

**Taiwan Bank CEO's  
Climate Resiliency and Sustainability Responsibilities, Goals  
and  
Solutions Planning Tools and Blueprint for Success**



**Table of Contents**

- 1. Visual: Taiwan Bank CEO Sustainability and Resiliency Responsibilities and Planning Blueprint for Success**
  - 1.1 Description: Taiwan Bank CEO Sustainability and Resiliency Responsibilities and Planning Blueprint for Success**
- 2. What Taiwan Bank CEOs Need to Ensure Success**
  - 2.1 Ensure Excellence in Operations/Administrative/Platform Processes**
  - 2.2 Ensure Revenue Growth and Resilience**
  - 2.3 Ensure Performance Excellence and Growth for Current and Potential Clients**
- 3. If Bank CEO Achieves Goals/KPIs Then Bank Clients' Generate Results**
- 4. If Bank CEO Achieves Goals/KPIs Then the Bank Generates Results**

**Taiwan Bank CEO  
 Climate Change  
 Crisis and Collapse  
 Sustainability and Resiliency Responsibilities  
 and  
 Planning Blueprint**



- Officers and Management (Internal)**
- Global/Local Regulatory Compliance Due Diligence and Environmental Sustainability and Resiliency
  - Legal
    - Governance and Regulatory Compliance
    - Sustainability and Resiliency Compliance
  - Financial Control/Chief Financial Officer
  - Risk Management
  - Human Resources
  - Investor Relations
  - Public Relations

- Officers and Management (Customer Facing)**
- Sustainability and Resiliency Compliance
  - Provide Decarbonization and Energy Transition Projects and Solutions to Clients
  - Corporate Banking
  - Corporate Finance
  - Project Financing
  - Corporate and Strategic Advisory

- 1. Ensure Excellence in Operations/Administrative/Platform Processes:**
- Design, Plan and Implement Global/Local Regulatory Compliance Best Practice Standards to Monitor, Measure and Report on Sustainability Criteria
  - Design, Plan and Implement Global/Local Regulatory Compliance Best Practice Systems to Monitor, Measure and Report on Sustainability Criteria
  - Develop and Implement Strategic Plans for Success
  - Implement Comprehensive Trainings for your Bank Team to Drive Global/Local Excellence
  - Coordinate Subject Matter Experts to Help Your Bank Improve on Sustainability Over Time
  - Drive Decarbonization Solutions/Projects
  - Innovate with New Systems and Programs
  - Cultivate Culture of Excellence

- 2. Ensure Revenue Growth and Resilience: Corporate Advisory Services**
- Develop Decarbonization and Energy Transition Projects and Solutions to Clients
  - Design, Plan and Implement Global/Local Regulatory Compliance Best Practice Standards to Monitor, Measure and Report on Sustainability Criteria
  - Design, Plan and Implement Global/Local Regulatory Compliance Best Practice Systems to Monitor, Measure and Report on Sustainability Criteria
  - Strategic Advisory and Fees
  - Implement Comprehensive Trainings for your Clients and Potential Clients to Drive Global/Local Excellence
- Borrowers**
- Revolving Credit/Operations
  - Project Finance
  - Corporate Finance
  - Consumer Finance

- 3. Ensure Performance Excellence and Growth: For Current and Potential Clients:**
- Change Mentality from Maximizing Profits to Balancing Needs of All Stakeholders
  - Design, Plan and Implement Global/Local Regulatory Compliance Best Practice Standards to Monitor, Measure and Report on Sustainability Criteria
  - Design, Plan and Implement Global/Local Regulatory Compliance Best Practice Systems to Monitor, Measure and Report on Sustainability Criteria
  - Use Dharma Codex to Redeploy Capital
  - Implement Comprehensive Trainings for your Clients to Drive Global/Local Excellence
  - Coordinate Subject Matter Experts to Help Your Clients and Potential Clients Improve on Sustainability Over Time
  - Strategic Advisory and Fees
  - Develop Strategic Plans to Implement Global/Local Best Practices
  - What Industries/Sectors/Supply Chains
    - (i) Expand Geography and Capacity
    - (ii) Client Management/Development
    - (iii) SWOT Analysis/KPIs

### **1.1 Description: Taiwan Bank CEO Sustainability and Resiliency Responsibilities and Planning Blueprint for Success**

This visual graphically illustrates the climate related resiliency and sustainability responsibilities, goals and solutions planning tools of a Taiwan Bank CEO. This visual is intended to help the Bank CEO better understand, plan and implement how the Bank transforms into an invaluable partner for its clients, in accordance with the best global and local Equator/IFC Performance standards and systems, not only to ensure regulatory compliance but also to help clients decarbonize and complete energy transition.

It is critical to understand the global and local ecological context, and the challenges faced by clients, but it is also critical for the Bank CEO to be equipped to transform the bank to be able order to deliver the Solutions needed by its clients to successfully transform their operations to implement decarbonization and energy transition (replace fossil with zero emissions energy sources) practices and solutions.

As all group/enterprise/supply chains/entities face the challenges of navigating the “Five Waves” (inflation, pandemics, supply chain disruptions, geo-political stress and climate change) the role of the Bank as a partner becomes even more important. As a society, as a key financial and advisory partner for business enterprises, it is critical that the banks help remedy the ignorance on climate realities and to pro-actively re-deploy capital in a way that helps businesses deliver decarbonization and energy transition (replacement of fossil fuel to zero carbon fuel sources) practices and solutions.

If group/enterprises/supply chains/entities are ships that need to successfully navigate through the perfect storm of the ‘Five Waves,’ then the Bank CEO is the “harbor master” that the business group comes to rely on to safely guide the business to a safe harbor.

The Bank’s CEO may have global/regional reporting responsibilities as well as to regulatory compliance authorities as well as governance responsibilities to directors, supervisors and officers. The CEO is assisted by his/her management team comprised of officers and staff who are responsible for sharing both internal and external facing functions. Together the CEO and the management team are engaged to deliver three goals or key performance indicators (“KPI’s”):

- (i) Ensure Excellence in Operations/Administrative/Platform Processes,**
- (ii) Ensure Revenue Growth and Resilience, and**
- (iii) Ensure Performance Excellence and Growth.**

If the CEO can undertake to transform the bank’s operations to achieve these KPI’s, then the Bank will be successful in delivering capacity and sustainability to its clients and to itself.

If the CEO is able to achieve these three KPI's, then the Bank's customers will continue to improve their own resilience and sustainability, and they will continue to grow their businesses with their key Bank partner. In turn, they will support their primary Bank to secure additional customers as they share stories of how the Bank helped the client achieve a competitive/comparative advantage over other Banks. Not only will the Bank's KPI's improve, the performance of the Bank CEO will also be viewed more positively.

If the Bank succeeds in its transformation process to become a leading Equator/IFC Performance Standard Bank, then the Bank's clients are growing, prospering, competing successfully, expanding their positive social impact, reach and profitability. Then the Bank's customers are successfully building capacity and sustainability and they are embracing their Bank on their way to decarbonization and energy transition. The Bank CEO decision to fully embrace sustainability will enjoy a wide range of benefits that extend far beyond just financial gains. By incorporating sustainable strategies, standards, systems and building the 3 KPIs, the Banks:

- (i) Ensure Excellence in Operations/Administrative/Platform Processes,
- (ii) Ensure Revenue Growth and Resilience, and
- (iii) Ensure Performance Excellence and Growth,

then the Bank will have enhanced its own financial performance and reputation, offering financing for projects focused on energy efficiency/energy transition, water conservation, and waste reduction. Commitment to sustainability broadens their client base, allowing them to support environmentally and socially responsible projects. This expanded capacity enhances their competitive advantage in the market and positions them as leaders in sustainable finance.

## **2. What Taiwan Bank CEOs Need to Ensure Success**

Currently, in Taiwan there are 37 banks who claim to be Equator/IFC Performance Banks. In the next few years, all of Taiwan Banks will likely become Equator/IFC Performance Standard Banks, as this is a global trend.

We believe that few of these 37 Banks has a deep understanding of what is required to train/transform its operational platforms, standards and systems to actually complete what is needed. It seems clear that the local regulators also have not provided effective guidance.

If Taiwan's banking sector is to play its critical role in redeploying capital differently to decarbonize and complete energy transition, then there is a substantial possibility that Taiwan environmental laggard pariah position will not be corrected and Taiwan cannot become the model jurisdiction that others want to learn from/partner with.

If Taiwan Banks fail to transform their role effectively, then this failure to redeploy capital for zero carbon will drive the final wave of hollowing out of the Taiwan economy, sealing her marginalized fate.

For the Banks that undertake the transformation of themselves and their clients they may be able to prevent some of the supply chains, SME's and industrials from migrating en masse overseas in the next few years.

This section focuses on what the Bank CEO and team must do to deliver each of the three KPIs. By investing in and improving the operational platform and building the Bank's capacity in climate subject matter expertise, the Bank will be able to generate revenue growth and resilience for clients (and itself) in ways other Banks cannot, ensuring that the services delivered to existing and potential future clients are viewed as more competitive/valuable for them to achieve operational excellence.

### **2.1 Ensure Excellence in Operations/Administrative/Platform Processes**

Bank CEO needs to ensure administrative excellence by designing, planning and implementing global/local regulatory compliance best practice standards and systems to monitor, measure and report on sustainability criteria. By being able to help clients create strategic plans for success, by being able to train the client's internal teams and drive decarbonization and energy transition, Banks with capable CEOs can deliver, maintain and improve the client's competitiveness and ability to comply with rising sustainability standards worldwide.

## **2.2 Ensure Revenue Growth and Resilience**

Bank CEOs can ensure revenue growth and resilience by providing world-class corporate advisory services for borrowers including in the subject matter expertise of decarbonisation and energy transition, the key areas of climate resilience and sustainability. CEOs who deliver this will retain and acquire more and better clients, increase trajectory and velocity of revenue and their clients will be able to position their businesses to meet and dominate every potential market challenge therefore more clients will partner with your bank.

## **2.3 Ensure Performance Excellence and Growth for Current and Potential Clients**

Bank CEOs have the responsibility to change the mentality of their bank and clients from maximizing shareholder profits to balancing the needs of all stakeholders across many resiliency and sustainability criteria. CEOs must ensure comprehensive sustainability trainings for their teams, their clients and potential clients so they can each adopt global best practices, build competitive capacity and sustainability. If successful, all clients will perceive the CEO and bank as the key partner and leader of their own global/local sustainability and resilience landscape

## **3. If Bank CEO Achieves Goals/KPIs Then Bank Clients' Generate Results**

The successful Bank (and successful Bank CEO) is the one who helps clients understand and value the Bank as their “always go to” business partner. By embracing sustainability, by partnering with clients, by prioritizing world class responsible Equator/IFC Performance Standards lending practices, the result yields a multitude of benefits for borrowers and clients. These results extend far beyond access to bank funding and shareholder investment attractiveness and resultant financial gains; it also helps improve all facets of business operations and reputation across a large number of resiliency and sustainability criteria. By aligning with banks that champion sustainability and robust Equator Bank/IFC Performance Standards and ESG (Environmental, Social, and Governance) principles, borrowers position themselves for success not just by maximizing access to capital but also by becoming more resilient and sustainable across many criteria.

## **4. If Bank CEO Achieves Goals/KPIs Then the Bank Generates Results**

If the Bank succeeds in its transformation process to become a leading Equator/IFC Performance Standard Bank, then the Bank's clients are growing, prospering, competing successfully, expanding their positive social impact, reach and profitability. Then the Bank's customers are successfully building capacity and sustainability and they are embracing their Bank on their way to decarbonization and

Pamir Draft of December 14, 2023

Confidential

Not for Release

energy transition. The Bank CEO decision to fully embrace sustainability will enjoy a wide range of benefits that extend far beyond just financial gains. By incorporating sustainable strategies, standards, systems and building the 3 KPIs, the Banks:

- (i) Ensure Excellence in Operations/Administrative/Platform Processes,
- (ii) Ensure Revenue Growth and Resilience, and
- (iii) Ensure Performance Excellence and Growth,

then the Bank will have enhanced its own financial performance and reputation, offering financing for projects focused on energy efficiency/energy transition, water conservation, and waste reduction. Commitment to sustainability broadens their client base, allowing them to support environmentally and socially responsible projects. This expanded capacity enhances their competitive advantage in the market and positions them as leaders in sustainable finance.