaching 1,504 members of the general public, including seniors, persons with disabilities, Indigenous peoples, new immigrants, and residents of rural areas, to raise awareness of the latest fraud tactics with analyses of real-life fraud prevention cases from our bank, as well as anti-fraud promotion materials from regulatory authorities.

2. Financial Literacy Promotion Activities

O-Bank organized a financial literacy promotion event at the New Taipei City Wanli Masu Public Day Care Center for the elderly

In support of inclusive finance, O-Bank actively organizes financial literacy promotion activities tailored to a wide range of communities, including persons with disabilities, Indigenous peoples, and new immigrants. These activities feature thoughtfully designed, visually engaging materials that introduced various financial products and services in a simple and easy-to-understand manner. Interactive elements are also incorporated to help participants develop a sound understanding of financial concepts and money management. In 2025, O-Bank held 27 financial literacy promotion events at locations such as the New Taipei City Wanli Masu Public Day Care Center for the Elderly, Siya Tribal Cultural Health Station in Hsinchu City, Chang Bing Show Chwan Memorial Hospital, and Mennonite Christian Hospital Shoufeng Branch in Hualien County, with 787 members of the general public participating.

3. "Green Consumption Power" Project

To encourage customers to engage in green consumption by purchasing products that have a positive impact on the environment and society, the "Green Consumption Power@O-Bank" project was launched in late 2019. Consumers using O-Bank's debit cards to purchase brands participating in green consumption get a cashback reward of 4.22% (the "4.22" percentage alludes to the fact that Earth Day falls on April 22 each year) from O-Bank, which supports consumers' choices. Under the Green Consumption Power project, there is a monthly cap on the amount of cashback rewards that each cardholder can receive per month. The idea is to encourage the type of consumption that will contribute to environmental protection and fair trade without encouraging overconsumption. O-Bank is the first bank in Taiwan to advocate for conscious consumption. As of the end of December 2025, 84,353 persons have participated in the "Green Consumption Power@O-Bank" project, with approximately 38,917 participating in 2025, and O-Bank brought together 30 social enterprises and B Corporations to promote conscious consumption, as shown below:

O-Bank has set an industry first by promoting the concept of conscious consumption

Fig.8-3：Green Brands in the "Green Consumption Power@O-Bank" Project

4. O-Bank Social Impact Program

Many disadvantaged persons in our society with an urgent need for cash find it difficult to obtain bank loans or to receive such loans on relatively favorable terms, and this ends up causing them even bigger problems in living. To help such persons through difficult times, O-Bank launched the Social Impact Program in late 2020. O-Bank invites customers to open time deposit accounts under the Social Impact Program, and the funds deposited in these special accounts are used solely for the specific purpose of backing microloans that will be provided with no processing fee and at low interest rates to help economically disadvantaged persons deal with financial emergencies. O-Bank intends to take advantage of our banking expertise and tap into the power of our customers to arrange for funds from the exact same sources as before to have an impact unlike that of before.

O-Bank Social Impact Program

O-Bank cooperates with NPOs and social enterprises that provide job mentoring to the economically disadvantaged, and relies on the evaluations and referrals of the cooperating entities to help persons employed or mentored by those entities to obtain needed funds. In addition, some of the cooperating entities arrange for loan payments to be withdrawn from each paycheck. Borrowers can thus build up a good credit record that will make it easier for them to obtain loans from banks in the future. Entities cooperating with O-Bank on the Social Impact Program include the First Social Welfare Foundation (including DIYI Social Enterprise), Taiwan Women's Development Association (including the Taipei City Pine Age Social Welfare Foundation), Sunny Bubao Sewing Cooperative, Good Food Enterprise Co., Ltd. and Jieh Huey Foundation.

第一社會福利基金會 The First Social Welfare Foundation	The First Social Welfare Foundation over the years has gradually evolved into a sheltered cleaning team (DIYI Social Enterprise) that hires persons with disabilities, middle-aged and elderly seeking to return to the workforce, women who are either single mothers or have suffered domestic abuse, and other disadvantaged persons. These jobs help the employees to improve their finances and lives.
	The Taiwan Women's Development Association provides job training to women from dysfunctional families to help them achieve economic independence. And for underprivileged women seeking to rejoin the workforce, the Association provides opportunities to work as long-term caregivers.
Sunny BUBAO 彭林布包	Sunny Bubao Sewing Cooperative was founded after a major typhoon in 2009 to create jobs for women who had lost their homes to the typhoon in Shanlin District of Kaohsiung City in southern Taiwan.
食藝餐飲有限公司 Good Food Enterprise Co.,Ltd	Good Food Enterprise Co., Ltd. runs a restaurant chain that provides job opportunities to disadvantaged women and youth. In this manner, the company actively supports its economically disadvantaged employees, attaches great importance to Sustainability concerns, and seeks to make a difference.
介惠基金會	Jieh Huey Foundation, acting in line with the principle of "locals helping locals," provides professional care to the elderly and infirm, and creates job opportunities for local women and youth, thus continuing to empower remote communities and promote the provision of professional care services.

In addition to allowing economically disadvantaged employees and successfully mentored employees of the Social Impact Program's cooperating entities to apply for Social Impact Loan, in 2021 and 2022, O-Bank further expanded eligibility to anyone in Taiwan holding government-issued proof of low income or middle-low income status, those with proof of meeting the government's definition of "a family in hardship," and those caring for a relative with a certificate of disability. In May 2024, the program further broadened to include "persons with physical disabilities," "Indigenous peoples," and "new immigrants" who meet the Bank's income criteria. In addition to full exemption from processing fee, the borrower will enjoy a 2% interest rate discount compared to the general annual rate, so that more people with a need will be able to obtain bank loans and get through difficult times. Furthermore, to help these clients enhance their financial literacy, O-Bank has designed "Impact Financial Education Courses," which provide essential knowledge on financial products such as deposits, loans, investments, wealth management, and insurance. Clients who complete the trainings can enjoy an additional annual interest rate reduction of up to 2% on their borrowings, thereby capitalizing on higher engagement and the promotion of financial capabilities. As of the end of 2025, a total of 571 applications were received, and 118 economically disadvantaged households successfully received "Social Impact" loans. A total of 150 applications were submitted in 2025, including four from low-income households, eight from middle-low-income households, two from caregivers of relatives with certified disabilities, and one Indigenous individual received "Social Impact" loans. To boost the efficacy of this initiative, the Bank has incorporated the portfolio's growth target of the Impact Loan balance into the latest annual performance appraisal for the Head of the Financial Business Division; achieving this goal directly influences their year-end bonus.


SOCIAL VALUE INTERNATIONAL

Statement of Report Assurance

Social Value International certifies that the report

O-Bank Social Impact Program Social Return on Investment Evaluation Report

satisfies the requirements of the assurance process.

The assurance process seeks to assess whether or not a report demonstrates a satisfactory understanding of, and is consistent with, the Principles of Social Value. Reports are independently reviewed by qualified assessors and must demonstrate compliance with the Social Value report assurance standard in order to be certified. The Social Value report assurance standard can be downloaded from the website socialvalueint.org.

Assurance here is against the Principles of Social Value only and does not include verification of stakeholder engagement, report data and calculations.

Awarded 24/01/2023

Signed

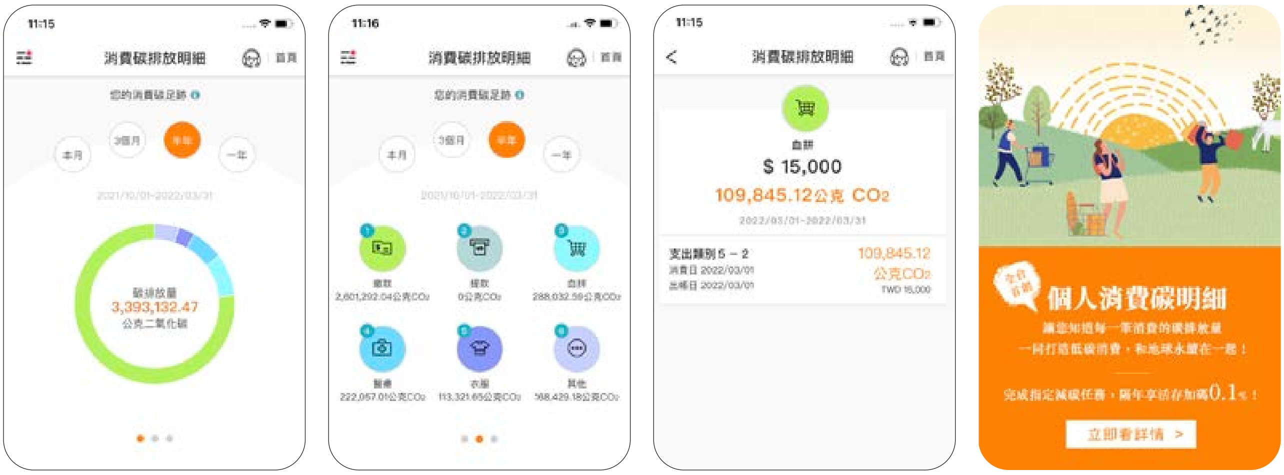
Mr Ben Carpenter
Chief Executive Officer
Social Value International

O-Banks Social Impact Program receives SROI certification

To understand and measure the influence of the Social Impact Program on society, in 2022 O-Bank adopted the Social Return on Investment (SROI) methodology. This methodology developed by Social Value UK gathers feedback from stakeholders through qualitative interviews and quantitative surveys, and calculations and analysis arrived at a SROI index of 5.61, meaning that every NT$1 invested creates NT$5.61 in social value. O-Bank's "Social Impact Loan Program Social Return on Investment Evaluation Report" was certified by Social Value International in January 2023, showing international organizations' recognition of the Social Impact Program.

5. Consumer Spending Carbon Calculator and the "Low-Carbon Lifestyle Debit Card"

In response to climate change and efforts to reduce carbon emissions, O-Bank, in addition our commitment to achieving net zero carbon emissions at all business locations by 2050, also hopes to use our power as a financial institution and work together with customers to achieve energy conservation and carbon reduction. In March 2022, O-Bank launched Taiwan's first "Consumer Spending Carbon Calculator" function and became the first bank in Asia to adopt MasterCard's Carbon Calculator. All holders of an O-Bank Mastercard who apply to activate the "Consumer Spending Carbon Calculator" function can use the function to see an itemized list of carbon emissions for every purchase paid for via the O-Bank online banking site or using the O-Bank mobile banking app, which means that customers can begin to understand how much effect their goods and services purchases have upon the environment. This may prompt a gradual shift toward more conscious consumption and lower-carbon lifestyles.



Consumer Spending Carbon Calculator

In addition to making a "Consumer Spending Carbon Calculator" function available completely free of charge, O-Bank has also launched the Low-Carbon Lifestyle Debit Card, the first debit card in Taiwan that makes it possible to set cashback reward percentages on the basis of carbon emissions. When a consumer's average carbon emissions per NT Dollar spent in a given month are below a specific level, that consumer receives an extra 0.5% cashback reward on all purchases made that month. In this way, O-Bank encourages customers to adopt low-carbon lifestyles. In addition, O-Bank has invited long-term social enterprise partners and B Corporations partners to become Low-Carbon Lifestyle Debit Card participating green shops. An O-Bank customer that uses a Low-Carbon Lifestyle Debit Card to pay for the purchase of products from any of 26 green shops can receive an extra cashback reward of 4.22% plus brand discounts. In this manner, O-Bank continues encouraging customers to buy socially and environmentally friendly products.

O-Bank's Low-Carbon Lifestyle Debit Card receives the "Carbon Neutral" certification mark from Climate Impact Partners

O-Bank's "Low-Carbon Lifestyle Debit Card" is made out of 82% biodegradable polylactide (PLA) produced from inedible corn, eliminating the petrochemicals commonly used in cards. Emissions produced in the process of manufacturing the card are offset through participation in six global carbon exchange programs, achieving carbon neutrality. As a result, the Low-Carbon Lifestyle Debit Card has received the "Carbon Neutral" certification mark from Climate Impact Partners, reducing the burden "plastic currency" places on the earth at the source.

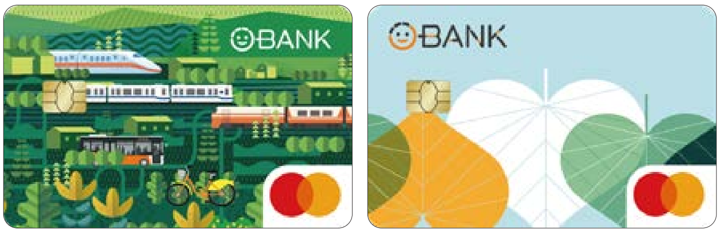
Low-Carbon Lifestyle Debit Card


26 Social enterprises and B Corporations have become Low-Carbon Lifestyle Debit Card participating green shops

6. Transportation Carbon Reduction Details and Transportation Carbon Reduction Card

In 2024, O-Bank collaborated with iPASS to introduce the "Transportation Carbon Reduction Details" feature, becoming the first bank in Taiwan to connect to the iPASS transportation carbon emission database. Customers with O-Bank iPASS card functionality can activate the Transportation Carbon Reduction Details feature to view their carbon reduction from using public transportation compared to driving a car. Furthermore, O-Bank utilized this feature to launch the "Transportation Carbon Reduction Card," the first card in Taiwan where transportation discounts are determined by the amount of carbon reduced from transportation. The more carbon reduction a customer accumulates, the higher the cashback they can receive, encouraging customers to use public transportation more frequently and promoting more carbon reduction actions together with the customers.

Transportation Carbon Reduction Details



Transport Carbon Reduction Card

7. O for YOU Assistance Savings Project

The "O for YOU Assistance Savings Project" was launched by O-Bank in August 2023 to encourage economically disadvantaged groups to save and gradually accumulate assets. It offers tiered NT dollar savings incentives, with a maximum annual interest rate of 5% on deposits up to NT$100,000 for households with low incomes, middle-low incomes, those with proof of special circumstances, and individuals caring for relatives with government-issued disability certificates or proof of disability whose income qualifies for application, and individuals with physical disabilities. As of the end of 2025, 12 economically disadvantaged individuals applied for "O for YOU Assistance Savings," including two low-income households, one middle-low-income household, four caregivers of disabled relatives, and five individuals with physical disabilities, with total deposits of more than NT$1.14 million under the project.

O-Bank O for YOU Assistance Savings Project

8. Circle of Care Inclusive Savings Project

To continue supporting and caring for Taiwan's diverse communities, O-Bank launched the "Circle of Care Inclusive Savings Project" in August 2024. This project offers a tiered savings interest rate of up to 3% per annum in NT Dollars for eligible new immigrants and Indigenous peoples across Taiwan whose income meets specified criteria. The initiative aims to encourage long-term savings, empower participants to build assets steadily, improve their financial standing, and help them accumulate their "first pot of gold" in life.

O-Bank Circle of Care Inclusive Savings Project

8.5 Developing Talent for the Future

8.5.1 Internship Program for Students from Underprivileged Backgrounds

1. O-Bank Summer Seed Internship Program

O-Bank launched a Summer Internship Program in 2012 to provide summer internship opportunities for customers' children who are enrolled in universities. The scope of participation was expanded in 2014 to include the children of O-Bank employees, so that children of O-Bank employees who are interested in the financial industry can have a rich range of experiences both in the classroom and at internship jobs. The internship program participants spoke highly of the program, so O-Bank in 2015 launched a new O-Bank Summer Seed Internship Program to make internships additionally available to students from underprivileged backgrounds. In addition to gaining financial knowledge and undergoing training at actual institutions, seed program participants are also paid for their work. This makes their summer jobs all the more meaningful, and prepares them to be more competitive in their future job searches.

The O-Bank Summer Seed Internship Program includes both classroom lectures and internships. In the classroom lectures, senior O-Bank colleagues teach the students about their various financial specialties and describe the operations of O-Bank's different divisions. These lectures enabled the interns to quickly develop a comprehensive understanding of business practices in the banking industry. In the internships, the participants all serve in different units, including key units engaged in such areas as sales and back office operation. Each intern has opportunities to become deeply familiar with actual banking operations. O-Bank employees take them on tours of O-Bank's corporate customers, and accompany them in writing reports. At every step of the process, the purpose is to allow the interns to gain industry knowledge and practical experience and does not treat students as temporary workers who deal with general affairs. The Summer Seed Internship Program accepted five students from underprivileged families in 2025, and 49 since the program began and three of them joined O-Bank as full-time or part-time employees after graduating.

2. Long-term Scholarship and Employment Program for Outstanding Interns

O-Bank feels it is very worthwhile for the business community to provide underprivileged students who are short on resources but long on determination with extra resources to assist them in developing their careers. O-Bank deeply appreciates talent, and for that reason in 2018 launched the "Long-term Scholarship and Employment Program for Outstanding Interns" in which interns who excel in the Summer Seed Internship Program and are officially declared to be from a low- or middle-low-income background are granted scholarships amounting to NT$50,000 per semester. Scholarship funds are disbursed from the time a student is selected until graduation, and upon graduation they can be recruited by O-Bank. By means of this long-term support, O-Bank hopes to afford underprivileged students a smoother and more worry-free academic experience, and to facilitate their direct entry into the workforce upon graduation. As of the end of 2025, eight outstanding students have been selected to take part in this program.

8.5.2 Cooperation with Schools

1. University Courses

To help more students understand financial practice and the importance of carrying out corporate social responsibility, in the second half of 2025 O-Bank collaborated with the National Taiwan University Economics Department to open the "O-Bank Finance and Industry Practical Course". O-Bank managers shared their experience in topics including corporate finance, digital finance, risk management, fintech, information security, the principles of fair treatment of customers and financial accessibility, and sustainable finance. In addition to familiarizing students with banking practices, one purpose of the lectures was to instill in students an awareness that, in addition to earning profits, a company needs to address environmental and social issues. A second purpose was to encourage students when they eventually enter the work world to do their part to contribute to CSR undertakings.

O-Bank personnel teaching a course at the National Taiwan University Economics Department

2. University Students Enterprise Visits

O-Bank hosts visits each year by school groups to help students understand business operations and the financial industry. In 2025, O-Bank hosted a total of three university student visits, welcoming students and teachers from National Taiwan University, National Chengchi University, and Takming University of Science and Technology. The visits familiarize students with banking operations, digital banking trends, and the Bank's sustainability initiatives, while also sharing insights into the core skills and traits required for talent in the financial industry.

Students from Takming University of Science and Technology visited O-Bank for an on-site learning experience

8.6 Charity Donations and Participation in Public Associations

8.6.1 Donations in 2025

By engaging with and providing sponsorship to related industrial associations and NGOs, O-Bank has worked with them to promote sustainable development throughout the industry, environment, and society. When O-Bank engages with and provides sponsorship to industrial associations and NGOs, the ones we work with have been selected following a very exacting and prudent selection process in which we examine the association's or NGO's purpose of founding, the philosophy it espouses, and the state of its operations to see whether it is in line with our corporate social responsibility principles, and whether it is aligned with our positions. Depending on the amount of funding we intend to provide, approval of the donation must come from different levels of management, such as the Chairman, the Executive Board, or the Board. In addition, in accordance with O-Bank's "Rules Governing Political Donations to External Entities" which is approved by the Board, all donations to political parties, political organizations, or candidates for public office require approval from the Board regardless of the value of the donation.

Total charitable donations by O-Bank in 2025 amounted to NT$54.77 million. Included among the recipients were the O-Bank Education Foundation, the NTU Economic Research Foundation, NCKU Culture and Education Foundation, and the Ministry of Education Sports Administration, showing O-Bank's concern for matters involving arts, culture, education and sport. In addition, O-Bank has donated to the Criminal Investigation and Prevention Association of the Republic of China to advance academic research and international exchanges, thereby bolstering social stability and the safety of overseas Taiwanese businesses and expatriates; donated to the Chinese National Association of Industry and Commerce, Taiwan (CNAIC) to help fund their participation in public discourse concerning financial, economic, and industrial policies. O-Bank also made material donations to support a number of charity partners and economically disadvantaged groups. For example, O-Bank took DVDs complete with copyright clearance for charity broadcast purposes purchased for the "Cinema for the Mind" event, as well as Blueseeds hand cleanser from the "Adopt an Herb Garden" program, and donated them to Jiqing Elementary School and Pinglin Elementary School. A portion of offerings for Pudu Festival were "Village and Neighborhood Offering Boxes" purchased from Global ESG Co., Ltd., and goods offered were donated to the office of the Chief of Gangqian Village, Neihu District for distribution to marginalized families. Details of all O-Bank external donations in 2025 are listed below in Table 8-5.

Table 8-5: Donations Made by O-Bank in 2025

Unit: NT$

Recipient	Amount
O-Bank Education Foundation	15,000,000
Sports Administration, Ministry of Education	8,000,000
CNAIC	900,000
Criminal Investigation and Prevention Association	600,000
Eisenhower Fellowship Foundation of the Republic of China	30,000
NTU Economic Research Foundation	162,000
NCKU Cultural and Educational Foundation	30,000
SME Credit Guarantee Fund of Taiwan	30,000,000
Jiqing Elementary School, Ruifang District & Pinglin Elementary School, Pinglin District, New Taipei City (material donations)	39,000
Underprivileged households in Gangqian Village, Neihu District, Taipei City (material donations)	9,000
Total	54,770,000

Note: This table does not include cash-back donations from charity affinity cards.

8.6.2 Combining the Efforts of Our Colleagues to Raise Donations

O-Bank holds book drives each year to narrow the urban-rural resource gap. In 2025, O-Bank gathered the power of its employees to donate 402 used books to the online secondhand book platform SPBook for its "Build Children's Dreams with Reading" program. This program converts books donated by the public to purchasing vouchers and provides them to rural schools, enabling students to purchase the books they need through the SPBook platform and addressing the mismatch between donations and students' needs. In addition, O-Bank set up a receipt donation box in O-Bank headquarters building. Receipts thus collected are donated periodically to Eden Social Welfare Foundation, the Taiwan Foundation for Rare Disorders, and the Sunshine Social Welfare Foundation. Additionally, O-Bank combines employee benefits with public welfare activities by inviting car wash vendors to regularly provide car wash services and exclusive discounts at the O-Bank headquarters building. Employees are encouraged to donate their spare change from these discounts to the Taiwan Environmental Information Association donation box to support the association's environmental protection efforts.

O-Bank collects and donates secondhand books

8.6.3 Participation in Public Associations

O-Bank has actively participated in relevant trade and industry associations to share practical experiences with other companies on issues such as sustainable development, industrial transformation and social security for many years. O-Bank also participates to joint provide recommendations to the government to leverage corporate influence and encourage government policies to guide more businesses towards sustainable development. In particular, concerning the increasingly important issue of climate change, O-Bank actively participates in trade and industry associations' climate change initiatives. If the climate change policies of any participating association differ from the Paris Agreement – which O-Bank has publicly committed to following – the Bank will first initiate dialogue with the association regarding its climate change stance and policies. A clear timeline for review has been established, and if initial engagement proves unsuccessful, the level of engagement will be escalated, with formal discussions conducted through representatives appointed by the Bank. Should alignment still not be reached, the Bank will evaluate the option of withdrawing from the association to ensure its affiliations are consistent with the climate goals of the Paris Agreement. O-Bank's expenditures for participation in trade and industry associations in 2022~2025 are detailed in Table 8-6, and throughout this period, none of the Public Associations organization that O-Bank participated in had climate change policies that were inconsistent with the Paris Agreement (see Table 8-7 for details). The top three policy-influential organizations in which O-Bank invested the most funds in 2025 are listed in Table 8-8, and the issues and operations of these associations are described in Table 8-9.

Table 8-6: O-Bank Spending on Public Associations, 2022~2025

Annual Spending	2022	2023	2024	2025
Lobbying, interest representation or similar organizations	950,950	1,028,535	860,400	812,231
Political campaigns/organizations/candidates	0	0	0	0
Trade and industry associations	3,390,195	3,786,979	3,011,957	3,455,648
Other	300,000	0	600,000	600,000
Total contributions and other spending	4,641,145	4,815,514	4,472,357	4,867,879
Coverage	100%	100%	100%	100%

Table 8-7: O-Bank's Participating Public Associations in 2025 and Their Climate Positions

Public Association	Climate Position of Public Associations and O-Bank's Response Measures
The Bankers Association of The Republic of China (BAROC)	No associations hold climate positions that are inconsistent with O-Bank's climate policy.
Trust Association of the Republic of China (TAROC)	
Insurance Agency Association of the Republic of China (CIAA)	
Securities Investment Trust and Consulting Association of the R.O.C. (SITCA)	
Electronic Payment Association of R.O.C. (EPA)	
Chinese National Association of Industry and Commerce, Taiwan (CNAIC)	
The Hong Kong Association of Banks (HKAB)	
Taiwanese Chamber of Commerce in Australia (TCAA)	
B Lab Taiwan	

Table 8-8: Top Three Policy-Influential Organizations Contributed by O-Bank in 2025

Organization	Type of Organization	Total amount Contributed (NT$)
The Bankers Association of the Republic of China	Trade and industry associations	1,460,971
Chinese National Association of Industry and Commerce, Taiwan (CNAIC)	Trade and industry associations	1,010,000
B Lab Taiwan	Lobbying, interest representation or similar organizations	812,231

Table 8-9: Operations and Issues of Concern to Public Associations in which O-Bank Participates in 2025

Topic	Corporate Position	Position/Engagement	Total Amount Contributed (NT$)	Frequency
Achieving the National 2050 Net Zero Target	Tracking the overall climate change response strategy of our country's industries, with the aim of aligning with the Paris Agreement's 1.5°C pathway to help achieve the national goal of net-zero emissions by 2050.	• O-Bank Chairperson Tina Y. Lo serves as Vice Chairperson of CNAIC signed the CNAIC "1.5°C Climate Action Declaration" committing to align with the government's 2050 net-zero pathway planning and goals and integrating commercial resources for low-carbon transformation of industries, to achieve the Paris Agreement's goal of limiting temperature rise to within 1.5°C. • O-Bank has participated in B Lab Taiwan initiatives for many years and has appointed representatives to serve as directors of the association. At the same time, O-Bank signed the B Corporations "Declaration of Interdependence" and continues to sponsor B Lab Taiwan each year, supporting its efforts to promote B Corporations certification. This includes helping businesses establish climate change-related policies and understand issues related to climate change and net-zero carbon emissions.	1,782,231	Annually
Promoting police-community cooperation and combating crime to maintain social security	Advancing criminal police academic research and international exchanges, supporting social stability and safeguarding the safety of Taiwanese businesses and expatriates overseas.	• O-Bank Chairperson Tina Y. Lo serves as a board member of the Criminal Investigation and Prevention Association of the Republic of China. • O-Bank has long supported the association's efforts in promoting policing, thereby facilitating academic research and practical exchanges in law enforcement.	600,000	Non-regular

8.7 Cultivation of Arts and Cultural Education

8.7.1 Nurturing Up-and-Coming Arts Talent

To encourage aspiring artists' creative work, the O-Bank Education Foundation (O-BankEF) has carried out the "Stars of TiDing" art advocacy project annually since 2010, provide a platform and generous administrative resources that give young artists an opportunity to display their special talents. Over 16 years, the "Stars of TiDing" project has supported more than 1,000 new talents. It progressed to the next stage in 2022 with the "Stars of TiDing 2.0" project grants, extending resources towards arts development and education to cultivate future artists. In 2025, O-BankEF assisted 89 young artists with 13 exhibitions, supporting a total of 1,490 artists since the project began.

1. Upgrading Support with "Stars of TiDing 2.0", Encouraging New Arts Talent to Collaborate Across Fields

To discover youth with exceptional creativity and talent, O-BankEF continued to offer the "Stars of TiDing 2.0" project grants, with three categories for applications: visual arts, performing arts, and transdisciplinary arts. The project grants were targeted towards students entering arts-related departments of universities. In addition to providing chosen entrants with the use of the art gallery and the concert hall at the O-Bank Group headquarters building, O-BankEF also provided funding totaling NT$1.4 million, encouraging students at university arts departments to expand into creative collaboration projects across disciplines.

In 2025, the Foundation continued to hold activities for the selected entrants across three categories under the "Stars of TiDing 2.0" project grants. These events included exhibitions, concerts, transdisciplinary performances, and extended education promotional activities, investing abundant resources toward nurturing young artistic talents. The education promotional activities were not only held at O-Bank headquarters but also extended their reach across campuses, hospitals, and other venues, integrating art into the daily lives of the public. Throughout 2025, the organization completed one annual invitational exhibition and 12 selected projects, which included 26 extended activities. These initiatives supported a total of 91 individuals, with expenditures exceeding NT$1.7 million.

To strengthen arts curation capabilities, Pei-Kuei Tsai, Associate Professor of the Graduate Institute of Interdisciplinary Art at National Kaohsiung Normal University, serves as curator of the visual arts category of "Stars of TiDing 2.0" in 2026 and held a curator development workshop. In addition to describing the themes and special characteristics of the project grants, speakers from a variety of fields are engaged to deliver lectures and exhibition and creative experiences, developing the necessary skills for arts exhibition curation for the 21 applicants joining the workshop.

"Stars of TiDing 2.0" received 76 proposals across the three categories, including 14 visual arts, 38 performing arts, and 24 transdisciplinary arts. Proposals were rich and diverse in content and 13 proposals were selected in February 2026, receiving a total of NT$1.4 million in grants and put their work on display from May 2026 to April 2027.

Experts shared the experience in exhibit and lead group discussions on curation proposals at the "Curator Development Workshop"

Table 8-10: "Starts of TiDing 2.0" Project Grants 2025 Summary

As of December 31, 2025

Category	Number of Events	Number of Extended Education Promotional Activities	Artists Supported	Funding (NT$)
Annual Invitational Exhibition	1	6	26	400,000
Visual Arts	3	9	10	600,000
Performing Arts	8	8	48	400,000
Transdisciplinary Arts	1	3	7	307,740
Total	13	26	91	1,707,740

2. **"Go to Taiwan" Visual Arts Competition: Integrating Cross-Sector Resources to Nurture Emerging Talent**

To discover the potential of original Taiwanese art and encourage young local artists to go international and broaden their horizons, the O-Bank Education Foundation has partnered with Apollo Art Gallery to host the "Go to Taiwan" Visual Arts Competition every three years since 2014. Due to the pandemic, the fourth edition was postponed to 2025. Following intense competition, a total of 10 emerging artists were shortlisted. These finalists will receive professional industry guidance, leveraging the gallery's market connections to help young talents transition smoothly from academia to the professional market. The tour began with a joint exhibition at the O-Bank Gallery in September 2025, before moving to Apollo's main venue in October. In addition to the traveling showcases, grand prize winner Chen Yi-An was awarded a one-month cultural residency in Vienna, along with one year of professional mentorship from Apollo Art Gallery.

"Go to Taiwan" competition selects and supports emerging artists through artwork reviews and finalist presentations, linking them with the professional market

8.7.2 Platform for Art Appreciation

Cultural diversity is one of Taiwan's most precious intangible assets. To continue developing our country's cultural soft power, and the O-BankEF actively supports artistic creation. The Foundation not only holds events including performances, exhibitions, lectures, and film screenings, but also encourages grant recipients of the "Stars of TiDing 2.0" project grants to integrate with society and look outwards to plan community collaboration and educational promotion activities. By holding free arts activities, the Foundation builds a shared appreciation of the arts, lowers the barrier to arts appreciation, and expose the public to everyday art, enriching their spirits and lives. Acting on our corporate social responsibility of leveraging art as a medium for social care, the O-BankEF had held a total of 582 arts and cultural activities as of the end of 2025.

1. Performances Series

In addition to arranging performances by young artists selected for the performing arts and transdisciplinary arts categories of the "Stars of TiDing 2.0" project grants, the O-BankEF holds rich and diverse activities including vocal, chamber music, instrumental ensembles and solos, and dance theater. The chosen entrants planned extension activities for educational promotion at school campuses and hospitals. Performers provided easy-to-understand guided listening, leading the audience into a beautiful world of music and raising understanding and appreciation.

In 2025, a total of eight music performance projects were selected, covering a wide range of genres: one traditional opera, one experimental music piece, one children's concert, and five instrumental ensembles. The cross-disciplinary category featured one performance team with a full-length dance production inspired by the concept of the "Eight Sufferings". Throughout 2025, the Foundation hosted eight concerts, one cross-disciplinary performance, and 11 educational outreach activities for these emerging talents, achieving an average audience satisfaction score of 4.7 out of 5 and attracting nearly 2,500 participants.

Beyond supporting young musicians and artists, the O-Bank Education Foundation partnered with organizations such as Camerata Music of Taipei and the Taipei Philharmonic Foundation for Culture and Education in 2025 to host five master concerts. These events brought together renowned domestic and international virtuosos, including pop pianist V.K, soprano Tzu-Yin Lin, bass Ju-Ying Lo, pianist Chia-Chi Hsu, the Stacey Wei Jazz Quintet, Taiwan's drum master Jui-Feng Huang, singers Hao-Chieh Chou and Ya-Hsien Fang, saxophonist Diogo Pinheiro, and pianist Ding-Han Lu, dedicated to elevating public appreciation for music and culture. Furthermore, in a special collaboration with the Taipei Philharmonic Foundation for Culture and Education, the Foundation invited the St. Stanislav Girls' Choir from Slovenia to perform, successfully broadening the impact of choral art. In total, these five master concerts achieved an average audience satisfaction score of 4.9 out of 5, drawing nearly 1,092 attendees.

Chosen entrants of the 2025 "Stars of TiDing 2.0" Performing Arts Category combined diverse performance styles with rich content

The 2025 "Stars of TiDing 2.0" A refreshing performance from Transdisciplinary Arts Category

2. Exhibition Series

Since 2022, the Foundation has introduced the role of "Curator of the Year" to serve as an issue proponent for the Visual Arts category of "Stars of TiDing 2.0". In 2025, the Foundation invited Ming-Jiun Tsai, Deputy Director of the Asia University Museum of Modern Art and Adjunct Assistant Professor in the Department of Fine Arts at Tunghai University, to assume this role. Under the annual theme "Support System: On Exhibition Curating, Production, and Everything in Between," proposals were solicited for the visual arts category. This culminated in the exhibition "As Partners," which extended its display space from O-Bank's headquarters to the Tunghai University Art Center for a simultaneous showcase. Across both venues, 26 artists used diverse creative media to narrate individual stories, seeking to reveal the multifaceted forms of cooperation and relationships among partners, while further reflecting the interaction mechanisms and development trends within the art industry.

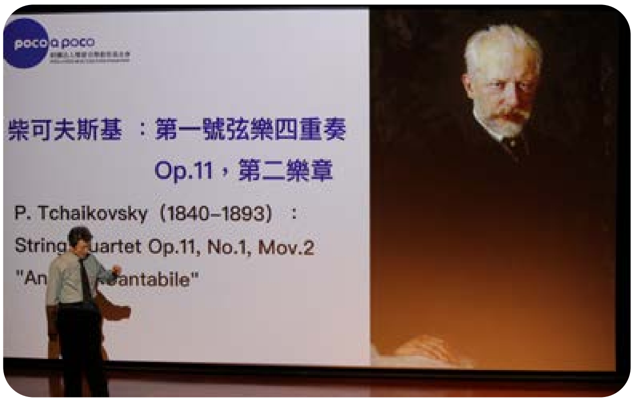
The three winning initiatives showcased in 2025 expanded upon the overarching annual theme. Throughout each exhibition period, the selected teams hosted various extended events – including expert panel discussions, hands-on workshops, campus outreach programs, and guided tours – to broaden public engagement and inspire a deeper understanding of the visual arts industry. Over the course of the year, a total of four art exhibitions and 15 educational outreach activities were held, drawing nearly 1,800 participants.

2025 "Stars of TiDing 2.0" invitational exhibition extended from the O-Bank art gallery to the Tunghai University Art Center in Taichung

2025 "Stars of TiDing 2.0" featured selected exhibition "Co-operation and Co-action" utilizes contemporary methods to explore interpersonal relationships creative processes

3. Art Lectures Series

The O-BankEF annually invites experts from the arts community to deliver lectures on specialized topics. These events give the public a deeper understanding of artistic and cultural matters, and they also give promising young artists opportunities to interact with other art experts. In 2025, the Foundation organized a Mother's Day preserved flower workshop for O-Bank employees. Led by professional floral designer Mona, the session integrated emotional aesthetics into daily life, drawing a total of 14 participants. Additionally, in collaboration with Camerata Music of Taipei, MUZIKids, and the Museum of National Taipei University of Education (MoNTUE), the Foundation hosted lectures featuring distinguished masters. Speakers included internationally acclaimed director Tsai Ming-liang, prominent cultural scholars Professor Chu-Wei Liu and Dr. Yuan-Pu Chiao, National Weiwuying Arts Center Artistic Director Wen-Pin Chien, Taipei Philharmonic Youth Orchestra Resident Conductor Po-Hung Liu, and music therapist Wen-Yi Lin. These experts shared their life journeys and insights, fostering profound, two-way dialogues and encouraging lifelong learning. Throughout the year, one workshop and nine lectures were held, attracting a combined audience of 1,206 participants. As of the end of 2025, the Art Lecture Series has reached a cumulative total of 60 events.



Jointly hosted with Camerata Music of Taipei, Professor Chu-Wei Liu delivers a lecture on composer Tchaikovsky, selecting classic pieces for guided listening

Floral designer Mona guides employees in creating Mother's Day gifts using preserved flowers

4. Christmas Lights Thanksgiving and Blessing Event

To express gratitude and appreciation for the continued support from all sectors, the O-Bank Education Foundation holds two Christmas events each December at the O-Bank headquarters. The events were attended by O-Bank Group’ s clients, distinguished guests, and employees, who came together to experience the warmth of the holiday season. The "Light Up O Night" Christmas lighting ceremony featured performances by the Taipei Philharmonic Children’ s Choir and the Taipei Philharmonic Youth Orchestra Brass Quintet, delivering heartfelt melodies that enhanced the welcoming atmosphere. The accompanying concert invited the Taipei Philharmonic Opera Studio and the Taipei Philharmonic Chamber Choir to perform selections from the operetta Die Fledermaus alongside classic seasonal carols. The concert was an opportunity-to express gratitude to everyone who has supported and cared for O-Bank, conveying appreciation and blessings and adding deeper meaning to the holiday season. The two events drew a total of 327 attendees.

The Christmas Tree Lighting Ceremony specially featured performances by the Taipei Philharmonic Children's Choir and the Youth Orchestra Brass Quintet, along with a surprise appearance by Santa Claus, who joined in singing a festive Christmas medley

Following the ceremony, the Christmas Concert featured the Taipei Philharmonic Opera Studio and the Taipei Philharmonic Chamber Choir, who together delivered a beautiful performance of Christmas carols with harmonious and pure vocals

Table 8-11: Impact of Performance Activities, 2023~2025

Year	2025	2024	2023
Exhibitions	6	4	4
Educational Promotions	27	36	28
Performances	16	19	10
Lectures	10	12	10

8.7.3 Arts and Business Collaborating to Nurture the Seeds of Culture

1. Sponsorship of the World Choral Championship and the 2025 Taipei International Choral Competition and Promoting International Choral Exchange

To deepen the development of artistic talent and promote choral music in Taiwan, the O-BankEF employed an arts and business collaboration model to support the Taipei Philharmonic Foundation in holding the World Choral Championship and the 2025 Taipei International Choral Competition. The event included concerts, choral music camps, and choral competitions, aiming to promote international choral exchange activities. In 2025, the O-BankEF sponsored the Grand Prix Competition concert, inviting 200 attendees, including O-Bank Group clients, and employees. This initiative aimed to strengthen relationships between the company, society, employees, and clients, while also conveying the inspiring power of art and music. Additionally, the Foundation sponsored the "O-Bank Star Prize" for the Children Choir representing Taiwan and the "O-Bank Award" for the Grand Prix Champion of the choral competition, providing substantial resources to encourage outstanding teams. These accolades were awarded to the Nahuy & Matai Children's Choir (Taiwan) and the Halo Choir (Taiwan), respectively, while the World Choral Championship title went to the Diocesan Choral Society from Hong Kong. The 2025 Taipei International Choral Competition saw participation from 42 teams across six countries, with a total of 1,700 participants. The music festival's series of events comprised 27 performances, attracting 25,000 attendees.

Title-sponsoring the "World Choral Championship" and "Taipei International Choral Competition – Grand Prix" to support learning and exchange among outstanding choirs from Taiwan and abroad

2. Sponsorship of the Ming Hwa Yuan Arts & Cultural Group and Passing on the Legacy of Taiwan's Outstanding Opera Culture

To encourage an outstanding Taiwan traditional opera troupe, O-BankEF supported the Ming Hwa Yuan Arts & Cultural Group and continued to bring native theatrical arts to the national and international stage. The O-BankEF sponsored Ming Hwa Yuan's public performance of "The Legend of Boundary Fort" at the National Theater of the National Performing Arts Center. Through collaboration between arts and business, 100 O-Bank Group employees and clients were invited to experience the beauty of traditional opera together. Concurrently, to cultivate younger audiences and encourage arts consumption among youth, the Foundation gave back to local campuses by introducing cultural education vouchers. Through this initiative, the organization subsidized ticket price differences, enabling students to attend world-class theater and fostering deep cultural roots from an early age. In 2025, multiple institutions participated in this initiative to contribute to the sustainability of local performing arts, including Taichung Municipal Wen-Hua Senior High School, Taichung Municipal Hong-Wen High School, Taipei Municipal Dali Senior High School, Taipei Municipal Bei-An Junior High School, and Taipei Municipal Cheng-Yuan High School.

8.7.4 Advancing Cultural Equity and Campus Arts Education

1. Driving the Establishment of the Taiping Elementary School Museum, Preserving Tu-Shui Huang's "Bust of a Girl" at His Alma Mater

To carry out the company's ideals of giving back to Taiwan's education and developing the arts, O-BankEF initiated the Taiping Elementary School Museum Operations and Establishment project in May 2022. The project curates the precious work "Bust of a Girl" by Taiwan's first sculptor to study in Japan, Tu-Shui Huang, at his alma mater. Former National Palace Museum Director Mun-Lee Lin served as the project leader, and a project office was established in collaboration with the Museum of National Taipei University of Education. National Award for Arts winner Sheng-Yuan Huang of Fieldoffice Architects designed the exhibition space. The museum is expected to officially open in June 2025. Through this micro-museum, the school and local culture are shared with the public, setting a benchmark for sustainably operated community museums. The museum held its opening ceremony on June 16, 2025, and officially opened to the public on July 3, debuting with its inaugural exhibition, "Huang Tu-shui and the Children". In 2025, the museum recorded a total of 4,946 visits. Recognized as the nation's first "Campus Art Eco-Museum," the project was honored with the Ministry of Culture's 17th Arts & Business Awards (Cultural Equity Award) for its exceptional balance between cultural heritage preservation and educational innovation. O-BankEF remains committed to supporting the museum's long-term operations, ensuring that art education continues to flourish at the grassroots level.

To preserve and enliven Taiping Elementary School's valuable artifacts, the project office began by cataloging the school's extensive collection of historical artifacts and organizing an open-access storage room. They conducted research and compiled documents related to Tu-shui Huang and the school's history, and planned educational outreach activities and exhibition projects, tirelessly promoting the development of curriculum software within Taiping Elementary School. During the inaugural special exhibition, the project office curated a comprehensive series of educational activities, including parent-child workshops, Taiwanese storytelling experiences, salon lectures, and Taiwanese-language guided tours – allowing art, daily life, language, and the local land to intertwine naturally on campus. In 2025, a total of 36 educational outreach events were held, recording 868 participants.

Workshops tailored by the project office for different age groups during the inaugural special exhibition

2. Supporting Underprivileged Groups Through Art: Hosting "Creative Reproduction" and "Music Appreciation" Experiential Activities to Promote Art Education

The O-BankEF seeks to facilitate the growth of young artistic talent and bolster the self-confidence of children from remote rural areas or disadvantaged backgrounds so that they can have more courage to pursue their dreams. In line with its belief that arts education is most effective when it starts at an early age, the O-BankEF has collaborated with rising young visual artists from the "Stars of TiDing" since 2013 to hold a series of educational programs for youth, especially for underprivileged children in the Neihu District of Taipei. The events include guided tours of art exhibits, hand-on activities, and displays of works created by event participants, helping students build confidence and promoting cultural equality. Starting in 2024, the Foundation collaborated with grant recipients from the "Stars of TiDing 2.0" performing arts and transdisciplinary arts programs to launch the "Music Appreciation & Guided Experience Activities". The Foundation developed educational outreach activities, including music appreciation, instrumental introductions, and interactive performances, which were brought to schools and hospitals. As of the end of 2025, a total of 118 workshops have been held, benefiting over 2,000 students, and engaging nearly 2,500 participants.

In 2025, three sessions of the "Creative Reproduction · Experience Activities" were held, primarily serving students from Taipei Municipal Neihu Elementary School and the general public. Each session welcomed participants into the O-Bank Art Gallery to interact closely with artist teams, drawing a total of 40 participants (including 36 students and 4 members of the general public). Additionally, 11 sessions of the "Music Appreciation & Guided Experience Activities" were organized as part of the educational outreach for music and cross-disciplinary performing arts. These events took place at Taipei Municipal Neihu Elementary School, Shih Chien University, New Taipei Municipal Qingshui High School, National Houbi Senior High School in Tainan, National Taiwan University Cancer Center, and the Koo Foundation Sun Yat-sen Cancer Center. Catering to elementary school pupils, high school and college students, as well as hospital patients, these activities focused primarily on guided music appreciation and live performances, recording 783 participants in total (648 students and 135 members of the general public).

Table 8-12: Implementation Overview of "Stars of Tiding 2.0" Educational Outreach Activities

Base Date: December 31, 2025

Activity Type	Sessions	Student Participants (Person-times)	General Public Participants (Person-times)	Total Participants (Person-times)
Creative Reproduction · Experience Activities	3	36	4	40
Music Appreciation · Guided Experience Activities	11	648	135	783

"Hello! New Planet" workshop, school children were guided to explore the relationship between the environment and life through artistic creation

"String Dance & Rhythm Colors" ensemble performed a selection of curated cello quartet pieces at the National Taiwan University Cancer Center for patients, families, and healthcare staff

3. Sponsoring Taipei City Federation of Junior High School Parent Associations' "Becoming Each Other's HERO" Initiative to Support Inclusive Education

To deeply cultivate positive interpersonal development and sustainability education among adolescents, the Foundation proudly supported the "Becoming Each Other's HERO – Diversified Interpersonal Relations" project hosted by the Taipei City Federation of Junior High School Parent Associations. Targeting the critical developmental stage of junior high school students, this initiative actively promoted positive relationship strategies, successfully embedding social sustainability awareness into foundational education. Through immersive situational role-plays, the project established an environment rooted in respect and understanding, guiding students to embrace gender and cultural diversity while practicing empathy, communication, and conflict resolution. This initiative not only enhanced peer interactions on campus but also extended its impact to parents and teachers, collectively building a friendly social support network that fosters societal solidarity and harmony. The program was rolled out across eight junior high schools in Taipei City – including Zhongzheng, Minghu, Huaisheng, Jingxing, Lanya, Hongdao, Shuangyuan, and Jieshou – with a total of 9 sessions held, recording an aggregate attendance of 1,159 participants.

The "Becoming Each Other's HERO" event was held at Zhongzheng Junior High School. Through film screenings and professional lecturer guidance, situational role-plays were used to make the activities highly relevant to the daily lives of adolescents

8.7.5 Training of Arts & Culture Volunteers

In 2011, the O-BankEF established its O-BankEF Volunteer Team to give back to society and participate in arts and culture activities. In the following year, the O-BankEF began recruiting volunteers to staff the reception desk, act as ushers, and other public-facing roles at the O-BankEF's activities. The O-BankEF also regularly provided volunteers with lectures, courses, and occasional arts outings related to photography and arts. The Volunteer Team had 19 members in 2025 and supported 27 events, serving a total of 118 people for a total of 466 service hours.

Foundation volunteers take a group photo with performers after an event

Arts volunteers serve at the reception desk for an event

Appendix

Appendix 1: GRI Sustainability Reporting Standards Content Index

Topics suffixed by a hash sign (#) are material topics.

Statement of Use	O-Bank has reported in accordance with the GRI Standards for the period from January 1, 2025, to December 31, 2025
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	N/A

GRI Standards/ Other Sources	GRI Standards Index	GRI Indicator	Chapter/Description	Page Number	Omission/ Note
General Disclosures					
GRI 2: General Disclosures 2021	2-1	Organizational details	2.1 About O-Bank	42	
	2-2	Entities included in the organization's sustainability reporting	Editor's Note	3	
	2-3	Reporting period, frequency and contact point	Editor's Note	3	
	2-4	Restatements of information	Editor's Note	3	
	2-5	External assurance	Editor's Note Appendix 8: BSI Independent Assurance Opinion Statement Appendix 9: Limited Assurance Report	3 333 335	
	2-6	Activities, value chain and other business relationships	Editor's Note 2.1 About O-Bank 2.3 Market Environment and Development Strategies 4.1 Financial Services and Innovation 6.4 Green Procurement and Supplier Management 7.6 Responsible Products The Bank's value chain includes upstream supplier procurement (mainly including construction contractors, IT equipment, business equipment, office equipment, office supplies, etc.), its own operations, as well as downstream investee companies and corporate banking clientele. There are no significant changes compared to the previous reporting year.	3 42 53 102 196 273	
	2-7	Employees	5.1 Employee Composition and Promotion of a Friendly Work Environment	123	

GRI Standards/ Other Sources	GRI Standards Index	GRI Indicator	Chapter/Description	Page Number	Omission/ Note
GRI 2: General Disclosures 2021	2-8	Workers who are not employees	5.1 Employee Composition and Promotion of a Friendly Work Environment	123	
	2-9	Governance structure and composition	1.1 Sustainability Policy and Its Implementation 3.1 Governance Framework	11 57	
	2-10	Nomination and selection of the highest governance body	3.1 Governance Framework	57	
	2-11	Chair of the highest governance body	O-Bank's Chairperson isn't serving concurrently as Chief Executive Officer. O-Bank has adopted the "Principles of Hierarchical Delegation of Responsibilities" which set division of responsibility of Board Director and General Manager to fulfill hierarchical responsibility and implemented delegation of authority in hierarchical level.		
	2-12	Role of the highest governance body in overseeing the management of impacts	1.1 Sustainability Policy and Its Implementation	11	
	2-13	Delegation of responsibility for managing impacts	1.3 Identifying and Analyzing Material Topics	19	
	2-14	Role of the highest governance body in sustainability reporting	1.1 Sustainability Policy and Its Implementation	11	
	2-15	Conflicts of interest	3.1 Governance Framework 3.2 Ethical Best Practices	57 71	
	2-16	Communication of critical concerns	3.1 Governance Framework 3.2.2 Internal Control and Audit Systems 3.4 Risk Management The Bank's critical concerns include negative material information, material audit deficiencies, and material contingencies. In 2025, the Bank experienced three contingency incidents: a server room overheating incident caused by a momentary utility power voltage drop, an external service interruption caused by server room relocation and migration operations, and a client matching a fraud syndicate sanctions list under investigation by the Investigation Bureau. No other critical concerns in 2025.	57 78 83	
	2-17	Collective knowledge of the highest governance body	3.1 Governance Framework	57	

GRI Standards/ Other Sources	GRI Standards Index	GRI Indicator	Chapter/Description	Page Number	Omission/ Note
GRI 2: General Disclosures 2021	2-18	Evaluation of the performance of the highest governance body	3.1 Governance Framework	57	
	2-19	Remuneration policies	3.1 Governance Framework 5.2 Employee Compensation and Benefits	57 145	
	2-20	Process to determine remuneration	3.1 Governance Framework 5.2 Employee Compensation and Benefits	57 145	
	2-21	Annual total compensation ratio	5.2 Employee Compensation and Benefits	145	
	2-22	Statement on sustainable development strategy	Letter from the Chairperson 1.1 Sustainability Policy and Its Implementation	5 11	
	2-23	Policy commitments	1.1 Sustainability Policy and Its Implementation 5.1 Employee Composition and Promotion of a Friendly Work Environment 7.4 Responsible Investment	11 123 263	
	2-24	Embedding policy commitments	1.1 Sustainability Policy and Its Implementation 5.1 Employee Composition and Promotion of a Friendly Work Environment 7.4 Responsible Investment	11 123 263	
	2-25	Processes to remediate negative impacts	1.3.2 Stakeholder Engagement 5.1 Employee Composition and Promotion of a Friendly Work Environment 5.4 Communication and Engagement with Employees	37 123 176	
	2-26	Mechanisms for seeking advice and raising concerns	1.3.2 Stakeholder Engagement 3.2 Ethical Best Practices	37 71	
	2-27#	Compliance with laws and regulations	In 2025, operational deficiencies in safeguarding customer data violated Paragraph 1, Article 27 of the "Personal Data Protection Act," resulting in a fine of NT$20,000 by the competent authority. The Bank has reinforced employee awareness and training regarding these deficiencies, and conducts irregular quizzes and spot checks, and completed all corrective measures.		

GRI Standards/ Other Sources	GRI Standards Index	GRI Indicator	Chapter/Description	Page Number	Omission/ Note
GRI 2: General Disclosures 2021 GRI 2: General Disclosures 2021	2-28	Membership associations	Member, The Bankers Association of the Republic of China (BAROC) Member, The Hong Kong Association Of Bank Member, The Bankers Association of Taoyuan Member, The Bankers Association of Kaohsiung Member, B Lab Taiwan Member, Chinese National Association of Industry and Commerce, Taiwan (CNAIC) Member, Securities Investment Trust & Consulting Association of the R.O.C Member, Trust Association of the R.O.C. Member, Insurance Agency Association of the R.O.C.		
	2-29	Approach to stakeholder engagement	1.1 Sustainability Policy and Its Implementation 1.2 Identification of Stakeholders 1.3 Identifying and Analyzing Material Topics	11 18 19	
	2-30	Collective bargaining agreements	N/A		N/A.; O-Bank has not established a union, and thus does not engage in collective bargaining.
Material Topics					
GRI 3: Material Topics 2021	3-1	Process to determine material topics	1.3 Identifying and Analyzing Material Topics	19	
	3-2	List of material topics	1.3 Identifying and Analyzing Material Topics	19	
	3-3	Management of material topics	1.3 Identifying and Analyzing Material Topics	19	
GRI 102: Climate Change Series					
GRI 102：Climate Change 2025	102-1#	Transition plan for climate change mitigation	6.1 Environmental Management Policies and Targets 7.1 Climate Change Management	180 204	
	102-2#	Climate change adaptation plan	6.1 Environmental Management Policies and Targets 7.1 Climate Change Management	180 204	
	102-4#	GHG emissions reduction targets and progress	6.1 Environmental Management Policies and Targets 6.3 Greenhouse Gas Inventory 7.1.5 Portfolio Emissions and Management of Carbon-intensive Industries	180 192 233	
	102-5#	Scope 1 GHG emissions	6.3 Greenhouse Gas Inventory	192	

GRI Standards/ Other Sources	GRI Standards Index	GRI Indicator	Chapter/Description	Page Number	Omission/ Note
GRI 102：Climate Change 2025	102-6#	Scope 2 GHG emissions	6.3 Greenhouse Gas Inventory	192	
	102-7#	Scope 3 GHG emissions	6.3 Greenhouse Gas Inventory	192	
	102-8#	GHG emissions intensity	6.3 Greenhouse Gas Inventory 7.1.5 Portfolio Emissions and Management of Carbon-intensive Industries	192 233	
	102-9	GHG removals in the value chain	No GHG removals in the value chain.		
	102-10	Carbin credits	No procurement of carbon credits.		
GRI 200: Economics Series					
GRI 201: Economic Performance 2016	201-1#	Direct economic value generated and distributed	2.2 Operating Performance and Reputation 3.1 Governance Framework 3.6 Tax Governance 5.2 Employee Compensation and Benefits 8.6 Charity Donations and Participation in Public Associations	46 57 97 145 301	
	201-2#	Financial implications and other risks and opportunities due to climate change	7.1 Climate Change Management	204	
GRI 201: Economic Performance 2016	201-3#	Defined benefit plan obligations and other retirement plans	5.2 Employee Compensation and Benefits	145	
	201-4#	Financial assistance received from government	The O-Bank Hong Kong Branch received financial subsidies for tax benefits totaling HKD$1,500 from the Hong Kong government in 2025.		
GRI 202: Market Presence 2016	202-1#	Ratios of standard entry level wage by gender compared to local minimum wage	5.2 Employee Compensation and Benefits	145	
	202-2#	Proportion of senior management hired from the local community	5.1 Employee Composition and Promotion of a Friendly Work Environment	123	
GRI 203: Indirect Economic Impacts 2016	203-1#	Infrastructure investments and services supported	8.2 Caring for Students in Remote Areas 8.7 Cultivation of Arts and Cultural Education	288 305	
	203-2#	Significant indirect economic impacts	4.1 Financial Services and Innovation 7.1 Climate Change Management 8.2 Caring for Students in Remote Areas	102 204 288	
GRI 204: Procurement Practices 2016	204-1#	Proportion of spending on local suppliers	6.4 Green Procurement and Supplier Management	196	

GRI Standards/ Other Sources	GRI Standards Index	GRI Indicator	Chapter/Description	Page Number	Omission/ Note
GRI 205: Anti-corruption 2016	205-1#	Operations assessed for risks related to corruption	3.2 Ethical Best Practices	71	
	205-2#	Communication and training about anti-corruption policies and procedures	3.2 Ethical Best Practices 3.3 Compliance 5.3 Employee Cultivation and Development 6.4 Green Procurement and Supplier Management	71 79 161 196	
	205-3#	Confirmed incidents of corruption and actions taken	No related incident occurred in 2025.		
GRI 206: Anti-competitive Behavior 2016	206-1#	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No related issue occurred in 2025. 3.3 Compliance	79	
GRI 207: Tax 2019	207-1	Approach to tax	3.6 Tax Governance	97	
	207-2	Tax governance, control, and risk management	3.6 Tax Governance	97	
	207-3	Stakeholder engagement and management of concerns related to tax	3.6 Tax Governance	97	
	207-4	Country-by-country reporting	3.6 Tax Governance	97	
GRI 300: Environmental Series					
GRI 302: Energy 2016	302-1#	Energy consumption within the organization	6.2 Management of Energy and Resources	184	
	302-3#	Energy intensity	6.2 Management of Energy and Resources	184	
	302-4#	Reduction of energy consumption	6.2 Management of Energy and Resources	184	
GRI 303: Water and Effluents 2018	303-2#	Management of water discharge-related impacts	6.2 Management of Energy and Resources	184	
	303-3#	Water withdrawal	6.2 Management of Energy and Resources	184	
	303-4#	Water discharge	6.2 Management of Energy and Resources	184	
	303-5#	Water consumption	6.2 Management of Energy and Resources	184	

GRI Standards/ Other Sources	GRI Standards Index	GRI Indicator	Chapter/Description	Page Number	Omission/ Note
GRI 305: Emissions 2016	305-1#	Direct (Scope 1) GHG emissions	6.3 Greenhouse Gas Inventory	192	
	305-2#	Energy indirect (Scope 2) GHG emissions	6.3 Greenhouse Gas Inventory	192	
	305-3#	Other indirect (Scope 3) GHG emissions	6.3 Greenhouse Gas Inventory	192	
	305-4#	GHG emissions intensity	6.3 Greenhouse Gas Inventory	192	
	305-5#	Reduction of GHG emissions	6.1 Environmental Management Policies and Targets 6.2 Management of Energy and Resources 6.3 Greenhouse Gas Inventory	180 184 192	
	305-6#	Emissions of ozone-depleting substances (ODS)	6.3 Greenhouse Gas Inventory	192	
	305-7#	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	6.3 Greenhouse Gas Inventory	192	
GRI 306: Waste 2020	306-1#	Waste generation and significant waste-related impacts	6.2 Management of Energy and Resources	184	
	306-2#	Management of significant wasterelated impacts	6.2 Management of Energy and Resources	184	
	306-3#	Waste generated	6.2 Management of Energy and Resources	184	
	306-4#	Waste diverted from disposal	6.2 Management of Energy and Resources	184	
	306-5#	Waste directed to disposal	6.2 Management of Energy and Resources	184	
GRI 308: Supplier Environmental Assessment 2016	308-1#	New suppliers that were screened using environmental criteria	6.4 Green Procurement and Supplier Management	196	
	308-2#	Negative environmental impacts in the supply chain and actions taken	6.4 Green Procurement and Supplier Management	196	
GRI 400: Social Series					
GRI 401: Employment 2016	401-1#	New employee hires and employee turnover	5.1 Employee Composition and Promotion of a Friendly Work Environment	123	
	401-2#	Benefits provided to full-time employees that are not provided to temporary or parttime employees	5.2 Employee Compensation and Benefits	145	
	401-3#	Parental leave	5.2 Employee Compensation and Benefits	145	

GRI Standards/ Other Sources	GRI Standards Index	GRI Indicator	Chapter/Description	Page Number	Omission/ Note
GRI 402: Labor/ Management Relations 2016	402-1#	Minimum notice periods regarding operational changes	5.1 Employee Composition and Promotion of a Friendly Work Environment	123	
GRI 403: Occupational Health and Safety 2018	403-1#	Occupational health and safety management system	5.1 Employee Composition and Promotion of a Friendly Work Environment	123	
	403-2#	Hazard identification, risk assessment, and incident investigation	5.1 Employee Composition and Promotion of a Friendly Work Environment	123	
	403-3#	Occupational health services	5.1 Employee Composition and Promotion of a Friendly Work Environment	123	
	403-4#	Worker participation, consultation, and communication on occupational health and safety	"O-Bank Occupational Health and Safety Code" was formulated with the participation of five labor representatives. There is no health and safety committee.		
	403-5#	Worker training on occupational health and safety	5.1 Employee Composition and Promotion of a Friendly Work Environment	123	
	403-6#	Promotion of worker health	5.1 Employee Composition and Promotion of a Friendly Work Environment	123	
	403-7#	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	5.1 Employee Composition and Promotion of a Friendly Work Environment	123	
GRI 403: Occupational Health and Safety 2018	403-8#	Workers covered by an occupational health and safety management system	5.1 Employee Composition and Promotion of a Friendly Work Environment	123	
	403-9#	Work-related injuries	5.1 Employee Composition and Promotion of a Friendly Work Environment	123	
	403-10#	Work-related ill health	5.1 Employee Composition and Promotion of a Friendly Work Environment	123	
GRI 404: Training and Education 2016	404-1#	Average hours of training per year per employee	5.3 Employee Cultivation and Development	161	
	404-2#	Programs for upgrading employee skills and transition assistance programs	5.3 Employee Cultivation and Development	161	
	404-3#	Percentage of employees receiving regular performance and career development reviews	5.3 Employee Cultivation and Development	161	

GRI Standards/ Other Sources	GRI Standards Index	GRI Indicator	Chapter/Description	Page Number	Omission/ Note
GRI 405: Diversity and Equal Opportunity 2016	405-1#	Diversity of governance bodies and employees	3.1 Governance Framework 5.1 Employee Composition and Promotion of a Friendly Work Environment	57 123	
	405-2#	Ratio of basic salary and remuneration of women to men	5.2 Employee Compensation and Benefits	145	
GRI 406: Non-discrimination 2016	406-1#	Incidents of discrimination and corrective actions taken	No related incident occurred in 2025. 5.1 Employee Composition and Promotion of a Friendly Work Environment	123	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	5.1 Employee Composition and Promotion of a Friendly Work Environment 6.4 Green Procurement and Supplier Management	123 196	
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	5.1 Employee Composition and Promotion of a Friendly Work Environment 6.4 Green Procurement and Supplier Management	123 196	
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	5.1 Employee Composition and Promotion of a Friendly Work Environment 6.4 Green Procurement and Supplier Management	123 196	
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	5.1 Employee Composition and Promotion of a Friendly Work Environment	123	
GRI 411: Rights of Indigenous Peoples 2016	411-1#	Incidents of violations involving rights of indigenous peoples	No related incident occurred in 2025. 5.1 Employee Composition and Promotion of a Friendly Work Environment	123	
GRI 413: Local Communities 2016	413-2	Operations with significant actual and potential negative impacts on local communities	No significant actual and potential negative impacts on local communities from O-Bank's operations.		
GRI 414: Supplier Social Assessment 2016	414-1#	New suppliers that were screened using social criteria	6.4 Green Procurement and Supplier Management	196	
	414-2#	Negative social impacts in the supply chain and actions taken	6.4 Green Procurement and Supplier Management	196	
GRI 415: Public Policy 2016	415-1	Political contributions	No political contributions in 2025.		

GRI Standards/ Other Sources	GRI Standards Index	GRI Indicator	Chapter/Description	Page Number	Omission/ Note
GRI 417: Marketing and Labeling 2016	417-1#	Requirements for product and service information and labeling	4.2 Service Quality and Customer Experience	106	
	417-2#	Incidents of non-compliance concerning product and service information and labeling	No related incident occurred in 2025. 4.2 Service Quality and Customer Experience	106	
	417-3#	Incidents of non-compliance concerning marketing communications	No related incident occurred in 2025. 4.2 Service Quality and Customer Experience	106	
GRI 418: Customer Privacy 2016	418-1#	Substantiated complaints concerning breaches of customer privacy and losses of customer data	No related substantiated complaints received in 2025. 4.3 Transaction Security and Customer Privacy	119	

Appendix 2: SASB (Sustainability Accounting Standards Board) Index

Reporting industry standards include Commercial Banks (FN-CB) and Consumer Finance (FN-CF)

Commercial Banks (FN-CB)				
Sustainability Disclosure Topics	Code	Accounting Metric	Category	Chapter
Data Security	FN-CB-230a.1	(1) Number of data breaches (2) Percentage that are personal data breaches (3) Number of account holders affected	Quantitative	3.5.3 Information Security Drills
	FN-CB-230a.2	Description of approach to identifying and addressing data security risks	Discussion and Analysis	3.5.2 Protective Measures for Information Security 3.5.3 Information Security Drills
Financial Inclusion & Capacity Building	FN-CB-240a.1	(1) Number and (2) amount of loans outstanding that qualify for programmes designed to promote small business and community development	Quantitative	7.6.1 Financial Inclusion
	FN-CB-240a.2	(1) Number and (2) amount of past due and nonaccrual loans or loans subject to forbearance that qualify for programmes designed to promote small business and community development	Quantitative	7.6.1 Financial Inclusion
	FN-CB-240a.3	Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers	Quantitative	4.2.1 Treating Customers Fairly 7.6.1 Financial Inclusion
	FN-CB-240a.4	Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers	Quantitative	8.2 Caring for Students in Remote Areas
Incorporation of Environmental, Social, and Governance Factors in Credit Analysis	FN-CB-410a.2	Description of approach to incorporation of environmental, social, and governance (ESG) factors in credit analysis	Discussion and Analysis	7.3 Responsible Loan and Credits
Financed Emissions	FN-CB-410b.1	Absolute gross financed emissions, disaggregated by (1) Scope 1, (2) Scope 2 and (3) Scope 3	Quantitative	7.1.5 Portfolio Emissions and Management of Carbon-intensive Industries
	FN-CB-410b.2	Gross exposure for each industry by asset class	Quantitative	7.1.5 Portfolio Emissions and Management of Carbon-intensive Industries
	FN-CB-410b.3	Percentage of gross exposure included in the financed emissions calculation	Quantitative	7.1.5 Portfolio Emissions and Management of Carbon-intensive Industries
	FN-CB-410b.4	Description of the methodology used to calculate financed emissions	Discussion and Analysis	7.1.5 Portfolio Emissions and Management of Carbon-intensive Industries

Commercial Banks (FN-CB)				
Sustainability Disclosure Topics	Code	Accounting Metric	Category	Chapter
Business Ethics	FN-CB-510a.1	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, antitrust, anti-competitive behaviour, market manipulation, malpractice, or other related financial industry laws or regulations	Quantitative	3.3.1 Compliance
	FN-CB-510a.2	Description of whistleblower policies and procedures	Discussion and Analysis	3.2.1 Ethics and Integrity
Systemic Risk Management	FN-CB-550a.2	Description of approach to integrate results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities	Discussion and Analysis	3.4.1 Risk Management Policies and Operations 7.1 Climate Change Management
Activity Metrics	Code	Activity Metric	Category	Chapter
-	FN-CB-000.A	(1) Number and (2) value of checking and savings accounts by segment: (a) personal and (b) small business	Quantitative	7.6.1 Financial Inclusion
	FN-CB-000.B	(1) Number and (2) value of loans by segment: (a) personal, (b) small business, and (c) corporate	Quantitative	7.6.1 Financial Inclusion

Note: The term "small business" as referred to in this Appendix means O-Bank's small and medium enterprise (SME) customers.

Consumer Finance (FN-CF)				
Sustainability Disclosure Topics	Code	Accounting Metric	Category	Chapter
Customer Privacy	FN-CF-220a.1	Number of account holders whose information is used for secondary purposes	Quantitative	4.3 Transaction Security and Customer Privacy
	FN-CF-220a.2	Total amount of monetary losses as a result of legal proceedings associated with customer privacy	Quantitative	3.5.3 Information Security Drills
Data Security	FN-CF-230a.1	(1) Number of data breaches (2) percentage that are personal data breaches (3) number of account holders affected	Quantitative	3.5.3 Information Security Drills
	FN-CF-230a.2	Card-related fraud losses from (1) card-not-present fraud and (2) card-present and other fraud	Quantitative	4.2.3 Handling and Tracking of Customer Complaints
	FN-CF-230a.3	Description of approach to identifying and addressing data security risks	Discussion and Analysis	3.5.2 Protective Measures for Information Security

Consumer Finance (FN-CF)				
Sustainability Disclosure Topics	Code	Accounting Metric	Category	Chapter
Selling Practices	FN-CF-270a.1	Percentage of total remuneration for covered employees that is variable and linked to the amount of products and services sold	Quantitative	5.2.1 Fair Compensation
	FN-CF-270a.4	(1) Number of customer complaints filed, (2) percentage with monetary or nonmonetary relief	Quantitative	4.2.3 Handling and Tracking of Customer Complaints
	FN-CF-270a.5	Total amount of monetary losses as a result of legal proceedings associated with selling and servicing of products	Quantitative	3.3.1 Compliance
Activity Metrics	Code	Activity Metric	Category	Chapter
-	FN-CF-000.A	Number of unique consumers with an active (1) credit card account and (2) pre-paid debit card account	Quantitative	7.6.1 Financial Inclusion (O-Bank issues debit card products only.)
	FN-CF-000.B	Number of (1) credit card accounts and (2) pre-paid debit card accounts	Quantitative	7.6.1 Financial Inclusion (O-Bank issues debit card products only.)

Appendix 3: Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies

Article	Article Content	Chapter
Article 3	In the sustainability report, a listed company shall disclose what Content Index of the GRI Standards corresponds to the contents of the report and specify in the report whether the topic-specific disclosures have been assured or verified by a third party.	Appendix 1: GRI Sustainability Reporting Standards Content Index Appendix 8: BSI Independent Assurance Opinion Statement
Article 4, Appendix 1-3	Number of data breaches, percentage involving personally identifiable information, and number of account holders affected.	3.5.3 Information Security Drills
	Number and amount of loans outstanding qualified to programs designed to promote development of small business and communities.	7.6.1 Financial Inclusion
	Number of participants in financial literacy initiatives provided to minority groups without adequate banking services.	8.2 Caring for Students in Remote Areas 8.5 Developing Talent for the Future
	Products and services designed by individual operating units to create benefits for the environment or society.	7.6 Responsible Products 8.4 Giving back to Society by Taking Advantage of O-Bank Strengths
Article 4, Subparagraph 1, Appendix 2	Describe the board of directors' and management's oversight and governance of climate-related risks and opportunities.	7.1 Climate Change Management
	Describe how the identified climate risks and opportunities affect the business, strategy, and finances of the business (short, medium, and long term).	7.1 Climate Change Management
	Describe the financial impacts of extreme weather events and transformative actions.	7.1 Climate Change Management
	Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system.	7.1 Climate Change Management
	If scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors and major financial impacts used should be described.	7.1 Climate Change Management
	If there is a transition plan for managing climate-related risks, describe the content of the plan, and the indicators and targets used to identify and manage physical risks and transition risks.	7.1 Climate Change Management
	If internal carbon pricing is used as a planning tool, the basis for setting the price should be stated.	6.5 Environmental Sustainability Activities
	If climate-related targets have been set, the activities covered, the scope of greenhouse gas emissions, the planning horizon, and the progress achieved each year should be specified. If carbon credits or renewable energy certificates (RECs) are used to achieve relevant targets, the source and quantity of carbon credits or RECs to be offset should be specified.	6.1.2 Setting and Achievement of Environmental Management Targets 6.2 Management of Energy and Resources 6.3 Greenhouse Gas Inventory
	Describe the total emission (tons CO_2e), intensity (tons CO_2e/NT$ million) and data coverage of greenhouse gases in the past two years.	6.3 Greenhouse Gas Inventory
	Describe the greenhouse gas assurance status in the past two years, including the assurance scope, assurance body, assurance criteria, and assurance opinions.	6.3 Greenhouse Gas Inventory
	Describe the greenhouse gas reduction base year and its data, reduction targets, strategies, specific action plans and achievement of reduction targets.	6.1 Environmental Management Policies and Targets 6.3 Greenhouse Gas Inventory

Article	Article Content	Chapter
Article 4	An assurance report issued by a certified public accountant in accordance with the standards promulgated by the Accounting Research and Development Foundation shall be obtained on the industry-specific sustainability metrics which a listed company mentioned in the preceding paragraph discloses in accordance with Appendix 1-3.	Appendix 9: Limited Assurance Reoport
Article 4-2	A domestic TWSE listed company sustainability report shall disclose the average and median salaries of full-time employees who do not hold managerial positions, as well as the changes in these two figures compared to the previous year.	5.2.1 Fair Compensation

Note: The term "small business" as referred to in this Appendix means O-Bank's small and medium enterprise (SME) customers.

Appendix 4: Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies

Chapter	Content		Reference
Chapter 1	General Principles	Discloses the goal, entity applied to, and principles of best practices.	1. Sustainability Management and Stakeholders 2. Overall State of the Company
Chapter 2	Exercising Corporate Governance	Regulate and exercising corporate governance.	3. Corporate Governance
Chapter 3	Fostering a Sustainable Environment	Fostering a sustainable environment.	6. Environmental Protection
Chapter 4	Preserving Public Welfare	Preserving public welfare.	8. Social Engagement
Chapter 5	Enhancing Disclosure of sustainable development Information	Enhancing disclosure of sustainable development information.	Editor's Note
Chapter 6	Supplementary Provisions	Regulate and improve the exiting sustainable development framework.	1. Sustainability Management and Stakeholders 2. Overall State of the Company

Appendix 5：ISO 26000 Index

Category	Issue	Reference
Organizational governance	System by which an organization makes and implements decisions in pursuit of its objectives	1. Sustainability Management and Stakeholders 2. Overall State of the Company
Human rights	Due diligence	3. Corporate Governance
	Human rights risk situation	5. Employee Care
	Avoidance of complicity	3. Corporate Governance
	Resolving grievances	5. Employee Care
	Discrimination and vulnerable groups	5. Employee Care
	Civil and political rights	5. Employee Care
	Economic, social and cultural rights	8. Social Engagement
	Fundamental principles and rights at work	5. Employee Care
Labor practices	Employment and employment relationships	5. Employee Care
	Conditions of work and social protection	5. Employee Care
	Social dialogue	5. Employee Care
	Health and safety at work	5. Employee Care
	Human development and training in the workplace	5. Employee Care
The environment	Prevention of pollution	6. Environmental Protection
	Sustainable resource use	6. Environmental Protection
	Climate change mitigation and adaptation	6. Environmental Protection 7. Green Finance
	Protection of the environment, biodiversity and restoration of natural habits	-
Fair operating practices	Anti-corruption	3. Corporate Governance
	Responsible political involvement	3. Corporate Governance
	Fair competition	4. Customer Service
	Promoting social responsibility in the value chain	4. Customer Service 8. Social Engagement
	Respect for property right	3. Corporate Governance
Consumer issues	Fair marketing, factual and unbiased information and fair contractual practices	4. Customer Service
	Protecting consumers' health and safety	4. Customer Service
	Sustainable consumption	7. Green Finance 8. Social Engagement
	Consumer service, support, and complaint and dispute resolution	4. Customer Service
	Consumer data protection and privacy	4. Customer Service
	Access to essential services	4. Customer Service
	Education and awareness	4. Customer Service

Category	Issue	Reference
Community involvement and development	Community involvement	8. Social Engagement
	Education and culture	8. Social Engagement
	Employment creation and skills development	8. Social Engagement
	Technology development and access	8. Social Engagement
	Wealth and income creation	8. Social Engagement
	Health	8. Social Engagement
	Social investment	8. Social Engagement

Appendix 6: UN Global Compact Index

Category	Issue	Reference
Human Rights	Businesses should support and respect the protection of internationally proclaimed human rights.	5. Employee Care
	Make sure that they are not complicit in human rights abuses.	5. Employee Care
Labour	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	5. Employee Care
	The elimination of all forms of forced and compulsory labour.	5. Employee Care
	The effective abolition of child labour.	5. Employee Care
	The elimination of discrimination in respect of employment and occupation.	5. Employee Care
Environment	Businesses should support a precautionary approach to environment challenges.	6. Environmental Protection
	Undertake initiatives to promote greater environmental responsibility.	6. Environmental Protection
	Encourage the development and diffusion of environmentally friendly technologies.	6. Environmental Protection
Anti-Corruption	Businesses should work against corruption in all its forms, including extortion and bribery.	3. Corporate Governance

Appendix 7: Sustainable Development Goals Index

Sustainable Development Goals	Reference
1. End Poverty in all its forms everywhere.	5. Employee Care 8. Social Engagement
3. Ensure healthy lives and promote well-being for all at all ages.	5. Employee Care
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	5. Employee Care 8. Social Engagement
5. Achieve gender equality and empower all women and girls.	5. Employee Care
6. Ensure availability and sustainable management of water and sanitation for all.	6. Environmental Protection
7. Ensure access to affordable, reliable, sustainable and modern energy for all.	6. Environmental Protection
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	2. Overall State of the Company 5. Employee Care 8. Social Engagement
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.	2. Overall State of the Company 4. Customer Service
10. Reduce inequality within and among countries.	5. Employee Care 8. Social Engagement
11. Make cities and human settlements inclusive, safe, resilient and sustainable.	6. Environmental Protection
12. Ensure sustainable consumption and production patterns.	6. Environmental Protection 7. Green Finance 8. Social Engagement
13. Take urgent action to combat climate change and its impacts.	6. Environmental Protection 7. Green Finance 8. Social Engagement
14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development.	6. Environmental Protection 8. Social Engagement
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.	3. Corporate Governance 5. Employee Care 8. Social Engagement
17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.	8. Social Engagement

Appendix 8: BSI Independent Assurance Opinion Statement

INDEPENDENT ASSURANCE OPINION STATEMENT

O-Bank 2025 Sustainability Report

The British Standards Institution is independent to O-Bank Co., Ltd. (hereafter referred to as O-Bank in this statement) and has no financial interest in the operation of O-Bank other than for the assessment and verification of the sustainability statements contained in this report.

This independent assurance opinion statement has been prepared for the stakeholders of O-Bank only for the purposes of assuring its statements relating to its sustainability report, more particularly described in the Scope below. It was not prepared for any other purpose. The British Standards Institution will not, in providing this independent assurance opinion statement, accept or assume responsibility (legal or otherwise) or accept liability for or in connection with any other purpose for which it may be used, or to any person by whom the independent assurance opinion statement may be read.

This independent assurance opinion statement is prepared on the basis of review by the British Standards Institution of information presented to it by O-Bank. The review does not extend beyond such information and is solely based on it. In performing such review, the British Standards Institution has assumed that all such information is complete and accurate.

Any queries that may arise by virtue of this independent assurance opinion statement or matters relating to it should be addressed to O-Bank only.

Scope

The scope of engagement agreed upon with O-Bank includes the followings:

1. The assurance scope is consistent with the description of O-Bank 2025 Sustainability Report
2. The evaluation of the nature and extent of the O-Bank's adherence to AA1000 AccountAbility Principles (2018) and the reliability of specified sustainability performance information in this report as conducted in accordance with type 2 of AA1000AS v3 sustainability assurance engagement.

This statement was prepared in English and translated into Chinese for reference only.

Opinion Statement

We conclude that the O-Bank 2025 Sustainability Report provides a fair view of the O-Bank sustainability programmes and performances during 2025. The sustainability report subject to assurance is materially correct without voluntary omissions based upon testing within the limitations of the scope of the assurance, the information and data provided by the O-Bank and the sample taken. We believe that the performance information of Environment, Social and Governance (ESG) are correctly represented. The sustainability performance information disclosed in the report demonstrate O-Bank's efforts recognized by its stakeholders.

Our work was carried out by a team of sustainability report assurors in accordance with the AA1000AS v3. We planned and performed this part of our work to obtain the necessary information and explanations we considered to provide sufficient evidence that O-Bank's description of their approach to AA1000AS v3 and their self-declaration in accordance with GRI Standards were fairly stated.

Methodology

Our work was designed to gather evidence on which to base our conclusion. We undertook the following activities:

- a review of issues raised by external parties that could be relevant to O-Bank's policies to provide a check on the appropriateness of statements made in the report.
- discussion with managers on O-Bank's approach to stakeholder engagement. Moreover, we had sampled 1 external stakeholder to conduct interview.
- interview with 18 staffs involved in sustainability management, report preparation and provision of report information were carried out.
- review of materiality assessment process.
- review of key organizational developments.
- review of the extent and maturity of the relevant accounting systems for financial and non-financial reports.
- review of the findings of internal audits.
- the verification of performance data and claims made in the report through meeting with managers responsible for gathering data.
- review of the processes for gathering and ensuring the accuracy of data, followed data trails to initial aggregated source and checked sample data to greater depth during site visits.
- the consolidated financial data are based on audited financial data, we checked that this data was consistently reproduced.
- review of supporting evidence for claims made in the reports.
- an assessment of the organization's reporting and management processes concerning this reporting against the principles of Inclusivity, Materiality, Responsiveness, and Impact as described in the AA1000AP (2018).

Conclusions

A detailed review against the Inclusivity, Materiality, Responsiveness, and Impact of AA1000AP (2018) and sustainability performance information as well as GRI Standards is set out below:

Inclusivity

In this report, it reflects that O-Bank has continually sought the engagement of its stakeholders and established material sustainability topics, as the participation of stakeholders has been conducted in developing and achieving an accountable and strategic response to sustainability. There are fair reporting and disclosures for the information of Environment, Social and Governance (ESG) in this report, so that appropriate planning and target-setting can be supported. In our professional opinion the report covers the O-Bank's inclusivity issues and has demonstrated sustainable conduct supported by top management and implemented in all levels among organization.

Materiality

The O-Bank publishes material topics that will substantively influence and impact the assessments, decisions, actions and performance of O-Bank and its stakeholders. The sustainability information disclosed enables its stakeholders to make informed judgements about the O-Bank's management and performance. In our professional opinion the report covers the O-Bank's materiality assessment process and material issues.

Responsiveness

O-Bank has implemented the practice to respond to the expectations and perceptions of its stakeholders. An Ethical Policy for the O-Bank is developed and continually provides the opportunity to further enhance O-Bank's responsiveness to stakeholder concerns. Topics that stakeholder concern about have been responded timely. In our professional opinion the report covers the O-Bank's responsiveness issues.

Impact

O-Bank has identified and fairly represented impacts that were measured and disclosed in probably balanced and effective way. O-Bank has established processes to monitor, measure, evaluate, and manage impacts that lead to more effective decision-making and results-based management within an organization. In our professional opinion the report covers the O-Bank's impact issues.

Performance information

Based on our work described in this statement and with no conflict of interest with the O-Bank in relation to providing the assurance of ESG performance information, which has been assured, specified sustainability performance information such as GRI Standards disclosures disclosed in this report, O-Bank and BSI have agreed upon to include in the scope. In our view, the data and information contained within O-Bank 2025 Sustainability Report are reliable.

GRI Sustainability Reporting Standards (GRI Standards)

O-Bank provided us with their self-declaration of in accordance with GRI Standards 2021 (For each material topic covered in the applicable GRI Sector Standard and relevant GRI Topic Standard, including the disclosures of applicable economic, environmental, and social information, comply with all reporting requirements for disclosures). Based on our review, we confirm that sustainable development disclosures with reference to GRI Standards' disclosures are reported, partially reported, or omitted. In our professional opinion the self-declaration covers the O-Bank's sustainability topics.

Assurance level

The high level assurance provided is in accordance with AA1000AS v3 in our review, as defined by the scope and methodology described in this statement.

Responsibility

This sustainability report is the responsibility of the O-Bank's chairman as declared in his responsibility letter. Our responsibility is to provide an independent assurance opinion statement to stakeholders giving our professional opinion based on the scope and methodology described.

Competency and Independence

The assurance team was composed of auditors experienced in relevant sectors, and trained in a range of sustainability, environmental and social standards including AA1000AS, ISO 14001, ISO 45001, ISO 14064, and ISO 9001. BSI is a leading global standards and assessment body founded in 1901. The assurance is carried out in line with the BSI Fair Trading Code of Practice.

For and on behalf of BSI: Joe Hsieh

Joe Hsieh, Managing Director Northeast Asia, APAC Assurance

AA1000
Licensed Report
000-4/V3-UYPOV

Statement No: SRA-TW-805584

2026-06-01

Taiwan Headquarters: 2nd Floor, No. 37, Ji-Hu Rd., Nei-Hu Dist., Taipei 114, Taiwan, R.O.C.

Appendix 9: Limited Assurance Report

安永聯合會計師事務所

11012 台北市基隆路一段333號9樓
9F, No. 333, Sec. 1, Keelung Road, Xinyi District,
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English Translation of a Report Originally Issued in Mandarin

Independent Accountant's Limited Assurance Report

To O-Bank Co., Ltd.

We have been engaged by O-Bank Co., Ltd. (hereinafter referred to as "O-Bank") to perform a 'limited assurance engagement', as defined by the Taiwan Accounting Research and Development Foundation, to report on the selected sustainability information ("the Subject Matter") included in O-Bank's 2025 Sustainability Report ("the Report").

The Subject Matter and the Applicable Criteria

Regarding the Subject Matter and the applicable criteria ("Criteria"), please refer to appendix A.

Management's Responsibility

O-Bank's management is responsible for preparation of the Report in accordance with the Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies issued by Taiwan Stock Exchange Corporation, including referencing to GRI Standards issued by Global Reporting Initiative, SASB Standards for Commercial Banks issued by Sustainability Accounting Standards Board, and The Global GHG Accounting and Reporting Standards for Financial industry issued by Partnership for Carbon Accounting Financials. O-Bank's management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the Subject Matter, such that it is free from material misstatement, whether due to fraud or error.

Our Responsibility

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the Standard on Assurance Engagements 3000 "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information", issued by the Taiwan Accounting Research and Development Foundation. The standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the Norm of Professional Ethics for Certified Public Accountant in the Republic of China, which basic principles are integrity, objectivity, professional competence, due care and professional behavior.

EY also applies International Standard on Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of Procedures Performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information, and applying analytical and other appropriate procedures.

Our procedures included:

- Conducted interviews with O-Bank's personnel to understand O-Bank's business, sustainability implementation and reporting process;
- Understand the expectations and requirements of the key stakeholders and stakeholders, the specific communication channels between the two parties, and how O-Bank responds to such expectations and requirements through interviews and inspection of relevant documents;

- Conducted interviews with O-Bank's key personnel to understand the process for collecting, collating and reporting the Subject Matter during the reporting period;
- Checked that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the Criteria;
- Performing analytical procedures on selected information; collecting and assessing other supporting documentation and the obtained management representation letter. Testing samples if necessary;
- Reading O-Bank's Sustainability Report to confirm with the consistency of the indicators in the Sustainability Report which contribute to the selected information.

Inherent Limitations

Non-financial information contained within the Subject Matter are subject to measurement uncertainties. The selection of different measurement techniques can result in materially different measurement. Also assurance engagements are based on selective testing of information being examined. Any internal control is subjected to limitations. Consequently, it is not possible to detect all existing material misstatements whether resulting from fraud or error.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the Subject Matter, in order for it to be in accordance with the Criteria.

Ernst & Young

Ernst & Young
June 5, 2026
Taipei, Taiwan, Republic of China

Notice to Readers
The reader is advised that the assurance report has been prepared originally in Mandarin. In the event of a conflict between the assurance report and the original Mandarin version or difference in interpretation between the two versions, the Mandarin language assurance report shall prevail.

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Appendix A:

No.	Chapter	Content Title	Selected Information	Applicable Criteria
1	3.5.3	Information Security Drills	In 2025, O-Bank experienced three information system anomalies. Investigations revealed that all incidents were caused by hardware or software malfunctions rather than hacker intrusions or virus infections. No data breaches or leaks of customer information occurred, and the Bank incurred no regulatory fines or financial losses resulting from customer data protection lawsuits.	In accordance with Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies and SASB Standard's matric FN-CB-230a.1. O-Bank disclosed the (1) number of data breaches, (2) percentage that are personal data breaches, (3) number of account holders affected in 2025.
2	7.6.1	Financial Inclusion	The Bank's SME commercial footprint encompassed 603 borrowing clients across 1,497 drawdowns; this lending activity yielded an outstanding loan balance of roughly NT$ 40,993.74 million.	In accordance with Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies and SASB Standard's matric FN-CB-240a.1. O-Bank disclosed the (1) number and (2) amount of loans outstanding that qualify for programmes designed to promote small business and community development in 2025.
3	8.2	Caring for Students in Remote Areas	In 2025, O-Bank held two student anti-fraud education activities at Pinglin Elementary School in Pinglin District and Jiqing Elementary School in Ruifang District of New Taipei City. Through role-playing, pictures, and other fun educational activities, O-Bank introduced 24 students in rural schools to common scams and how to prevent them, such as failed bank transfers, game points scams, text message phishing, impersonating family members, or online romance scams. The O-Bank Community Volunteer Club held two financial literacy courses in 2025 at Pinglin Elementary School in Pinglin District of New Taipei City, and Jiqing Elementary School in Ruifang District of New Taipei City with a total of 31 students participating.	In accordance with Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies and SASB Standard's matric FN-CB-240a.4. O-Bank disclosed the number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers in 2025.

No.	Chapter	Content Title	Selected Information	Applicable Criteria
4	7.6 8.4	Responsible Products Giving back to Society by Taking Advantage of O-Bank Strengths	**Charity Affinity Card Platform** As of the end of 2025, O-Bank had issued a total of over 47,000 charity affinity cards and donated more than NT$1.99 million in cashback benefits to cooperating community service entities and schools. In 2025, O-Bank processed applications for 2,922 new charity affinity cards and donated a total of NT$380,990 in cashback benefits to cooperating community service entities and schools. **Transportation Carbon Reduction Detail** In 2024, O-Bank again led the industry by launching the "Transportation Carbon Reduction Detail" feature, the first of its kind in Taiwan, which is linked to the iPASS Card GHG Emissions Database. All customers holding an O-Bank debit card with iPASS functionality can use O-Bank's online banking or mobile app to check the amount of GHG emissions reduced by taking public transportation compared to driving a private vehicle. **"Green Consumption Power" Project** As of the end of December 2025, 84,353 persons have participated in the "Green Consumption Power@O-Bank" project, with approximately 38,917 participating in 2025. **O-Bank Social Impact Program** As of the end of 2025, a total of 571 applications were received, and 118 economically disadvantaged households successfully received "Social Impact" loans. A total of 150 applications were submitted in 2025, including four from low-income households, eight from middle-low-income households, two from caregivers of relatives with certified disabilities, and one Indigenous individual received "Social Impact" loans. **Low-Carbon Lifestyle Debit Card** O-Bank has invited long-term social enterprise partners and B Corporations partners to become Low-Carbon Lifestyle Debit Card participating green shops. An O-Bank customer that uses a Low-Carbon Lifestyle Debit Card to pay for the purchase of products from any of 26 green shops…In this manner, O-Bank continues encouraging customers to buy socially and environmentally friendly products.	In accordance with Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies. O-Bank disclosed the products and services designed by individual operating units to create benefits for the environment or society in 2025.

No.	Chapter	Content Title	Selected Information	Applicable Criteria
5	7.6.1	Financial Inclusion	The Bank's SME commercial footprint...with a pristine credit profile showing zero non-performing or non-accrual loans.	In accordance with SASB Standard's matric FN-CB-240a.2. O-Bank disclosed the (1) number and (2) amount of past due and nonaccrual loans or loans subject to forbearance that qualify for programmes designed to promote small business and community development in 2025.
6	7.6.1	Financial Inclusion	Of these personal deposit accounts, 10,301 belonged to persons living in remote locations, 6,705 belonged to foreign nationals, and 237 belonged to persons with physical or mental disabilities.	In accordance with SASB Standard's matric FN-CB-240a.3. O-Bank disclosed the Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers in 2025.
7	7.1.5	Portfolio Emissions and Management of Carbon-intensive Industries	In 2025, inventoried investment and corporate loan balance accounted for 80.10% of total exposure.	In accordance with SASB Standard's matric FN-CB-410b.3. O-Bank disclosed the percentage of gross exposure included in the financed emissions calculation in 2025.

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No.	Chapter	Content Title	Selected Information	Applicable Criteria
8	7.3.2	Incorporated ESG Evaluations into Corporate Credit Procedures	In 2022, in order to further promote responsible loan and credit practices, O-Bank incorporated ESG evaluations into all corporate loan and credit assessment procedures. After confirming that a prospective borrower is not a banned financing recipient (see Table 7-18), an "ESG Comprehensive Assessment Form" must be completed. Companies are then assigned a low, medium, or high ESG risk score based on their performance in environment-, society-, and governance-related risk indicators, such as GHG emissions, carbon inventory status and emissions reduction targets, environmental penalties, natural risks, human rights risks, labor-related penalties, transparency of corporate disclosures, board independence, and penalties or judicial decisions related to breaches of Ethical Best Practices. Third-party sustainability ratings of the corporate clients are also taken into consideration to determine a final ESG risk rating of low, medium, or high. Where the client is assessed as High ESG Risk, we do not provide financing. For customers assessed as Medium ESG Risk, or those assessed as Low ESG Risk but with relatively poor third-party sustainability ratings, and where the loan and credit proceeds are not for green expenditures, O-Bank will downgrade the internal credit rating, request appropriate collateral on a case-by-case basis, require corrective action within a set timeframe, or raise the interest rate, and will continue to monitor the customer. For Low ESG Risk clients with relatively good third-party sustainability ratings, O-Bank will offer appropriate financing assistance or preferential terms.	In accordance with SASB Standard's matric FN-CB-410a.2. O-Bank disclosed the description of approach to incorporation of environmental, social and governance (ESG) factors in credit analysis in 2025.
9	3.3.1	Compliance	O-Bank strictly adheres to all applicable internal and external regulations, and was not involved in fraud, money laundering, insider trading, anti-competitive behavior, anti-trust or monopolistic behavior, malpractices, market manipulation in 2025, and it has not been subject to fines/settlements of exceeding US$100 million in the past three years, and it did not incur losses from legal proceedings in connection with the sale or provision of financial products or services.	In accordance with SASB Standard's matric FN-CB-510a.1. O-Bank disclosed the total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, antitrust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations in 2025.

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<table>
<tr><th>No.</th><th>Chapter</th><th>Content Title</th><th>Selected Information</th><th>Applicable Criteria</th></tr>
<tr><td>10</td><td>7.6.1</td><td>Financial Inclusion</td><td>As of the end of 2025, O-Bank had a total of 522,000 personal deposit accounts, an increase of approximately 51,000 compared to year-end 2024, while the combined outstanding balance of deposits in NT Dollars and foreign currencies came to approximately NT$85,518.96 million, an increase of about NT$29.5 billion from year-end 2024.
By year-end 2025, the Bank's SME commercial footprint encompassed 843 deposit accounts totaling NT$ 8,038.56 million.</td><td>In accordance with SASB Standard's matric FN-CB-000.A.
O-Bank disclosed the (1) number and (2) value of checking and savings accounts by segment: (a) personal and (b) small business in 2025.</td></tr>
<tr><td>11</td><td>7.6.1</td><td>Financial Inclusion</td><td>The Bank's personal loan portfolio expanded to encompass 26,605 clients across 28,898 accounts, representing an outstanding loan balance of approximately NT$ 21,002.67 million.
The Bank's SME commercial footprint encompassed 603 borrowing clients across 1,497 drawdowns; this lending activity yielded an outstanding loan balance of roughly NT$ 40,993.74 million.
Separate unsecured or revolving facilities extended to 119 general corporate entities across 383 drawdowns closed the reporting period with an outstanding balance of approximately NT$ 20,461.70 million.</td><td>In accordance with SASB Standard's matric FN-CB-000.B.
O-Bank disclosed the (1) number and (2) value of loans by segment: (a) personal, (b) small business, and (c) corporate in 2025.</td></tr>
<tr><td>12</td><td>7.3.3</td><td>Management of Sustainable Credit Business, and Results</td><td>
<table>
<tr><th></th><th>Sector</th><th>Outstanding Loan Balance as of the End of 2025 (Unit: NT$ million)</th><th>Number of Borrowers as of the End of 2025</th></tr>
<tr><td rowspan="7">Environment</td><td>Green energy</td><td>8,275.39</td><td>33</td></tr>
<tr><td>Clean transportation</td><td>610.52</td><td>7</td></tr>
<tr><td>LEDs</td><td>0</td><td>0</td></tr>
<tr><td>Pollution control</td><td>854.12</td><td>5</td></tr>
<tr><td>Afforestation</td><td>0</td><td>0</td></tr>
<tr><td>Green buildings</td><td>0</td><td>0</td></tr>
<tr><td>Green credit to other industries</td><td>625.08</td><td>5</td></tr>
</table>
</td><td>O-Bank disclosed the amount of loan provides to sectors that are friendly to the environment or society and the numbers of borrowers in 2025.</td></tr>
</table>

<table>
<tr><th>No.</th><th>Chapter</th><th>Content Title</th><th>Selected Information</th><th>Applicable Criteria</th></tr>
<tr><td></td><td></td><td></td><td>
<table>
<tr><th></th><th>Sector</th><th>Outstanding Loan Balance as of the End of 2025 (Unit: NT$ million)</th><th>Number of Borrowers as of the End of 2025</th></tr>
<tr><td rowspan="5">Society</td><td>Medicine & care</td><td>3,278.98</td><td>10</td></tr>
<tr><td>Education</td><td>110.00</td><td>2</td></tr>
<tr><td>Infrastructure</td><td>2,324.48</td><td>21</td></tr>
<tr><td>Health</td><td>5.39</td><td>1</td></tr>
<tr><td>Social responsibility lending to other industries</td><td>314.50</td><td>1</td></tr>
<tr><td colspan="2">Total for sectors that are friendly to the environment or society</td><td>16,398.46</td><td>85</td></tr>
</table>
</td><td></td></tr>
<tr><td>13</td><td>6.2.1</td><td>Energy Management</td><td>
<table>
<tr><th>Item/ Year</th><th>All Global Business Locations, 2025</th></tr>
<tr><td>Renewable Electricity Consumption (kWh)</td><td>1,777,787</td></tr>
</table>
</td><td>O-Bank disclosed the total usage of renewable energy in 2025.</td></tr>
</table>

Appendix B:

No.	Chapter	Content Title	Applicable Criteria
1	7.1.5	2025 Recognized Carbon Emissions of O-Bank's Investment and Corporate Loan Portfolio	In accordance with PCAF Standard, O-Bank disclosed the GHG emission of corporate loan and investment portfolios as of December 31, 2025.

Selected Information

Asset Type	Balance (NT$ million)	Percentage of Total Inventoried Investment and Financing Positions	Scope 1 Emission (tCO_2e)	Scope 2 Emission (tCO_2e)	Scope 1 & 2 Emission (tCO_2e)	Avg. scope 1 & 2 Emissions per NT$1 Million Balance ($tCO_2e$)	Scope 1 & 2 Weighted Average Carbon Intensity (WACI)	Scope 3 Emission (tCO_2e)	Avg. scope 3 Emissions per NT$1 Million Balance ($tCO_2e$)
Listed equity and corporate bonds	34,655.43	14.09%	256,597.48	22,611.34	279,208.82	8.06	2.81	176,424.87	5.09
Business loans and unlisted equity	155,489.82	63.22%	181,194.33	72,592.11	253,786.44	1.63	2.13	1,352,904.00	8.70
Project finance	7,148.11	2.91%	877.86	18.67	896.53	0.13	0.03	26,659.38	3.73
Commercial real estate	5,945.45	2.42%	279.79	1,862.12	2,141.91	0.36	-	-	-
Sovereign debt	26,955.71	10.96%	144,932.83	-	144,932.83	5.38	-	-	-
Mortgages	15,750.38	6.40%	256.92	5,695.58	5,952.50	0.38	-	-	-
Total (Excluding Mortgages)	230,194.52	-	583,882.29	97,084.24	680,966.53	2.96	4.97	1,555,988.25	6.76
Total (Including Mortgages)	245,944.90	100%	584,139.21	102,779.82	686,919.03	2.79	4.97	1,555,988.25	6.33

No.	Chapter	Content Title	Selected Information	Applicable Criteria
2	7.1.5	O-Bank's 2025 Investment and Corporate Loan Portfolio Balances and Recognized GHG Emissions in the 10 Biggest Carbon-Intensive Industries	(see table below)	In accordance with the Ministry of Environment, O-Bank disclosed the loan and investment's GHG emission and amount of balance for 10 biggest carbon-intensive industries as of December 31,2025.

10 Biggest Carbon-intensive Industries	Balance (NT$ million) Outstanding Loan Balance	Loan Balance as a Percentage of Inventoried Loan Positions (%)	Outstanding Investment Balance	Investment Balance as a Percentage of Inventoried Investment Positions (%)	Total Balance	Total Balance as a Percentage of Inventoried Investment and Corporate Loan Positions (%)	Carbon emissions (tCO_2e) Emissions from Loan Balance	Avg. Emissions per NT$1 million Loan Balance	Emissions from Investment Balance	Avg. Emissions per NT$1 million Investment Balance	Total Emissions	Avg. Emissions per NT$1 million Balance
Electricity supplier	-	-	4,938.41	8.01%	4,938.41	2.15%	-	-	238,396.47	48.27	238,396.47	48.27
Air transport	-	-	-	-	-	-	-	-	-	-	-	-
Basic iron and steel	3,082.16	1.83%	-	-	3,082.16	1.34%	24,064.35	7.81	-	-	24,064.35	7.81
Ocean transportation	-	-	99.69	0.16%	99.69	0.04%	-	-	1,496.55	15.01	1,496.55	15.01
Cement and cement products	310.30	0.18%	300.00	0.49%	610.30	0.27%	3,732.27	12.03	3,857.09	12.86	7,589.36	12.44
Petroleum and coal products	110.00	0.07%	1,161.91	1.89%	1,271.91	0.55%	2,016.87	18.33	8,064.43	6.94	10,081.30	7.93
Aluminum products	187.00	0.11%	-	-	187.00	0.08%	205.61	1.10	-	-	205.61	1.10
Semiconductors	1,540.34	0.91%	3,406.88	5.53%	4,947.22	2.15%	1,123.56	0.73	2,549.95	0.75	3,673.51	0.74
Mining & quarrying	-	-	-	-	-	-	-	-	-	-	-	-
Fertilizers and nitrogen compounds	-	-	-	-	-	-	-	-	-	-	-	-
Total	5,229.80	3.10%	9,906.89	16.08%	15,136.69	6.58%	31,142.66	5.95	254,364.49	25.68	285,507.15	18.86

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O-BANK 王道銀行