2021 WTC SUSTAINABILITY REPORT



World Trade Center
TAIPEI

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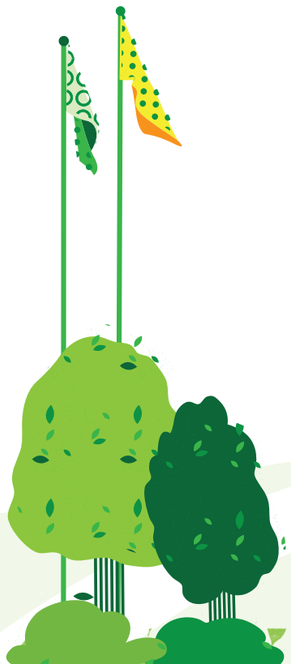
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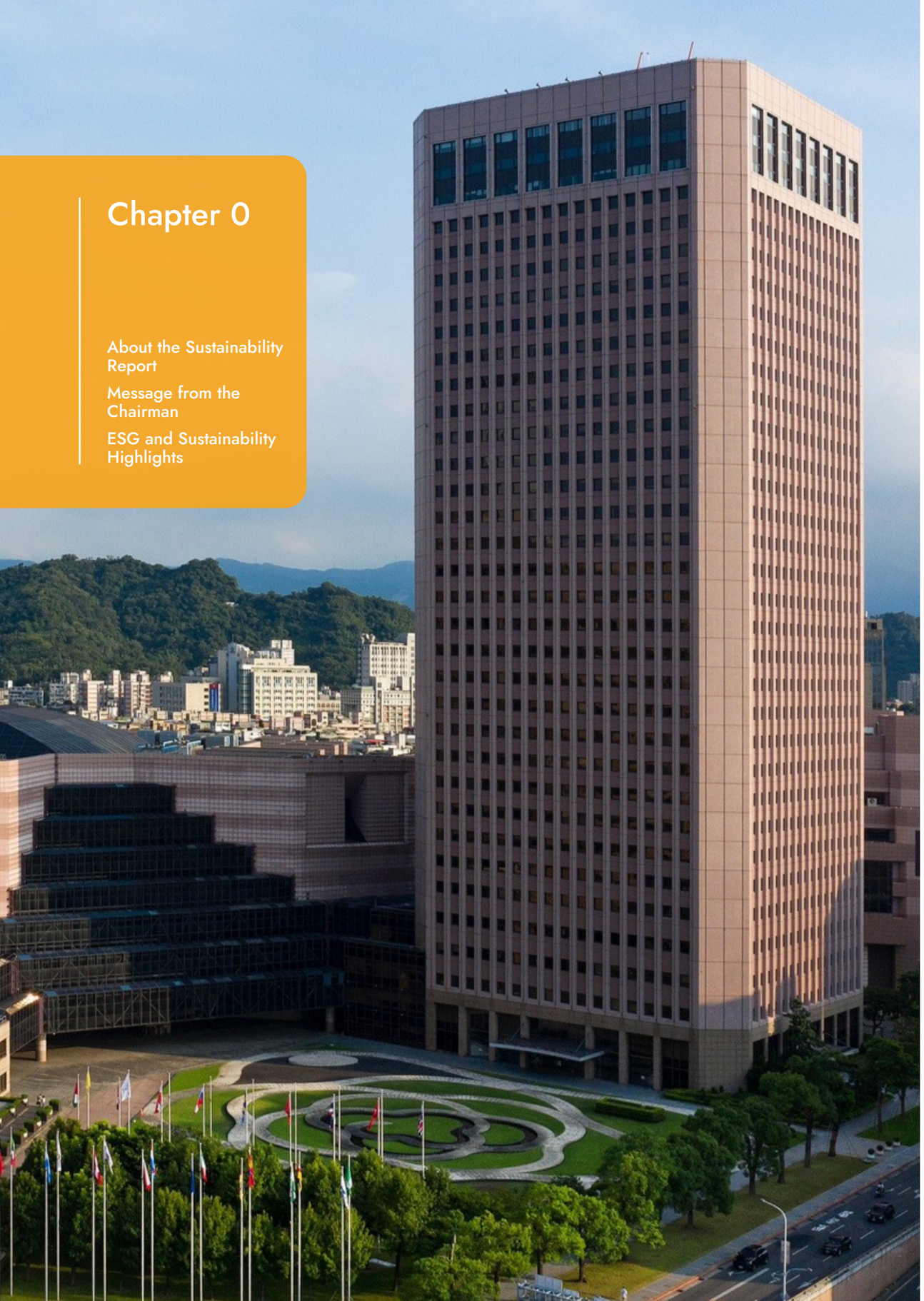
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Chapter 0

About the Sustainability Report

Message from the Chairman

ESG and Sustainability Highlights

About the Sustainability Report

Preparation Principle

The Sustainability Report is prepared with reference to the main structure of GRI Standards published by the Global Reporting Initiatives (GRI).

Report Period

The data and contents disclosed are based on information from January 1 to December 31, 2021. Some performance data dates back to pre-2018 or to the most recent information in 2022.

Report Scope and Boundary

The scope of information described in the Report covers Taipei World Trade Center International Trade Building Corporation (hereinafter referred to as "WTC Corporation").

Information Calculation Basics

The information and statistics provided in the Sustainability Report were obtained from WTC Corporation's statistics and surveys; while some financial figures in the operating performance section were obtained from the financial statements certified by the accountants. All financial figures provided in the Sustainability Report are expressed in New Taiwan dollar. The collection, measurement and calculation of data are based on requirements of the laws and regulations. If not specifically required by law, international standards are allowed. If no international standards are applicable, industry standards or industry practices are referred to.

Report Management Method

The contents and correctness of information in each chapter were reviewed by the supervisor and management of each department prior to approval by the Board of Directors for release.

Release

A Sustainability Report is released each year and is available for download at WTC Corporation website.

Current Version: Released in August 2022

Feedback

If you have any suggestions or questions regarding the Sustainability Report, please contact us:

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Message from the Chairman

Being an iconic commercial office building located in Xinyi District, the Taipei World Trade Center International Trade Building (hereinafter referred to as "the WTC ") is closely linked to the value of the Taipei World Trade Center. More importantly, with the progress and innovation power demonstrated, the WTC can certainly compete fully with the new commercial offices in Xinyi District. The first Sustainability Report in 2022 discloses WTC Corporation's efforts in obtaining dual certification: Leadership in Energy and Environmental Design (LEED) and WELL Building Standard (WELL) in 2023. There is no doubt that the journey will be challenging; however it is the most important commitment to all stakeholders under the WTC's sustainability concept.

The Nine Indicators of LEED

To obtain LEED certification, WTC Corporation must fully review and improve the building's internal electrical, mechanical and air conditioning energy efficiency, refrigerant control, the use of renewable energy, water efficiency and waste reduction, and improve the building's air quality in order to meet 9 green building indicators. At the same time,WTC Corporation strives to obtain the WELL certification in order to provide tenants with an office space that meets high standards with respect to air, water quality and light. What is worth stressing is that the WTC is probably the only commercial office building in Taiwan equipped with UV sterilization equipment, by ensuring that the air supplied through air conditioning pipelines is sterilized, effectively inhibiting the spread of viruses. In the first Sustainability Report, the WTC has specifically disclosed this medical-grade air conditioning equipment.

Greening and Environmental Sustainability

Although this is the WTC Corporation's first Sustainability Report, during the course of its 30 years of business, it has adhered to the 3 main operating principles of corporate governance, social responsibility while promoting environmental improvement. WTC Corporation's past experience and future operational directions are disclosed in the Sustainability Report in a manner with reference to generally recognized GRI Standards. In particular, the Sustainability Report also provides specific descriptions on how WTC Corporation practices the new global important targets – energy conservation and carbon reduction. It is worth mentioning that as early as 2011, WTC Corporation spent NTD70 million on the construction of TWTC Square, giving the urban jungle a green space. This was a fine example of "greening and environmental sustainability" that the WTC has been focusing on for a decade.

Using 100% Renewable Energy

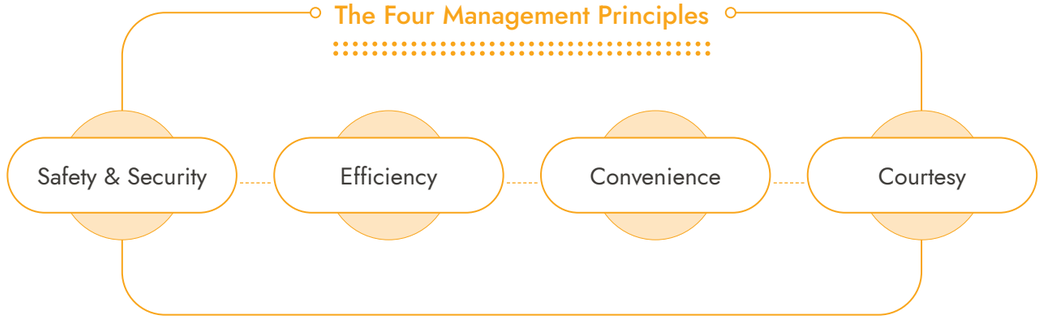
The Sustainability Report also provides specific statistics including saving 20% electricity over the past 10 years, saving over 2 million kWh of electricity consumption, equivalent to 1,000 tons of carbon emissions per year. To further implement this target, WTC Corporation completed ISO50001 energy management system certification, ISO14064-1 GHG emission inventory certification and ISO14001 environmental management system certification prior to obtaining the energy conservation and carbon reduction results certified by a third party. According to the WTC Corporation implementation direction, the electrical system will be gradually upgraded in the next few years. Elevators, air-conditioning mainframe and heavy electrical & mechanics will be replaced with those of variable frequency to reduce power consumption. To achieve energy conservation control of the building's software and hardware, WTC Corporation also plans to participate in green power procurement and investment. As well as this, WTC Corporation also aims to achieve the ultimate goal of using 100% renewable energy by 2027.

Maximizing the Social Responsibility

As for social engagement, not only have we taken the initiative to identify and provide resources to communities in need in more rural areas of Taiwan, WTC Corporation has also been working with domestic social welfare organization to encourage and support the growth of orphans. In the future, WTC Corporation plans to participate in social welfare activities in a more proactive manner and extend the reach of public welfare to borderless areas through international organizations, hoping to maximize our social responsibility.

The Four Management Principles

As the first international commercial building in Taiwan, the WTC serves as office to numerous cultural and business representatives from over 30 countries and includes many leading multinational corporations globally, as well as Taiwan's most famous companies, making this building almost an international community itself. In view of this, a management principle was set at the initial stage of the building's operations - the building's safety & security, efficiency, convenience and courtesy. To this day, the tenants of the WTC still enjoy a safety & secure, efficient, convenient and courteous office atmosphere. This is a responsibility WTC Corporation insists on.



Since 2020 as the world battled the effects of COVID-19, WTC Corporation has deployed significant resources in maintaining regulatory compliance while providing tenants with a safe and convenient office environment to minimize business disruption. After two years of adjustment and adaptation, the building is still operating with high efficiency, showing effective implementation of disease preventive measures as well as the tenants adaptation and cooperation. With respect to the development trends after 2022, WTC Corporation's central aim is to achieve further concrete results in the area of ESG and sustainability so as to gain more trusts from society and all stakeholders. The WTC is committed to creating a better future with our stakeholders by continuing to exert our positive influence on sustainable management.

WTC Chairman



ESG and Sustainability Highlights

The WTC is the first intelligent device skyscraper in Taiwan. The building itself and design have received a lot of attentions and awards since completion:

1989 The ice storage air conditioning system awarded "Industrial Model" by Industrial Technology Research Institute and Taipower

1990 Awarded "Gold Medal" by Taiwan Architect Magazine

1991 ASHARE(American Society of Heating, Refrigerating, and Air¬Conditioning Engineers) Technology Award, First Place.



1997 Received "Energy Conservation Award" by MEA.

2011 The "TWTC Square" was designed by internationally renowned architect Toyo Ito; WTC Corporation dedicated this valuable green space spanning 7,934 square meters to the citizens of Taipei.



2012 Received "Best Operation Award" by World Trade Center Association (WTCA).



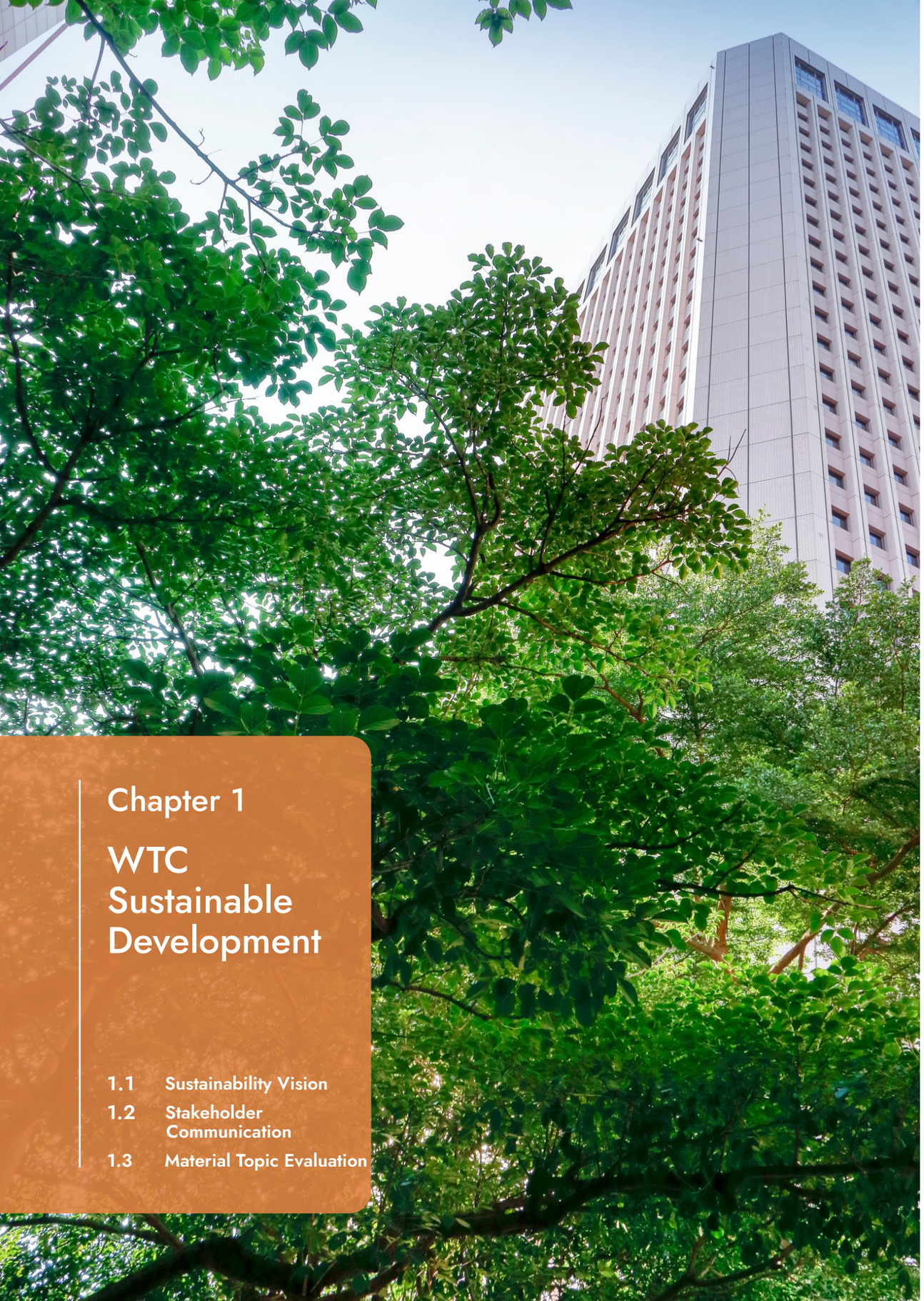
2013 Received "Gold Quality Fire Prevention Label" for 18 years in a row by Taiwan Architecture & Building Center.



- Selected as one of the top 10 offices in Taipei by the brokerage industry.







Chapter 1

WTC Sustainable Development

1.1 Sustainability Vision
1.2 Stakeholder Communication
1.3 Material Topic Evaluation

1.1 Sustainability Vision

As one of the members of the Global World Trade Center, the WTC is an important base for domestic and international business people and is also the economic and trade center of Taipei. Within its functions, the WTC aims to provide an office environment that is convenient, comfortable, safe and healthy. Due to this, various types of construction and improvements were promoted and made, helping the WTC become Taipei's top green building. Based in Taiwan with an international vision as a global citizen, WTC Corporation should do its utmost to strive for environmental sustainability

WTC Corporation Milestones

In 1980

Based on the economic and trend developments at the time, the government planned the Taipei World Trade Center Exhibition Hall, International Trade Building, the Taipei International Convention Center, and the Grand Hyatt Taipei. These four buildings form what is now known as the Taipei World Trade Center (TWTC) providing the most convenient premises and services for all entities engaged in the field of international trade.

In 1984

The Taiwan External Trade Development Council (TAITRA) formed a company in conjunction with the private industrial and commercial sectors to plan and construct the TWTC International Trade Building. It provided modern office space for leasing to both public and private institutions related to the business of economics and trading.

In 1986

The "WTC Development and Management Program Contract" and the WTC Establishment of Superficies Contract were signed, obtaining the management rights for 50 years. This was the first BOT project in Taiwan.

In 1988

The WTC began its operation.

In 2002

The transfer of equity of major shareholders injected the spirit of privatization into WTC Corporation. With quality management and services, the WTC became Taipei's top office building.

In 2013

The WTC was selected as one of the top 10 offices in Taipei by the brokerage industry.

From 2014

WTC Corporation has been constantly enhancing its brand value, from shaping an international image, updating and maintaining facilities inside and outside the building to tenant communication and service, continuing to gain good reputation and evaluation.

WTC Corporation ESG Promotion

Between 2002 and 2021, WTC Corporation continued to create a friendly environment, update facilitaties and carry out energy conservation and carbon reduction projects inside and outside the building as follows:

1. Conversion of LED lighting in public areas.
2. Establishment of outdoor bicycle parking area.
3. Air conditioning and elevators added with UV sterilization systems.
4. Charging stations added to the parking lots for electronic cars.
5. Completed the construction of the Building Information Modeling (BIM) system.
6. Promoted information system upgrade and electronic official documents
7. WTC Corporation attained ISO50001 energy management system international certification and Completed ISO 14064 GHG inventory
8. Condenser water pump and exhaust fan of HVAC system installed with inverter.
9. Elevators for upper floors and elevators for emergency were upgraded to energy-efficient elevators

In 2022, WTC Corporation is planning in attaining:

1 ISO 14001
Environmental management system certification

2 ISO45001
Occupational health and safety system certification

3 ISO27001
Information security system certification

4 LEED
LEED and WELL dual certification

1.2 Stakeholder Communication

As a means to engage in effective communication with stakeholders, the primary task of WTC Corporation is to identify its stakeholders. These are entities or individuals that are significantly affected by WTC Corporation's activities and services or those whose actions may affect WTC Corporation's ability to carry out its strategies and achieve its goals. Through internal discussions, WTC Corporation has identified 8 groups of stakeholders: employees, tenants, investors, government agencies, third parties, community, media, and business partners.

WTC Corporation bears a considerable amount of responsibility for its stakeholders and understands the needs of stakeholders and their expectations of us through various means and engagement channels. Concerns of stakeholders and engagement channels are shown on the following table:

Stakeholder	Primary concerns	Engagement channels and their frequency
Employees	▪ Operational safety ▪ Employee wages and benefits ▪ Occupational health and safety	Labor-management meeting/quarterly
Tenants	▪ Operational safety ▪ Integrity management ▪ Tenant safety maintenance	▪ WTC website/normally ▪ 24-hour customer service hotline/real time ▪ Customer service mail/normally ▪ 24-hour security service desk/real time
Investors	▪ Integrity management ▪ Operational safety ▪ Tenant relations maintenance ▪ Water resource and waste management	▪ Board of Directors meeting/quarterly ▪ General meeting of shareholders/annually ▪ Extraordinary general meeting/from time to time
Government agencies	▪ Integrity management ▪ Operational safety ▪ Tenant relations maintenance ▪ Energy and emissions management	▪ Email/normally ▪ Correspondence/normally
Suppliers	▪ Operational safety ▪ Tenant relations maintenance ▪ Tenant safety maintenance	▪ WTC website/normally ▪ 24-hour customer service hotline/real time ▪ Customer service mail/normally ▪ 24-hour security service desk/real time
Community	▪ Welfare promotion ▪ Integrity management	▪ WTC website/normally ▪ 24-hour customer service hotline/real time ▪ Customer service mail/normally ▪ 24-hour security service desk/real time
Media	▪ Operational safety ▪ Integrity management ▪ Water resource and waste management ▪ Energy and emissions management	▪ Press release / from time to time ▪ 24-hour customer service hotline/real time
Business partners	▪ Operational safety ▪ Food safety ▪ Operations optimization ▪ Integrity management	▪ WTC website/normally ▪ 24-hour customer service hotline/real time ▪ Customer service mail/normally

1.3 Material Topic Evaluation

Step 1: Collect sustainability issues

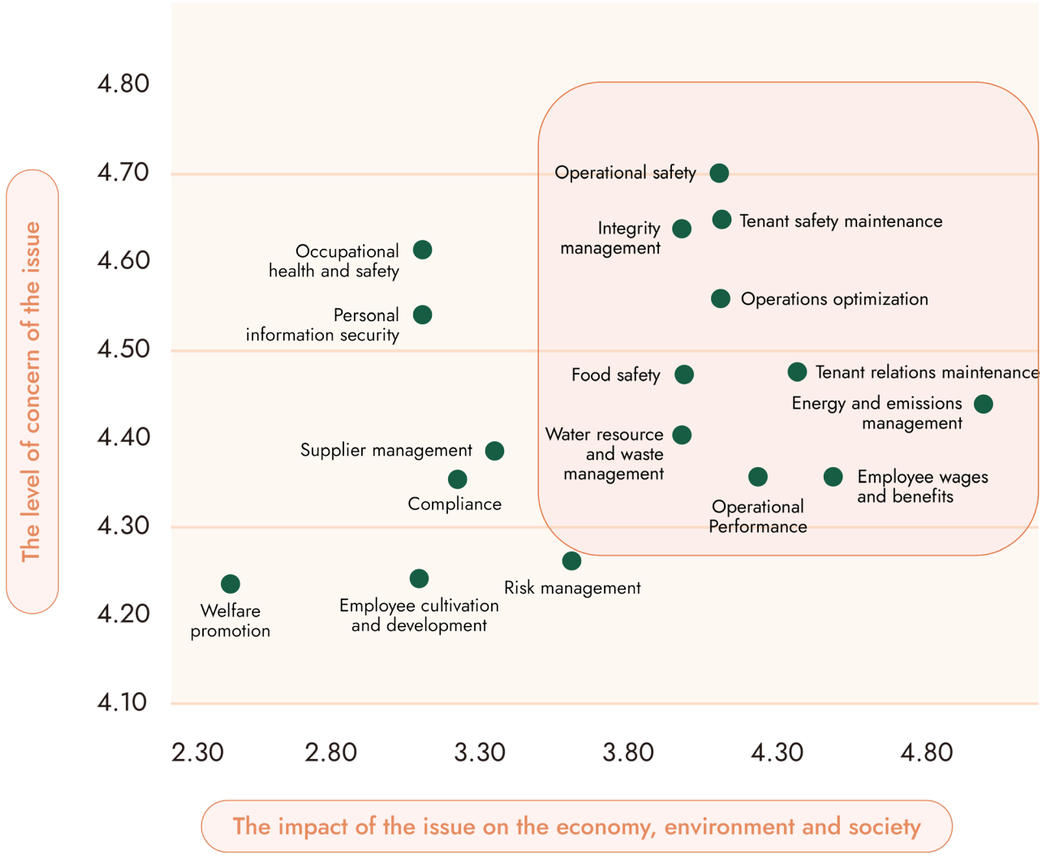
Through internal discussions and the help of external experts, while referring to the Traditional Chinese version of the GRI's Sustainability Reporting Standards published in June 2018, and taking into account the operational directions of the industry and trends of issues of concern, and analyzing the corporate social responsibilities reports released by peer industries in Taiwan and overseas, 17 sustainability issues are compiled in relation to WTC Corporation for 2021.

Sustainability issues	Issue description
Water resource and waste management	Water consumption is reduced through increasing efficiency and other water resource management strategies and adopting a reduction strategy and management for main waste.
Energy and emissions management	Adopt further reduction programs and alternatives for energy consumption and resources. Use alternative energy to increase operational efficiency, reduce risk and improve related economic benefits.
Tenant relations maintenance	Constantly enhance service quality, tenant communication and the relationship maintenance system to cater for the needs of diverse tenants.
Tenant safety maintenance	Access control is strictly enforced by the security guards, while maintaining close contact with the relevant security agencies to ensure the safety of all tenants.
Personal information security	The management and security of stakeholder information involve the collection, processing, and use of personal information are carried out on par with laws and management rules.
Operational safety	Emphasize building safety facilities, building materials and equipment and regular inspection and maintenance with a central aim of providing tenants with a comfortable and safe workplace.
Food safety	The WTC manages the provision of food and drinks and follows food safety management regulations and health inspections. The WTC also strictly follows the regulations and perform audits to protect the rights and interests of consumers.
Employee wages and benefits	Providing a competitive salary structure is key to attracting and retaining talent. In addition to providing basic benefits as required by law, WTC Corporation also offers a variety of additional benefits to employees.
Employee cultivation and development	Enhance employee career and ability-related course training and training hours; increase the participation rate of employees in regular performance assessments and career development reviews after training.
Occupational health and safety	Possible hazards or health risks encountered by employees in the work environment; how to build a safe work environment and culture.
Welfare promotion	WTC Corporation is committed to social welfare, maintaining interaction with the local community, social care, caring for those with disabilities and disadvantaged groups.
Risk Management	Extensive discussion of matters that are a risk to WTC Corporation, and effectively operate and implement risk management operations.
Compliance	On the subject of environmental and social issues, WTC Corporation has clear management strategies in place to respond to legal changes and uncertainties. This way, WTC Corporation is able to ensure consistency with internal targets in order to maintain competitiveness.
Operations optimization	With a medical-grade health office building and quality tenants, WTC Corporation strives to build a vertical community with life amenities including banks, post offices, cafes, dry cleaners, and convenience stores.
Operational Performance	Direct economic values produced and allocated by WTC Corporation.
Integrity management	Conduct internal and external operating activities with integrity and responsibility, while implementing ethical management concepts and avoiding unethical conducts that affect reputation or increase management risks.
Supplier management	New suppliers are selected according to the ESG standards and subsequent management plans of suppliers.

Step 2: Materiality analysis

WTC Corporation values the views of our stakeholders and understands their concerns through various engagement channels and the issuance of questionnaires on concerns. In 2021, WTC Corporation designed a questionnaire for stakeholders based on the 17 sustainability issues identified. By doing this, WTC Corporation were able to understand the level of interest of stakeholders on each sustainability issue, with a total of 84 questionnaires collected from internal and external stakeholders. On the other hand, WTC Corporation conducted internal discussions to evaluate the impact level of each sustainability issue on the environment, economy and society. WTC Corporation evaluated the materiality of both "significant environmental, economic and social impacts" and "level of stakeholder concerns", and assessed the relative importance of each sustainability issue and determined WTC's 2021 material topics. Please refer to the following matrix for material topics identified and the order of the results.

The WTC Material Sustainability Issues in 2021



Economic governance (G)	Environment (E)	Society (S)
▪ Operations optimization ★ ▪ Operational performance ★ ▪ Integrity management ★ ▪ Risk Management ▪ Compliance ▪ Supply management	▪ Water resource and waste management ★ ▪ Energy and emissions management ★	▪ Tenant relations maintenance ★ ▪ Tenant safety maintenance ★ ▪ Operational safety ★ ▪ Food safety ★ ▪ Employee wages and benefits ★ ▪ Personal information security ▪ Employee cultivation and development ▪ Occupational health and safety ▪ Welfare promotion

Note: ★ is a material topic for 2021





COVID-19 Response

From November 2019, COVID-19 spread across 120 countries and regions around the world in a matter of months and the situation is still ongoing. WTC Corporation has established disease prevention and response principles, with a central aim to protect employees and tenants while at the same time maintain continuous operations. On January 26, 2020, a COVID-19 Response Team was formed and a weekly business meeting took place to discuss the revision of the COVID-19 measures according to the situation and the latest announcements made by the CDC. WTC Corporation initiated the following response measures to ensure the health and safety of operations and personnel.



Strengthen Facilities and Environmental Management

- 3 infrared thermometers and 6 hand thermometers and sanitizers installed at the entrance of the building and manual thermometers and sanitizers set up at the car park. There is also an alcohol disinfection machine at the guest hall of B3 parking lot.
- The entire building is regularly ventilated and UV medical grade disinfection lamps have been installed in the central air conditioning inlet and outlet air boxes.
- Public areas are cleaned every hour with deep disinfection once a week. This includes public elevator buttons, door handles, toilets, public facilities and large area disinfection.
- A disinfection company is arranged to disinfect the entire building every other week (or weekly if the epidemic is severe). Tenants are notified in advance so that cleaning and disinfection can be carried out at the same time as needed.



Management of Personnel Going In and Out

- Access of tenants, employees and visitors are separately controlled. With an employee identification card, tenants use special access for employees, while visitors use the real-name access with extra staff assigned to ensure that visitors complete real-name registration and visitor filtering.
- Visitor-only elevators are added for bank visitors and overseas representation office in Taiwan. The WTC also added disease prevention service personnel to help use elevators.
- Depending on the development of COVID-19, delivery and construction workers may change an identification card prior to entering the building by providing proof of vaccination (currently 3 doses) or a negative rapid test.
- A contactless meal collection service is set up for tenants outside the building.



Employee Care

- Frontline colleagues must wear a mask and we provide masks, alcohol and face shields.
- Off-site office or working from home. 2/3 staffs are remained in the office to maintain the Company's operations.
- WTC Corporation implemented employee self-health management monitoring by providing a COVID-19 rapid test on a weekly basis. Temperature is measured daily to maintain and care for the health of employees.
- WTC Corporation announces timely precautions and set up a COVID-19 notification contact.



Chapter 2

Tenants' First Choice-WTC is a Green and Health Building

2.1 Operational Safety Maintenance
2.2 Tenant Relations Maintenance
2.3 Operational Optimization
2.4 Tenant Safety Maintenance

Tenants of the WTC are well-known domestic and foreign companies, with more than 7,000 visitors and workers coming in and out daily. The WTC constructs a "second-to-none" office through a high level of operation focusing on "green building", "health building", "operational safety", and "tenants relations maintenance", creating sound competitiveness and international level for Taiwan's enterprises and status.

WELL certification is our commitment to tenants. The WTC keeps up with the times and continues to optimize its equipment and strengthen the health and safety of the building, including installing UV germicidal lamps, a high-intensity drinking water filtration system and multi-functional AQI monitor, creating a medical-grade health building that exceeds regulatory requirements.

In terms of operational safety, the WTC invests more than NTD100 million each year in software and hardware and takes into account potential hazards including firefighting, evacuation, fire prevention and earthquakes. Aside from regular maintenance of fire protection, air conditioning, firefighting, water supply and elevator equipment, the WTC also makes an effort to improve the safety monitoring system, such as equipping early-warning detection system. On the subject of software, the WTC works side by side with tenants, police and the fire departments, providing a comfortable and safe workplace for the WTC's tenants.

As tenants are the most important stakeholders of the WTC, thus, it is a fundamental mission for the WTC to achieve their high satisfaction. The WTC has established sophisticated standard operation process toward customer service and smooth communication channels in place and strives to solve tenants' issues in the shortest time possible. Given our efforts, the long-term occupancy rate has maintained at 98%.

Key Performance in the Chapter

- A budget of NTD100 million is created for equipment upgrade and maintenance.
- 150 members of staff are deployed daily for maintaining, inspecting and updating the facilities of building 24 hours a day.
- Received "Fire Prevention Label" in the office building category for 18 years in a row.
- Registered for WELL certification in 2022 and committed to attaining WELL Gold certification in 2023.
- UV lamps installed in public areas.
- The air for bacteria count after going through a UV lamp is 23CFU/m3 and building environmental bacteria count is <300CFU/m3, far lower than the regulation standard of 1500CFU/m3.
- The WTC's annual maintenance budget is approximately NTD100 million.

2.1 Operational Safety Maintenance

2.1.1 The Importance of Operational Safety

With a steel structure of 34 floors above the ground and 3 floors below ground, the WTC was the first skyscraper in Taiwan and a multi-functional intelligent office building with innovative design. In order to serve as a guardian for the safety of over 7,000 visitors and workers daily, the WTC values safety equipment. Due to this, a budget of NTD100 million is created each year to update and maintain equipments, while carefully selecting building materials and equipments, and ensuring the network systems of emergency and telecommunications are fully equipped. In particular, the firefighting system in the building must focus on firefighting equipments required for high-rise buildings. In addition, WTC Corporation spares no effort to maintain such equipments, from 24-hour monitoring to regular inspections and maintenance. In doing so, equipments and systems are ensured to be operated normally at all times, providing tenants with a comfortable and safe workplace.

2.1.2 The WTC Operational Safety Management System

Operational Safety Management and Planning

The Engineering Department and the Business & Customer Service Department collect and incorporate records of the building's inspection, updates, tenants' feedbacks and suggestions into big data analysis as a reference indicators for management and maintenance. Material issues or matters pending are proposed in the weekly meeting for senior management and are reported to the Board of Directors' meeting depending on the importance, budget and impact of the issue.

In addition to regular safety inspection of the firefighting equipment as required by the Fire Services Act, a self-defense firefighting team and building evacuation drill is carried out every 6 months in accordance with the regulations. Moreover, the WTC has received the "Fire Prevention Label" in the office building category for 18 years in a row.

The Fire Prevention Label is a type of building's firefighting safety quality certification. Having the Fire Prevention Label is a recognition of fire safety and quality. Not only does the label provide consumers with the best identification for consumer safety in the place of consumption, it at the same time is a health examination of a building for building owners while praising buildings with excellent fire prevention quality.

2.1.3 Disaster Prevention and Response

The WTC places great importance to the prevention and response to disasters, and has formulated a standard operating processes for typhoons, earthquakes, fires, air attacks or security incidents. Training of personnel is also strictly required with regular reviews and audits performed. In accordance with the regulations of the Fire Services Act and applicable laws, the WTC has formulated a building firefighting protection plan, while also periodically implementing an inspection of firefighting equipment. In addition, the WTC held disaster prevention seminars twice a year, focusing on the fire and earthquake prevention of high-rise buildings. Tenants are taught to be equipped with the concept of prevention and respons measures before, during and after a disaster.

Safety Monitoring

The Emergency Opertaion Center with BAS, automatically monitors and controls water, electricity, air conditioning, and elevators, to ensure they are running properly. The BAS also integrates smart firefighting monitoring equipment to automatically detect smoke, heat and water to prevent the fire disasters from happening, ensuring that people and property are safe in the building.

The security monitoring system integrates the monitors and infrared sensors located in public corridors to monitor main entrance/exit elevators, machine rooms with a central monitoring structure. The system provides real-time responses and digital video recording for any suspicious situations, providing prevention, immediate inspection and post-inspection and tracking functions, ensuring the safety of the staff, environment and space in the building.



The Planning Department, Business & Customer Service Department and Engineering Department are responsible for responding to natural disasters and the prevention of human-caused disasters as well as measures and actions for post-disaster recovery. By making this effort, WTC Corporation hopes that there no disaster or to minimize personnel and property loss after a disaster.

On the subject of software, WTC Corporation works side by side with the Taipei City Police Deparment and the fire department, providing a comfortable and safe workplace for our tenants.

2.1.4 Working with Tenants for Operational Safety

As a means to reinforce the disaster prevention awareness and response capabilities of tenants, aside from forming a Building Protection Group and Self-Defense Firefighting Team for various tasks made up with the employees of WTC Corporation and those from building's facilities maintenance suppliers, the WTC also invites tenants to participate in training seminars organized by the Protection Group and Self-Defense Firefighting Team twice a year for 4 hours each time. As well as this, the WTC also arranges various safety protection courses, hoping to raise awareness and be more prepared in order to protect the safety of lives and property in the building.

Participants	Training Content	Total No. of Trainees	Total Training Hours
Tenant A	Protection Group and Self-Defense Firefighting Team training seminar	130/Once	4 hours
Tenant B	Protection Group and Self-Defense Firefighting Team training seminar	100/Once	4 hours

2.2 Tenant relations maintenance

Tenants are WTC Corporation's long-term customers. As they are not one-time consumers, the WTC must provide them with a long-term and stable quality of service. In a bid for all tenants to feel at home, WTC Corporation invests highly in manpower and resources providing management and service that exceed the usual standards. By doing this, WTC Corporation dedicates itself to catering to the needs of tenants in order to maintain positive customer relationships, as the greatest advantage so that the WTC is able to achieve sustainability in the highly competitive Taipei business office buildings market.

Tenant Relations Maintenance Goal

- The WTC takes the hotel-management approach and handle tenant needs immediately.
- The WTC cares about tenant feedback and strengthen reviews on specific issues while proposing response plans.
- The WTC continues to upgrade building facilities by using high-tech systems to optimize tenant services.

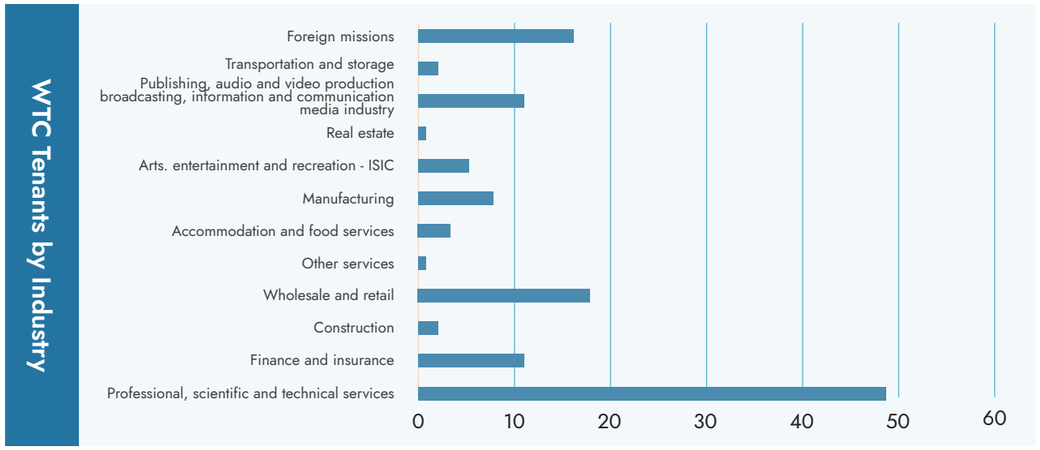
Emphasis of Quality of Tenant Services

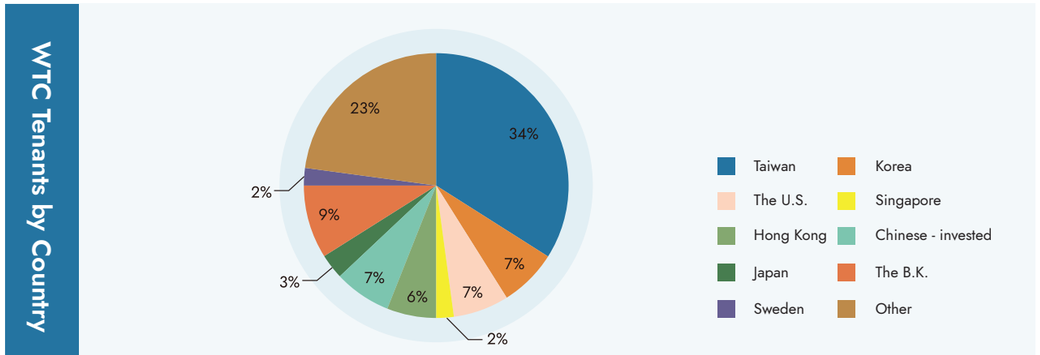
As tenant needs are becoming increasingly diverse, WTC Corporation enhances service quality and response capabilities by reviewing each customer service handling. The following is a list of resources invested to continue to provide high-quality services:

- Providing diverse channels to listen to the views of tenants - website, customer service mailbox, customer service hotline, and 24-hour service desk.
- Established tenant complaints handling SOP for project review and improvement.
- Unscheduled meetings to review service procedures and improve service quality.
- Using employee training to refine customer service responses and strengthen employees' professional knowledge.

Establish a diverse and inclusive culture to elevate the quality of life of tenants

WTC Corporation has a very different historic background from other commercial buildings. Tenants of the WTC over the years are diverse and have come from all over the world. These tenants include foreign missions in Taiwan, Taiwan External Trade Development Council (TAITRA), well-known accounting firms, domestic and foreign well-known professional technology companies, the world's No. 1 EDA software company and the world's No.3 Computer memory company.





Offices of foreign mission in Taiwan focus on the promotion of local culture and the economies of both countries. Regardless of international or local companies, as sustainability is the recent trend, companies have been urged to engage in welfare activities. Given this, when a tenant proposes an activity related to local culture, festivals or public welfare, WTC Corporation is more than happy to share resources and take part in the promotion. By doing this, it enables tenants to indirectly understand the culture of other countries outside of work, expanding international horizons. In addition, the WTC treats all foreign missions like its own family. In the event of a serious incident in the country of a Offices of Foreign Mission in Taiwan, the WTC shows respect by lowering the national flag to half-mast at the TWTC Square in accordance with international etiquette.



Cultural Performance in the Lobby on the 1st Floor



Blood Donation Campaign

National Culture-related Events

Cultural Event	Date	Description
Korea Tourism Organization - KOREA PLAZA Tourism of the Month - Chungcheongbuk-do & Sejong City	2021.11.01~ 2021.11.26	Dedicated to marketing and promoting Korean culture and local tourism, the Korea Tourism Organization sets different sightseeing locations each month. Through organizing exhibitions, tenants were able to better understand Korean culture.
2019 Mexican street band pop-up performance	2019.7.26	The representative office of Mexico in Taipei invites folk art groups from Mexico from time to time and shares the performance to the tenants of the WTC, who appreciate the exotic atmosphere.



Mexican Street Band Pop-up Performance



Cultural Event by Korea Tourism Organization



On January 27, 2008, the WTC jointly held a charitable meal campaign with Taiwan Fund for Children and Families (TFCF) and the WTC's tenant, the TAITRA



On July 19, 2007, a charitable children meal campaign was held with an ex-tenant, Commercial Section of the American Institute in Taiwan

2.3 Operations Optimization

Focusing on market demanding, the WTC always keeps up in time and makes timely adjustments to operations. The WTC optimizes its equipments, while making a proactive approach to promote international certifications. Software and hardware upgrade and improvement are carried out each year, and furthermore to build a medical-grade health office building, with a central aim of increasing market competitiveness.

2.3.1 Build a Medical-Grade Health Building

The term "medical-grade health building" not only caters for the minimum requirements for air, water, light and noise for human health, it must also be able to filter the bacteria in the air that is inhaled into the human body. With medical-grade standards, the chance to get infected by viruses is lowered. The WTC has registered for WELL certification this year (2022) and are committed to attaining WELL Gold certification in 2023. In doing so, the WTC is able to implement and continue to improve the building, providing tenants the healthiest and safest work environment.

✦ Registered for WELL certification in 2022 and committed to attaining WELL Gold certification in 2023 ✦

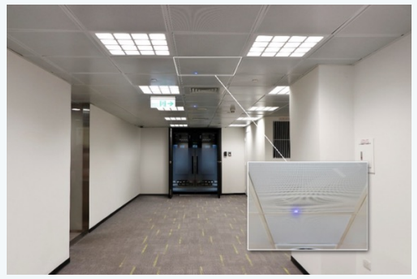
2.3.2 Medical-Grade Health Building Deployment

Medical-grade central air conditioning and safe hygienic water are the most basic requirements to ensure the health of tenants. To construct a medical-grade health building, The WTC's plans are as described as follows:



Air

The air brought in from outside first passes through a primary aluminum filter (cleaned every 6 months). After filtering it then goes through an 85% bag filter (changed every 6 months), which filters 100% of PM2.5 or more suspended particles. It is then sterilized by a medical-grade UVC lamp before it can be sent into the office, making the quality of the air inhaled safer. According to the figures tested by WTC Corporation, the average CO2 concentration in 2021 was 729ppm and PM2.5 concentration was 4.0ppm[1] , with the air quality meeting the requirements of EPA regulations. The air conditioning system was tested by a third party and only 23 CFU/m3 of airborne bacteria was tested, reaching medical grade air quality[2].





[1] As people cars, and goods come in and out of the building, there is bound to be PM2.5 in the environment.

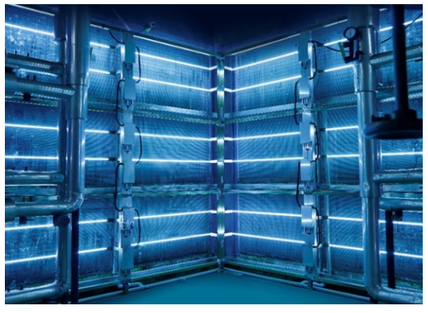
[2] With reference to GB-50333 criteria.

Bacterial-Killing

UV germicidal lamps

The earliest concept of UV germicidal lamps came from the SARS outbreak in 2003. The protection measures of the hospitals at that time were based on these, hence, UV germicidal lamps were purchased to protect the health of the people inside the building. It is fair to say that the WTC was the first office building to apply UV germicidal lamps in Taiwan.

In early 2021, Taiwan was once again under the threat of COVID-19. Due to this, the WTC took the lead in installing UV germicidal lamps in the public corridorsand elevators, expanding the area of sterilization. This approach has made the building a medical standard healthy building. In 2022, the WTC made more investment with the installation of UV germicidal lamps (same grade as those used in medical wards) in public corridors to filter the air flowing through the building. According to the SGS test, these UV rays can filter 99% of viruses. Recent plans and implementation results are described below:



Year	Implementation Details and Results
2019	The UV lamps of the central air conditioning system were renewed and upgraded, with the total lamp power increased from 6,480W to 14,880W.
2020	The sterilization intensity of central air conditioning system is regularly inspected, with sterilization intensity maintained above the standard value.
2021	▪ Trial installations of UV germicidal lamps in public corridors. ▪ The sterilization intensity of the central air conditioning was fully upgraded. The air for bacteria count after going through a UV lamp is 23CFU/m3, reaching medical-grade air quality.
2022	Installations of UV germicidal lamps in public corridors.

Medical-Grade Central Air Conditioning System:

Compared to tenants, the WTC is more concerned about the quality of air conditioning inside the building. The implementation results in recent years are as follows:

Year	Implementation Details and Results
2020	The external air conditioning box was renewed with additional CO2 demand control and variable air volume (VAV). The per capita air intake can reach over 17CFM, reaching ASHRAE standards.
2021	A multi-functional air quality (AQI) monitor was added to the central air conditioning to continuously monitor air quality indicators in the building.
2022	Installed AQI sensors and UV germicidal lamps in the common areas of the building. The bag filter was upgraded to MERV 14 (95%) to ensure the best air quality in the building.

Safe and Hygienic Water

The WTC's water filtration rooms are set up on PH1, 25F and 15F. With high precision filtration and sterilization system, water is underwent 2 filters and activated carbon filtration then is sterilized by UV lamps. The WTC ensured the health and safety for users through the following management measures:

Implementation Frequency	Inspection Contents	Management Measure Description
Monthly	drinking water	The water quality measured by the dedicated water quality inspection organization meets EPA's water quality standards for drinking water and is made known on the premises where the equipment is located.
Quarterly	drinking water	5μm and 1μm system filters renewed.
	Cooling water tower	The cooled water is sent to a third party testing organization to test for legionella pneumophila.
Annually	drinking water	▪ Activated carbon filters renewed ▪ UV lamps renewed





2.3.3 Quality and Convenient Environment

The WTC is a well-developed building constantly being optimized to remain the most convenient vertical community based on the needs of the tenants.

Food	Clothing	Housing	Transportation
WTC Café	Laundry service	Barbershop	Bicycle parking area
7-11		Shower room	Electric vehicle charging station
Meal vending machines		Flower shop	
Hi-Lai Celebrity Cuisine TWTC Branch on 34F		24-hour security management service	
		4 banks	
		5 ATMs	

To offer convenience for tenants is the WTC's core value of service. Thus, the WTC continues to update and improve the facilities within the building, including a barrier-free environment, electric vehicle charging stations, bicycle parking area and shower rooms. As well as these, the WTC also provides improved facilities based on the needs of the tenants and have implemented a gender-balanced bathroom project in response to the concept of gender equality.

Facility		Description
Barrier-free facilities		As The WTC is a public space, it must be feature an ideal environment that is easily accessible, approachable and easy to get to. Given this, the WTC provides barrier-free facilities for people with disabilities, including barrier-free ramps, friendly bathrooms, and barrier-free touch buttons inside the elevators. To provide wheelchairs service, aided by the security guard, at the service counter on the 1st floor at all times.
Electric car charging station		With sustainable energy transformation becoming a global trend, the electric car market is the mainstream of environmental protection. In 2021, the WTC set up 2 electric car charging points and are planning to expand to 50 points in a bid to encourage tenants to use electric cars.
Bicycle leasing, custodial and parking services		The WTC is the first commercial office building in Taiwan to offer free parking to those commuting to work by bicycle. The WTC has planned 43 parking bays for our tenants and has offered 3 official bicycles in place for tenants to borrow for business to surrounding areas. At the parking site, there are staff designated to help with leasing, custodial and parking services.
Shower room		The WTC has established top class shower rooms, 2 for men and 2 for women on level B1 inside the building. In the shower room, there are shampoo, shower gel and hair dryer provided, which are free of charge for tenants. Tenants only need to bring their own towel and register at the service counter to exchange a card.

Continuous Environmental Optimization Projects

Project 1

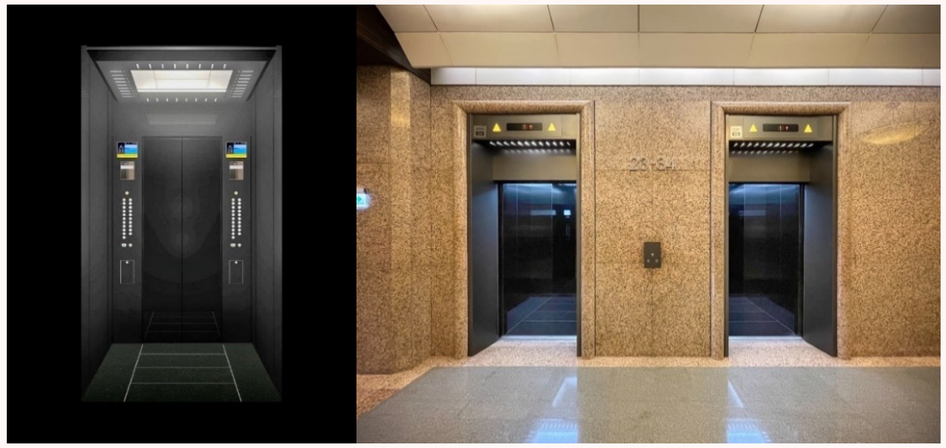
To Implement a Gender-balanced Bathroom Project

In response to the gender equality concept, tenants proposed the ratio for the demand for male/female toilets on a single floor, the WTC remodeled the design to switch toilets.

Project 2

Elevator upgrade

In a bid to improve the elevator and service quality in the building, from February 27, 2021 to December 31, 2022, the replacement of 5 elevators for upper floors and 2 goods elevators were undertaken, costing a total of approximately NTD112 million.





2.4 Tenant Safety Maintenance

The WTC is committed to provide tenants and its employees a concern-free workplace. There are 16 foreign missions in the WTC alongside many well-known international companies. As more than 7,000 visitors and workers enter and exit the building daily, it is very important for us to protect the lives of these people.

Personal Safety of the WTC's Tenants

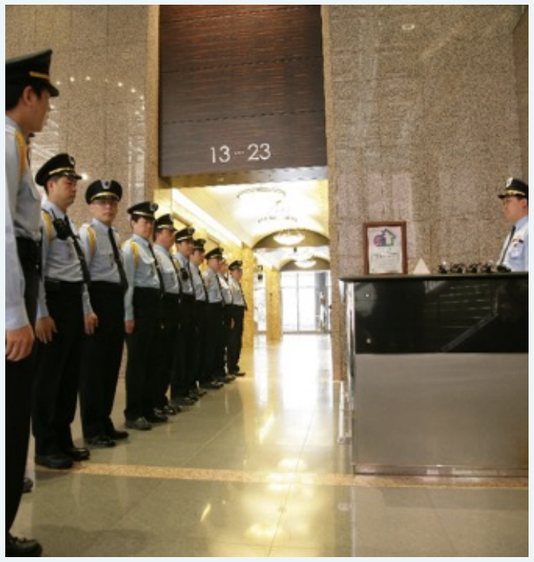
The WTC has established various safety facilities that exceed regulatory requirements. The tenant safety protection policy of the WTC is based on a 4-in-1 complex that forms the security system. The WTC also keeps in close contact and work with the police and fire departments in order to jointly maintain the security of the building and the surrounding area.

Access Security

In addition to the first layer of protection by security guards at the 4-in-1 public area, the entrances and exits of the building are controlled by personnel and patrol is conducted. In doing so, the WTC ensures that there are no security concerns. Since the building began its operations, there have been no hazards that put people's safety at risk.

Access Control

- Greeting and filtering personnel going in and out of the building during working hours
- Construction and delivery personnel must register to exchange identification cards
- Special assistance in tenant visitor filtering and notification
- Patrol is conducted every 2 hours in the public area, surrounding areas and underground parking lots
- Vehicle access guidance management service
- After-hours inspection on each floor and unoccupied floor safety settings (infrared)
- Overnight vehicle registration and special notification for non-monthly overnight vehicles



Security System and Personnel

The WTC emphasizes management that puts people first and utilizes technology to do so. The automated equipment of the Emergency Opertaion Center provides various types of security monitoring and works closely with the first-line security personnel to prevent disasters and reduce losses by immediate notification. 100 members of staff are deployed every day, with an annual maintenance budget totaling NTD70 million.

The security of the WTC is carried out by a trusted professional qualified security firm that performs 24-hour patrols. The control of security work is replaced by services. The WTC achieves the effect of security control of surrounding people, things and objects by making a proactive approach towards customers. Colleagues of the WTC are responsible for monitoring the management of security guard work. In additional to conducting patrols, a comprehensive protection net is constructed through fixed-point monitoring equipment and various sensor detectors alongside the 24-hour CCTV monitoring in the Emergency Opertaion Center. By making these efforts, the WTC is able to prevent disasters and achieve an effective emergency response mechanism hoping to eliminate disasters and prevent any possible loss of life and property of tenants in the building.

Security guards are the first-line workers in the building to have contact with tenants and building visitors. As a means to protect the safety of tenants and building visitors, the WTC has planned a series of courses that focus on 3 major cores so as to improve the response capabilities of security personnel in the event of a disaster. This way, the WTC is able to provide tenants the safest and securest working environment.

First aid training	Emergency response	Service coordination
Automated external defibrillators (AED), cardiopulmonary resuscitation (CPR), Heimlich	Disaster prevention, riot prevention, robbery prevention, theft prevention, high-rise fires, and earthquake evacuation	Traffic dispersion

There are 38 security personnel, who have completed training.

Emergency First-Aid

There is an AED at the service desk on the first floor of the WTC available for personnel to use in first aid situations. The WTC also regularly invites professional officers at the Xinyi Health Center to teach employees first-aid and proper response in the event of an emergency. In addition to the service desk calling for an ambulance in the event of an emergency, the WTC also has emergency elevators to provide assistance. Moreover, the WTC guides the parking of the ambulance upon arrival in order to shorten the time for medical treatment. In 2021, ambulances were called upon 10 times due to personal's discomfort in the office. The ambulance was called by colleagues or their supervisors and the WTC provided follow-up assistance. There was only one incident where a tenant slipped after work in the lobby on the first floor. The security guard immediately called an ambulance and the tenant was sent to the hospital for treatment.

Policy and Public Cooperation to Construct a Comprehensive Safety Net

Aside from the WTC's standard operating procedures for conflicts and vandalism, the WTC also keeps close contact with Xinyi Police Precinct. As there are many banks and 16 foreign missions in the building, patrol points have been set on the floors of key tenants. The WTC can be regarded as a commercial building with the highest rate of police patrols. In the event of an emergency, the WTC immediately notifies the local police station or the duty center for assistance. Moreover, the police in the building carrying out a point patrol is able to provide immediate assistance.

Each year, the WTC works with National Police Agency, Special Exploration Team, Special Police Corps and Xinyi Police Precinct to help The Israel Economic and Cultural Office in Taipei (ISECO) in the drill of explosives discovery and demolition, hostage rescue and drone attack. The WTC also arranges for the Director of the Security Division of ISECO to conduct seminars on safety for the building's security personnel. By doing so, not only are colleagues able to improve on their observation capabilities but also are taught basic self-defense techniques and responses.







2.4.3 The WTC Environmental Health and Safety

The WTC is an international community. With so many people going in and out of the building every day, the responsibility lies with us to protect the safety and health of tenants. The WTC vows to reduce the risk of influenza and other infectious diseases and concerns about the environmental health and safety in the building than the tenants themselves.

Environmental and Safety Maintenance

In the course of planning cleaning programs and personnel training, the WTC's management goal is sustainability. It terms of cleaning products and equipment, the WTC opts for products with eco-friendly labels recognized by the EPA and Green Seal. These products include floor waxes, glass cleaners and eco-friendly bathroom detergents. The WTC reduces the impact of detergents on the environment by physical and thermal cleaning. Through reducing the consumption of detergents and water, as well as properly treating clean wastewater, the WTC does not pollute rivers and the sea, fulfilling our responsibility on environmental and sustainable development.

- As for cleaning vendors, the WTC has formulated standard operating procedures that require cleaning vendors to thoroughly implement cleaning operations.
- The WTC entrusts registered waste removal vendors to handle waste operations.
- According to the environmental cleaning maintenance work items, work methods and frequency are clearly stated.
- Properly plan schedules and maintenance for daily operations and note the work focus to facilitate the implementation of maintenance personnel.

Pest and Disease Control

In a bid to maintain the environmental hygiene of the WTC and prevent pests such as cockroaches, ants, mosquitoes and flies from breeding, the WTC entrusts a professional disinfection company to carry out building disinfection each month. Disinfection is conducted in a manner of "key points," focusing on the public areas and kitchen units. The use of chemical control methods is reduced gradually to decrease possible risks arising from the chemicals, in particular problems involving personal safety, food safety and drug resistance.



Chapter 3
A Green Environment for Sustainable Living

A New Milestone toward Green Buildings

3.1 The WTC's Declaration of Environmental Protection
3.2 Green Building Planning
3.3 Energy Management
3.4 GHG Emission Management
3.5 Waste and Water Resource Management

The environment is the property of all people around the world and environmental protection is the cornerstone for the survival of the earth. With the high level of awareness on environmental protection around the world, individual companies must make important commitments and declarations to maintain a green environment in order to achieve sustainable living and fulfil their obligations as a responsible entity.

The WTC is the first commercial office building in Taiwan to adopt the ice storage chiller system air conditioning design by using melting low-temperature cooling water to achieve ultra-low temperature air supply. Coupled with the variable air volume (VAV) system, the energy efficiency of the air conditioning system is greatly improved. In 1991, the WTC received the Technical Award from ASHRAE. To this day, the ice storage air conditioning and VAV systems are still the scoring items for Taiwan's Green Building Label - Air Conditioning Energy Conservation Index. This shows that the design of the WTC air conditioning system still meets the standard of green buildings.

It is worth mentioning that in 2011, the WTC spent NTD70 million on the construction of TWTC Square, giving the urban jungle a green space. This is a concrete commitment of WTC Corporation for the sustainability of the environment. In response to severe climate change, as a landmark building in Taipei, the WTC proactively responds to the Paris Agreement through the 3Rs - redesign, re-use and recycling and reduction. The WTC has also introduced ISO ISO50001 energy management system and received ISO 14064-1 certification to build a green building, implement energy and GHG reduction, waste management and water resource consumption control. In doing so, the WTC is able to construct an outstanding green commercial building, achieving low-carbon and a sustainable economy.

In terms of the building itself - the WTC performs upgrades of energy management and equipment; in terms of equipment - the WTC regularly implements maintenance programs and has replaced old equipment with added inverter controls to improve energy efficiency and upgraded lighting equipment with high-efficiency LED lighting; in terms of energy management - by identifying energy improvement factors to manage lighting hours, air conditioning operating hours and elevator usage configurations in various areas. During the past decade before 2020, a total of 20% of electricity consumption was successfully saved. As well as, the LEED certification is expected to be attained in 2023 with 100% green power expected to be used in WTC Corporation by 2027.

For waste control, the WTC largely reduces waste generated from decoration and demolition through innovative thinking and asking new tenants to take on the original decoration. For waste removal, the WTC implements source classification, waste reduction, recycling and outsourcing certified cleaning companies to gradually achieve zero waste and zero burial. Aside from going green within the building, the WTC strives to construct a green commercial office building by setting up a free bicycle parking area and charging points in the parking lot. In doing this, the WTC encourages tenants to implement green transportation, jointly reaching the vision of environmental sustainability.

- The TWTC Square was turned into a metropolitan green park in 2011
- Between 2011 and 2020, the WTC saved a total of 20% of electricity, reducing energy use intensity (EUI) from 212 kWh/m2-yr to 169kWH/m2-yr
- ISO 50001 energy management system was introduced in 2020, saving 4.4% electricity in 2021.
- LEED certification is expected to be attained in 2023
- The WTC is committed to using 100% green power by 2027

3.1 The WTC's Declaration of Environmental Protection

Under the high level of environmental awareness around the world, WTC Corporation pursues the objective to become a green building. To achieve this, WTC Corporation has set two major strategies: "energy management" and "green power priority". Firstly, WTC Corporation has largely reduced power consumption in the building with an effective energy management policy. At the same time, WTC Corporation also takes a pro-active approach to participate in green energy procurement programs, achieving the ultimate goal of 100% green power usage.

In 2020, ISO 50001 energy management system was introduced. With 2020 set as the base year for electricity consumption, which passed the third-party verification, a total of 4.4% of the electricity was saved in 2021. In fact, in the course of the 10 years before 2020, the WTC reduced electricity consumption by 20%. As for future planning, 7.5% electricity consumption in the building is expected to be reduced by 2025. At the same time, as the WTC is in the process of participating in green power procurement, by 2027, individual green power consumption by WTC Corporation is expected to reach 100%, while reducing GHG emissions by 10%.

3.2 Green building planning

Green building planning of the WTC mainly focuses on three areas







Redesign	Reuse and Recycling	Reduce Carbon Emission
Efficient management and use of energy	Program to Promote Resource Recycling and Reuse	Reduce Overall Carbon Emissions through Energy Conservation and Promotion of Electric Cars

In terms of re-use and resource recycling, the WTC's plans are based on two concepts - one is to reduce the amount of renovation to the building's décor and convince new tenants to take on the old decoration, reducing the amount of waste caused by demolition. The second concept is to implement the treatment of resource recovery so that recyclable resources can be reused.

To implement and continue to make improvements on the three areas mentioned above, WTC Corporation has registered for LEED certification. In conjunction with the above improvements, WTC Corporation plans to attain the LEED certification in 2023.

3.3 Energy Management

The WTC is the first high-rise commercial office building in Taiwan and one of the largest electricity users in Taipei. WTC Corporation should provide a comfortable and healthy commercial office environment for tenants; at the same time WTC Corporation also strives to reduce the impact of energy use on the environment arising from operating activities. This is a challenge for WTC Corporation's sustainable management. In order to implement the idea of energy conservation and carbon reduction, WTC Corporation analyzes the energy usage data of the building and perform the maintenance of electrical and mechanical, air-conditioning, fire-fighting and elevator equipment according to the annual maintenance plan to enhance the energy usage efficiency. Each year, WTC Corporation collects the demand and expectations of stakeholders in order to propose energy conservation plans and allocate resources for equipment improvement projects, reaching energy conservation targets.

3.3.1 Energy Management System

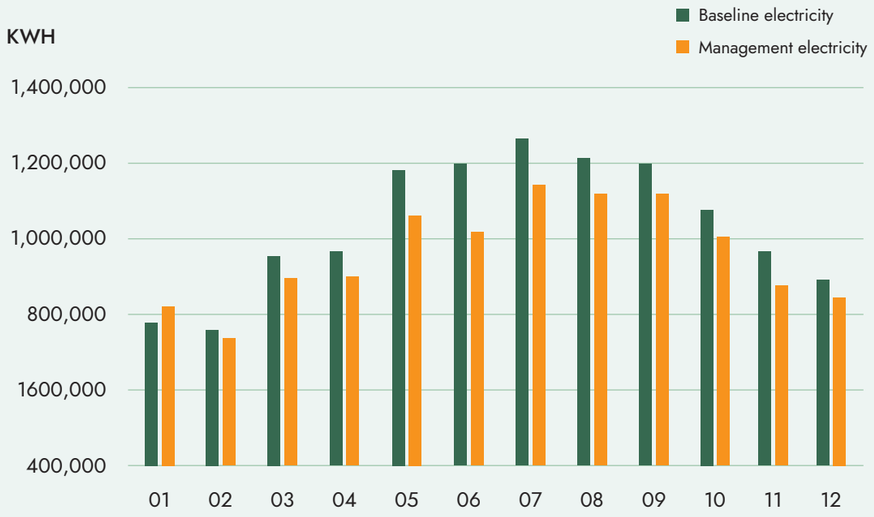
There is an "Energy Management Handbook" in place, summarizing the standards and procedures adopted by WTC Corporation to ensure energy management. The Handbook is the guiding principle of energy management to further ensure the effective operation of the energy management system, achieving the energy policy and target of WTC Corporation. WTC Corporation uses variables including building occupancy and external air temperature to establish building management energy baselines (EnB). The performance indicators (EnPI) of various energy management programs are also reviewed to ensure the effectiveness of the energy management system.

Energy Policy	Energy Targets
Energy conservation and carbon reduction and continuous improvement Full participation and regulatory compliance	▪ Annual electricity consumption rate of the building to reach more than 1%. ▪ The overall electricity consumption of the building to reduce by 7.5% by 2025 compared to the electricity consumption in the base year (2020). ▪ Green power usage by WTC Corporation to reach 100% (RE100) by 2027, with GHG emissions reduced by 10%. ▪ The overall green power usage of the entire building to reach 10% (2 million kWh) by 2030.

Energy Management Team

Top Management (Executive Vice President)	Engineering Department Manager	Energy Execution Team (representatives of each department)
Provide resources needed for implementing the energy management system, including human resources, professional capabilities, engineering technology and budgets.	As the leader of the energy execution team, the Engineering Department Manager ensures the energy management system is established, implemented, maintained and continuously improved according to these standards.	To ensure that all requirements of the energy management system are effectively implemented and run. To propose an implementation performance report on the energy management system in amanagement audit which will serve as a basis of continuous improvement.

Comparison Table of 2021 Baseline and Actual ElectricityConumption



1. Management of electricity consumption: The building's overall electricity consumption - electricity consumption for tenants - electricity consumption for the parking lots
2. Baseline electricity consumption: Based on the management electricity consumption data from 2018 to 2020, the baseline (EnB) is the variable such as occupancy rate, external temperature, days of work, and days of holidays.

Grievance Mechanism

In the event of energy management abnormalities or deficiencies through internal audits, colleagues can fill out a "Non-Conformity Report" or "Improvement Proposal Form". Moreover, non-conformity matters are analyzed, improved and prevention measures formulated by the Energy Management Team. External stakeholders can file a grievance through customer service personnel. After analyzing the process of evaluating stakeholder demand and expectations, the matter will be transferred to the relevant department for improvement.

3.3.2 Energy Consumption Situation

The main energy consumption of the WTC is electricity, accounting for more than 99% of its calorific value. From 2011, the WTC has been making an effort to promote various energy conservation measures, with electricity consumption continuing to drop each year. Compared to 2011, electricity consumption in 2021 has decreased by 23.7%. In the course of 10 years, over 26 million kWh of electricity was saved, reducing energy use intensity (EUI) from 212 kWH/m2-yr to 162kWH/m2-yr and the contracted capacity has been reduced from 5,640 kW to 4,300 kW.

In 2020, ISO 50001 energy management system was introduced. With 2020 set as the base year for electricity consumption, the annual energy target is to save an average of 1% electricity, with a commitment to save 7.5% of electricity consumption in 2025 compared to the base year. The building's EUI is regularly calculated and the WTC also conducts comparisons with EUI of similar buildings or energy-savings of green buildings in Taiwan released by the Bureau of Energy. Energy management action plans are to establish a baseline of energy consumption prior to equipment improvement and the actual electricity consumption is recorded for analyzing the energy conservation performance.

Year	2011	~	2018	2019	2020	2021
Electricity consumption (kWh)	23,700,000		21,152,400	20,084,400	18,914,400	18,082,400
Electricity consumption (GJ)	85,339		76,166	72,320	68,107	65,111
Floor area (m2)	111,821		111,821	111,821	111,821	111,821
EUI (kWH/m2-yr)	212		189	180	169	162
Contract capacity (kW)	5,650		4,750	4,750	4,300	4,300

The power conversion factor is 3.60 GJ/kWh.

According to analysis from WTC Corporation, ice storage air conditioning produces ice for storage in the off-peak hours and during the day it chills water for the air conditioning system. WTC Corporation can not only decrease the load of air conditioning in the day time but also enjoys off-peak tariff from Taipower to reduce electricity bills from air conditioning consumption. According to 2021 statistics, approximately 49% air-conditioning load was switched to the ice storage system and the average electricity demand in summer peak was reduced by 385kW, saving approximately NTD2 million (9.5% air-conditioning electricity) per year.



Participating in the "Energy Performance Efficiency Project" initiated by the Bureau of Energy in 2022 the CNS Energy Efficiency Class 1 chiller was updated.

In terms of redesign, the WTC participated in the "Energy Performance Efficiency Project" initiated by the Bureau of Energy in 2022 to upgrade the energy-efficient Class I inverter chiller, which can save approximately 600,000 kWh of electricity per year. In conjunction with the update of the new inverters in cooling towers, the lights in the aisles also have been replaced by new high efficiency LED products. Through effective energy management and equipment updates, the WTC expects to save 3-4% electricity consumption in the next 3 to 4 years.



3.3.3 Energy Conservation Actions and Implementation Benefits

Between 2011 and 2020, equipments were replaced and adjusted according to the needs of implementation of energy conservation management as follows:

Lighting System	Air Conditioning System	Elevator System
▪ Lights in public areas and parking lots are controlled according to the operating hours. ▪ The T8 and T5 lamps in public areas and offices were fully replaced with LED lighting fixtures, saving more than 220,000 kWh per year.	▪ The operating time for central air conditioning has been adjusted. ▪ The temperature of central air conditioning supply air has been adjusted according to the load.	▪ Passenger elevators at night and on holidays are open according to the movements of people and needs.

2021 Performance on Energy Conservation Improvement Action Plan

Implementation	Energy Item	Energy Conservation Improvement Description	Energy Conservation Performance (kWh)	Annualized Performance (kWh)
2021/1	Primary air handling unit	▪ IE4 EC fan upgraded ▪ Outdoor air flow reduced according to CO_2	37,549	37,549
2021/2	Central air-conditioning cooling tower	Inverter installed	625,027	694,494
2021/10	Chilled water pump	Upgrade variable primary flow control	22,184	101,275
2021/10	Emergency elevator	Additional power recovery device Installed	4,952	19,709

The annualized performance refers to 2021-2022 performance and estimated annual energy conservation performance.

Compared to 2011, 20.2% of electricity consumption was saved in 2020, saving 21.5% on electricity.



3.4 GHG Emission Management

As a means to effectively manage GHG emissions of the building, WTC Corporation collects various energy usage data and makes inventory on the refrigerant and fire-fighting gas filling data of air conditioning, refrigeration and fire equipment, By doing this, GHG emission activities are evaluated and a carbon-reduction policy formulated.

3.4.1 GHG Emission Inventory

To effectively develop carbon reduction actions, the WTC has been conducting GHG inventories since 2021 in accordance with ISO 14064-1. The WTC has also prepared GHG reports and the inventory results are verified by a third party unit. The inventory results show that overall GHG emissions of the WTC are mainly electricity consumption, accounting for more than 95% of the total emissions and direct emissions of official vehicles and refrigerants accounted for 4.59% of the total emissions.

Figure 1: Total volume of various GHG in the whole field

GHG type	CO_2	C_H4	N_2O	HFC_S	PFC_S	SF_6	NF_3	Total emissions (t-CO2e/ year)
Gas emissions by type (t-CO2e/year)	11,020.7489	0.1150	0.4470	507.1037	0.0000	0.0000	0.0000	11,528.415
Proportion of total volume by gas (%)	95.60%	0.00%	0.00%	4.40%	0.00%	0.00%	0.00%	100.00%

Figure 2: Total volume of various categories of GHG emissions in the whole field

Category	Emissions (metric tons of CO_2e)	Ratio of Emissions (%)
Category 1. Direct GHG	528.8111	4.59%
Category 2. Indirect GHG between imported energy	390.9767	3.39%
Category 3. Indirect GHG caused by transportation	0.0000	0.00%
Category 4. Indirect GHG by products used by the organization	209.1860	1.81%
Category 5. Indirect GHG by products from the organization	10399.4408	90.21%
Category 6. Other sources	0.0000	0.00%

Note:

- Category 2 denotes the electricity use of WTC Corporation and Category 5 denotes the electricity use of the tenants of the building
- Emission coefficients are from the EPA's Greenhouse Gas Emission Factor Management Table Version 6.0.4
- Global Warming Potential (GWP) is from IPCC Fourth Assessment Report

3.4.2 Current Status of Carbon Reduction Actions and Implementation Results

In the early days, the WTC used the R-22 refrigerant system. As the R-22 refrigerant system had high ozone depletion potential (ODP), it was listed as a controlled gas by the Montreal Protocol. The EPA in Taiwan banned the use of R-22 refrigerant in 2016. In an attempt to fulfill the environmental responsibility, the WTC replaced the R-22 refrigerant system with the high-efficiency iced water mainframe of the R-134a refrigerant between 1995 and 2005. In doing so, the WTC prevented the spillage of R-22 refrigerant caused during maintenance. At the same time, as the GWP of the R-134a refrigerant is lower than the R-22 refrigerant, after the mainframe is updated, carbon emissions a totaling 278.6170 TCO2e per year can be saved.

To reduce GHG emissions, the WTC turned TWTC Square into a metropolitan green park in 2011. For the design of the TWTC Square, WTC Corporation hired a Japanese architectural landscape master Toyo Ito to turn the Taipei World Trade Center that was once a hard concrete floor into a brand new 4-in-one plaza. With special construction methods, the waterproof function of the TWTC Square was ensured to meet the highest international standards. The main visual in the center of the square is a peony flower, symbolizing the auspicious meaning of "wealth and good luck", an unusual shape that can only be seen here. As the largest private-owned space in Taipei City, TWTC Square is equipped with walking paths, ponds, water curtain fountains and a stage. Currently, there are 16 foreign missions in Taiwan, and the flags of these 16 countries are hung at the northern end of the square according to the suggestion of the Ministry of Foreign Affairs. The overall view is magnificent with an international perspective. Trees have also been planted for the past 10 years. Currently there are 15 types of trees such as prunus campanulata, Yoshino cherrie, camphor tree, and bischofia javanica. Coupled with the trees planted in the surrounding areas of the the WTC, there are a total of 80 large tress, which are continuously being maintained.

The WTC has been making efforts to implement carbon reduction actions. As the GHG emissions are mainly indirect emissions from electricity, an effective energy management system will continue to help achieve energy conservation and carbon reduction. Between 2011 and 2020, electricity consumption at the WTC was reduced by 20%; electricity consumption in 2021 was reduced by 832,000 kWh compared to 2020, reducing carbon emissions by 494.4576 TCO2e. At the same time, the WTC has set up an area for the free parking of 43 bicycles to encourage tenants to use bicycles to commute, promoting the culture of low-carbon living.

2021 Carbon Reduction Plans

Project	Performance (TCO_2e)
Greening of building surroundings and square	2.4206
Bicycle parking area	16.1544
Save electricity usage	494.4576

Future Carbon Reduction Actions and Objectives

As a means to continue to reduce GHG emissions and meet Taiwan's 2050 net-zero emission target, the WTC will implement the following carbon reduction actions. the WTC is committed to reducing the overall carbon emissions of the building by 10% by 2027 compared to the base year of 2021.

1

R-134a refrigerant replacement

On par with air conditioning equipment renewal and refrigerant system upgrade, the WTC has adopted the new eco-friendly refrigerant with low GWP (GWP<700) to replace the R-134a refrigerant. To reduce GHG emissions caused by the combustion of refrigerants and fossil fuels.

2

Additional charging stations for electric cars in the parking lot

In the future, the WTC will continue to establish charging station to 50 units as a means to encourage the use of electric cars thereby reducing carbon emissions from the use of gas and diesel fuel.

3

Procurement of renewable energy

The WTC will purchase solar power and other renewable energy sources in order to increase the ratio of green power use; the WTC is also committed to achieving 100% green power use (RE100) by 2027.

3.5 Waste and Water Resource Management

The WTC has divided waste management into 4 stages: source classification, process waste reduction, recovery and reuse. The WTC hopes to reduce the amount of waste incinerated and buried, with a goal of achieving zero waste and zero burial. In conjunction with the government's policy, the WTC actively promotes "resource recycling and zero waste". By adhering to the direction of reduction, reuse, recycling, energy recovery, land reclamation and redesign, the WTC will effectively recycle waste and resources through source reduction and resource recycling. The WTC will advocate green production, green consumption, source reduction, recycling and reuse to further reduce the demand for final disposal of waste, gradually achieving the target of full recovery and zero waste.

The main business of the WTC is mainly leasing office space. At present, more than 100 companies from various industries have set up offices in the building. The main sources of waste are classified as follows:

Upstream Value Chain	Midstream Value Chain	Downstream Value Chain
Large garbage	Household garbage and decoration waste generated by own operations	Regularly removed by legal outsourced vendor, including
Resource garbage	**Treatment method**	Composting
Household garbage	▪ Recourse recycling area established on each floor	Incineration
Decoration waste generated by tenants	▪ Detailed classification and consolidation	Recycling and landfill
	▪ Government qualified vendor for removal	
	▪ A "food waste bucket" established on each floor for professional handling	

There is a special area on B3 for resource classification and large waste disposal, handled by legal outsourced cleaning company. The building's decoration waste removal and disposal are handled by the renovation vendor by contracting legal waste contractor. Since the promotion, the monthly recycling volume has exceeded 15%.

3.5.1 Waste Reduction Practices

To promote a circular economy, WTC Corporation reduces secondary construction waste by tenants who demolish the decoration or new tenants who renovate, WTC Corporation encourages new tenants to take over the original decoration or make only partial modifications in an effort to reduce construction waste generation.

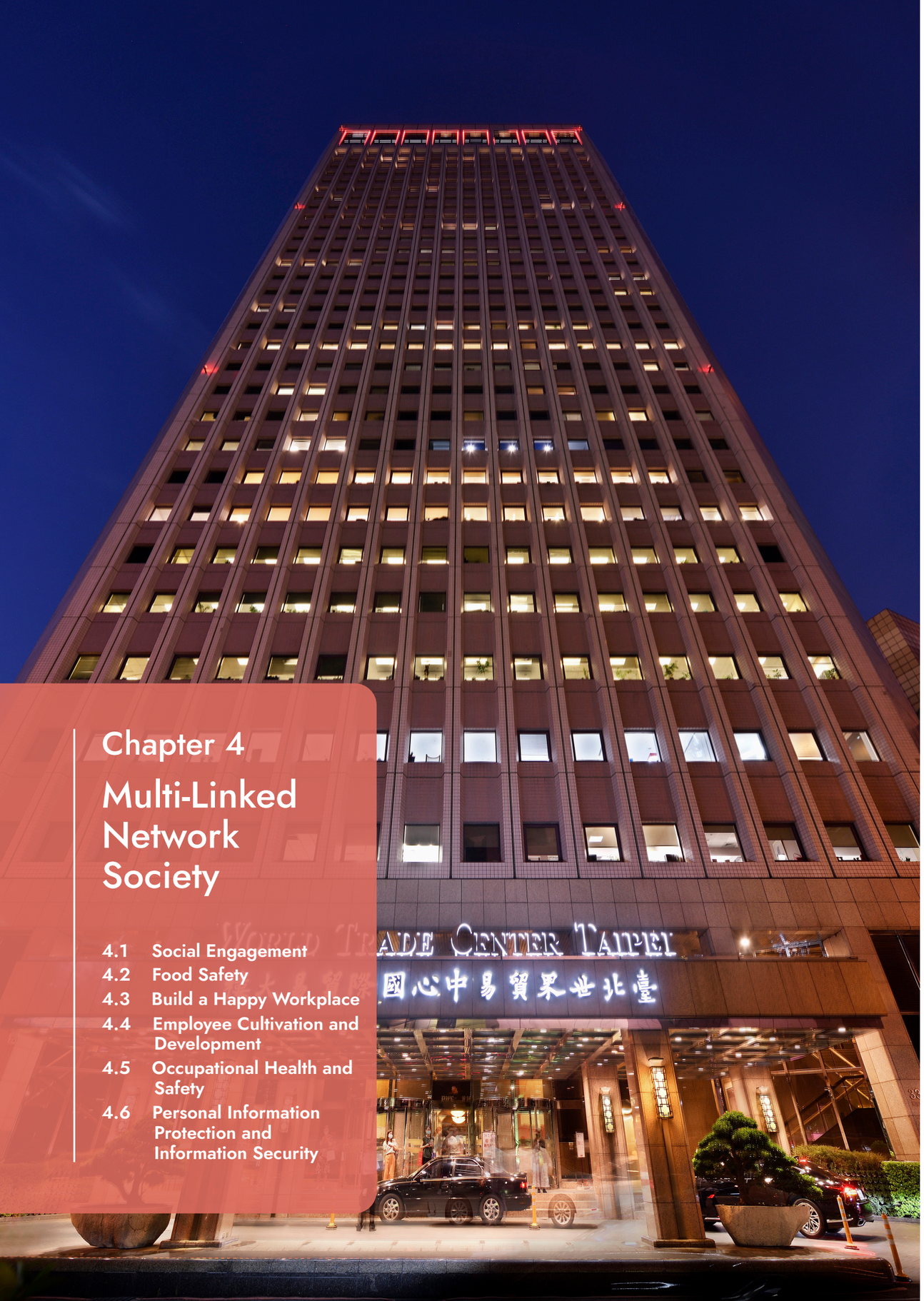
Based on past experience in demolition and renovation, an average of 30KG of renovation waste (excluding equipment) was produced per ping (3.3 square meters). In 2021, judged by the new leased space of 961.29 pings (3177.8 square meters), which was partially renovated by WTC Corporation, 28 tons of construction waste was reduced.

3.5.2 Waste Consumption

100% of water used in the WTC comes from Taiwan Water Corporation. In recent years, the WTC changed taps in pantries and toilets and adjusted water pressure. In 2021, the water consumption of the building reduced by 30% compared to 2018.

	2018	2019	2020	2021
Water Bill	5,003,934	4,356,719	3,487,344	3,450,723
Water Consumption (degree)	190,202	164,821	138,582	133,557





Chapter 4
Multi-Linked Network Society

4.1 Social Engagement
4.2 Food Safety
4.3 Build a Happy Workplace
4.4 Employee Cultivation and Development
4.5 Occupational Health and Safety
4.6 Personal Information Protection and Information Security

With humanity as the foundation, the WTC regards the responsibility and the highest honor to promote the well-being of employees and society. Through engaging in social welfare activities, the WTC hopes to strictly guard food safety, while looking after employee well-being, implementing the WTC's social responsibility.

From 2006, the WTC has been devoted themselves to public services for 15 years. Through donating supplies, providing scholarships and subsidies, and organizing visits to disadvantaged families, the WTC helps those who are vulnerable in society. In addition, the WTC also links external forces to work with a number of NGOs to promote social care, cultural and educational services.

The WTC offers wide range of food and drinks, as to guard food safety in the building is the WTC's priority. The WTC complies with food safety and hygiene regulations of the competent authorities and have formulated an internal food safety policy and standard operating procedures. As well as this, the WTC also regularly organizes food safety education and training and strictly implement quality control and supplier management, striving for providing safe food choices for visitors and users of the WTC.

Aside from promoting social well-being, the WTC also considers employee care as an important aspect of fulling social responsibility. The WTC establishes a fair and sound remuneration system, provides versatile employee benefits, creates clear employee communication channels, and implements training programs to improve functions of employees while building a safe workplace simultaneously. Important progresses in 2021 included the establishment of the "Talent Quality Management System" (TTQS) and exceeding regulatory requirements, as well as the introduction of ISO 45001 occupational safety and health management system, continuing to improve employee care in the WTC .

Through the promotion of social well-being from the inside out, the WTC hopes to exert spirit of care for society to create goodness and common good for the community.

- By the end of 2021, the WTC has helped 6,500 people from disadvantaged families and donated over NTD15,000,000.
- In 2021, there were no violations of food safety laws or regulations.
- Established the "Talent Quality Management System" (TTQS).
- Introduced ISO 45001 occupational safety and health management system, continuing to improve employee care in the WTC.
- In 2021, employee wages were raised by 5%.
- In 2021, there were no incidents of employee human rights, gender discrimination or harassment.

4.1 Social Engagement

4.1.1 WTC Corporation is Dedicated to Public Welfare Activities

Corporate sustainability and social stability are closely linked to each other. As a member of the community, WTC Corporation hopes to bring positive energy to society to form a cycle of goodness. WTC Corporation has been involved in public services for more than 15 years since 2006, by donating supplies, providing scholarships to outstanding students, offering tuition and miscellaneous expenses to elementary and junior high school students from disadvantaged families in remote areas, annually inviting children and their families from the Orphan Welfare Foundation to dine together and visit Taipei, sponsoring charity concerts and sports events. To expand the energy of social engagement, WTC Corporation works with NGOs from time to time for public welfare activities. Looking forward, WTC Corporation will be dedicated to more diverse public welfare activities to fulfill our corporate social responsibility.

2006-2021 accumulated donations	Elementary and junior high schools that WTC Corporation work with in rural areas	NGOs WTC Corporation work with
NTD15,000,000	Chimei Elementary School, Mingli , Elementary School, Chunri Elementary School, Dayu Elementary School, Yongfeng Elementary School , uban Elementary School, Tongmen Elementary School , Xikou Elementary School , Zhangliang Elementary School , Luye Junior High School, Binmao Junior High School , Fuli Junior High School, Hongye Junior High School, Wanning Elementary School, Binmao Elementary School, Daxing Elementary School	Orphan Welfare Foundation, Taiwan Fund for Children and Families, Boyo Social Welfare Foundation, Ifkids Theatre, Paperwindmill Theater Taiwan, Seeheart Enterprise, Huashan Social Welfare Foundation, Eden Social Welfare Foundation, Meimen culture Foundation, and churches

4.1.2 Public Welfare Activity of Orphan Welfare Foundation

Since 2012, WTC Corporation has provided services to over 1,500 children from the Orphan Welfare Foundation with organizing themed events and invitingwell-known performance groups such as the Paperwindmill Theater Taiwan, Ifkids Theatre, Meimen Foundation, and A-Chou Magician to create many beautiful memories.

Each year, WTC Corporation sets a date as a volunteer day. As WTC Corporation has participated in activities held by the Orphan Welfare Foundation for many years, the public service has become a part of the employee' lives. Consultant Feng of the Orphan Welfare Foundation once said: "In the process of growing up, children who were invited to come to the WTC by volunteers dressed in green to have meals in the WTC while looking at Taipei 101 and the bustling Taipei city street, enjoying themselves. They will remember that day and that there were people in society who cared for them and that is the reason we are doing this." To have this feedback on the volunteer day is our biggest accomplishment.





4.1.3 Other Social Service Activities

In addition to the above public service activities, WTC Corporation's social service footprints are as follows:

- 2006: Offered care to elementary schools and junior high schools in remote areas in Hualien and Taitung since 2006
- 2008: Held a Mother's Day meal with the Taiwan Fund for Children and Families in 2008
- 2008: Sponsored Hualien Wanning Elementary School trip to Taipei in 2008
- 2008-2019: Held public social activities of Orphan Welfare Foundation each year during 2008-2019
- 2009: Sponsored Taitung Binmao junior high school in dormitory reconstruction due to Typhoon Morakot in 2009
- 2009: Offered care to those at Neighborhood 14, Jinlun Village affected by Typhoon Morakot in 2009
- 2009: Offered care to disadvantaged children of Wanning Elementary School in 2009
- 2015: Sponsored Little Star Painting Competition held by the Orphan Welfare Foundation for 3 years in a row from 2015
- 2015: Sponsored disadvantaged children of Hualien Mingli Elementary School a trip to Farglory Ocean Park in 2015
- 2017: Sponsored Riding for Public Services held by the Orphan Welfare Foundation for 3 years in a row from 2017
- 2017: Sponsored the art and aesthetics courses for students from Tamsui Zhongshan Elementary School in 2017



Sponsored Hualien Wanning Elementary School Trip to Taipei



Sponsored Taitung Binmao Junior High School in Dormitory Reconstruction Due to Typhoon Morakot



Disadvantaged Children of Hualien Mingli Elementary School visiting Farglory Ocean Park



Children of Meimen Foundation were Invited for Performance on the Volunteer Day



Invited Miss. Noodle to Zhongshan Elementary School to Teach Children to Paint

Participation in Community Activities

1 Earth Hour Movement

2 Participated in the Earth Hour event held by O'right to turn off building lights for one hour in response to environmental protection.

3 Participate in annual community light event in honor of public services

- Blue lights turned on for World Autism Awareness Day
- Red lights turned on for World Hemophilia Day
- Blue lights turned on for TSC Global Awareness Day
- Blue lights turned on for International Trigeminal Neuralgia Awareness Day
- Purple lights turned on for World Prematurity Day



4.2 Food Safety

The WTC is committed to providing safe and hygienic food and drinks to tenants. As people are more aware of food safety, the government's regulations on food safety have become stricter. WTC Corporation strictly implements the management of food safety, quality and hygiene. WTC Corporation complies with the "Act Governing Food Safety and Sanitation" and "Regulations on Good Hygiene Practice for Food (GHP)" and other applicable regulations. WTC Corporation monitors the sources of ingredients and food production processes with the highest standards. In doing so, WTC Corporation ensures that every stage of the supply chain meets environmental and safety standards so that tenants can enjoy food with confidence.

Food Safety Policy and Objectives

Food Safety Policy	Strict implement food safety, quality and hygiene control.	Comply with relevant laws and regulations.
	Continue to strengthen third-party management.	▪ Suppliers are vendors who are logged on the "Food Safety Registration System" built by the government. ▪ Require suppliers to provide dismantled production histories of raw materials and components and product inspection reports.
	Effective management of food safety risks.	Formulate the "Supplier Selection Standards for Food and Drink Ingredient Procurement" and strictly demand vendors to provide relevant verification certificates.
	Corporate social responsibility compliance.	The contract has corporate social responsibility terms and conditions. The contract may be terminated or cancelled in the event of a breach.

Food Safety Action

WTC Corporation values the health and safety of consumers. As a means to fulfill their food sand safety commitment, WTC Corporation has adopted systematic management measures which are divided into product management, environmental management, product labeling and performance evaluation. WTC Corporation also cares about customer views and feedback and regularly review and make improvements.

Product Management

WTC Corporation understands that the source of ingredients not only protects customers' dietary safety but also deepens consumer trust. Based on this, WTC Corporation has formulated various management standards for meals they prepare or meals prepared by caterers. In particular, for meals prepared by caterers and SGS-certified information, are strictly required to meet the Regulations on Good Hygiene Practice for Food (GHP).

Product Labeling Management

In terms of product labeling, WTC Corporation follows the "Enforcement Rules of the Act Governing Food Safety and Sanitation", "Matters to be Followed for Labeling of Packaged Foods" and "Matters to be Followed for GMO Labeling for Packaged Foods" released by the Ministry of Health and Welfare. WTC Corporation also continues to keep a close eye on views and updates so as to provide complete and correct information for consumers. In terms of product marketing management, WTC Corporation insists on "healthy, pure, quality and deliciousness". WTC Corporation has formulated internal market management process for commercial marketing. By doing this, WTC Corporation at the same time responds to consumer needs and reduce the possibility of violating the law. Each piece of advertisement, website or print campaign is discussed and reviewed by the marketing team of the Planning Department and the internal management procedures are reviewed at the same time to ensure no violations prior to being activated.

Performance Evaluation

The quality and service of the food and drinks provided by WTC Corporation are monitored and audited by dedicated supervisors. As well as this, WTC Corporation has formulated clear regulations on hygienic requirements and standards for caterers stipulated in the contract, which are reviewed every 2 months. The sales status is checked and information on customer service compliant channels collected from time to time to review and improve consumer complaints.

Good Safety Education and Training

WTC Corporation emphasizes food safety and the commitment to consumers. Continue to strengthen knowledge and skills related to food safety of newcomers as well as kitchen staff. WTC Corporation schedules various training courses of quality control, such as internal audits on personnel training, food safety and health training.

Food Safety Compliance

In 2021, no violations of health and safety regulations associated with products and services or incidents involving non-compliance with products and service information and labeling regulations.



4.3 Build a Happy Workplace

Talent is the core of value creation for a business organization; it also forms a system for organizational culture. WTC Corporation, proactively invests in resources to build diverse channels for talent sources, provides comprehensive remuneration system and safe workplace to recruit qualified and diverse talent. It not only has competitive advantages for the organization, and also creates the maximum benefits for shareholders and customers.

Remuneration System

The WTC is a service-oriented real estate leasing management and leasing industry. The WTC's longstanding direction has always been to focus on managing and cultivating service personnel. The Human Resources Group of the Planning Department formulates a remuneration and benefit system by following the policies of the Board of Directors and the President's Office. In terms of salary, WTC Corporation assesses and formulates a policy based on the salary system, salary structure and salary policy. The salary structure is a salary relationship established under the salary policy based on fairness, competitiveness, motivation, economy and legitimacy, and is served as a common criteria recognized by employees and managers.

Fairness

WTC Corporation recognizes and supports the spirit and basic principles of human rights protection spirit disclosed in the "Universal Declaration of Human Rights", "United Nations Global Compact", and the "International Labour Convention". Employees will not be treated differently due to their race, gender, age, religion, nationality or political affiliation.

Competitiveness

WTC Corporation's salary assessment is conducted based on the salary levels of peer competitors of comparable organizational size in the region. Salaries are competitive and better than the market standard.

Motivation

WTC Corporation evaluates personal work competency and performance level through job evaluation analysis and make adjustments.

Economy

Based on the domestic economic factors, WTC Corporation examines domestic price and inflation factors at all times, and timely review and adjust the salary structure.

Legitimacy

WTC Corporation's salary structure is in full compliance with the law based on the Labor Standards Act.

- In 2021, employee wages were raised by 5%.
- The highest score for satisfaction for salary and benefits is 5.
- In 2021, there were no incidents of employee human rights, gender discrimination or harassment.

Versatile Employee Benefits

Employees not only WTC's Corporation partners, they are also indispensable and important assets. Given this, providing employees with physical, mental and spiritual care is WTC Corporation's top responsibility. In accordance with the "Employee Benefit Distribution Key Points", the Employee Welfare Committee organizes activities and creates budgets. Employees are provided with benefits such as education and training, group insurance, recreational and leisure activities and uniforms. WTC Corporation also extends the benefits to families of employees and provides aids for weddings, funerals as well as emergency relief.

Aside from benefits that are provided for employees as required by the government, WTC Corporation also offers other benefits:

Life Insurance

Labor insurance
Health insurance
Group insurance
Occupational disaster insurance

Pension System

Pension funds are contributed in accordance with Labor Standards Act and the Labor Pension Act

Health Examinations and Travel Subsidies

Annual free employee physical examinations and travel subsidies

Leave Application

Handled in accordance with the Labor Standards Act and better than the Act - No pay is deducted within 3 days of personal leave, and paid menstrual leave is offered

Other Allowances and Additional Benefits

Marriage, childbirth, birthday, bonuses for 2 major festivals, year-end party, serious illness, family emergency relief fund, scholarships for employees and their children

Meal Allowance

Meal expenses

Bonus

3.5% after-tax earnings is retained each year for employees

Friendly facilities

Employee canteen, business cars, sanitary facilities, shower facilities, bicycle parking bays, handicapped toilets, handicapped ramps are provided

Flexible Working Hours

Employees are entitled to the flexibility to begin and finish work according to their own needs of duties

Year-end activities organized by the Employee Welfare Committee saw 99% employee participation and the use of various subsidies reached 4,700,000

4.4 Employee Cultivation and Development

Training Programs that Enhance Function

To improve corporate competitiveness, WTC Corporation creates a budget each year and formulate "Education and Training Management Rules" to provide education and training for employees. The education and training WTC Corporation provides include newcomer general training, on-the-job training, management function training and subsidized external education and training.

WTC Corporation began to promote the establishment of the Talent Quality Management System (TTQS) in September 2021, and has formulated the "Training Quality Management Handbook" and "Education and Training Management Rules", approved by the Ministry of Labor in March 2022.

The purpose of the establishment of the TTQS is to implement WTC Corporation's existing core values, corporate visions and business concepts. In conjunction with business development, WTC Corporation is able to improve personnel quality, effectively use manpower and implement operating methods to further develop outstanding talent, and also provide a wide range of education and training in a timely manner to regulate the participation of relevant employees in order to achieve the long-term development objectives of WTC Corporation. These achievements are transformed into part of the organizational culture, while creating the maximum performance and benefits for WTC Corporation.

Employee Training Performance Assessment

In accordance with the "Employee Appraisal Standards", employees of WTC Corporation receive regular performance and career development assessments, with a participation rate of male employees reaching 91% and female reaching 96%, totaling 94%. Employees who were applicable to the performance appraisal rules completed performance and function assessment in 2021.

4.5 Occupational Health and Safety

Employees are the most important assets of WTC Corporation. The Occupational Safety and Health Management Unit establishes the occupational safety and health management system according to the "Occupational Safety and Health Act" and bylaws. In 2021, no occurrences of occupational disasters and work safety incidents.

4.5.1 Employee Safety and Health Care

Occupational Health and Safety Management System

WTC Corporation has always attached great importance on occupational safety and self-regulations of employees. To proactively manage occupational safety issues, WTC Corporation has set up a Class A Occupational Safety and Health Supervisor, exceeding regulatory requirements. In September 2021, WTC Corporation introduced ISO 14001 environmental management system and ISO 45001 occupational safety and health management system, which are expected to be completed in 2022.

Health Care Service

WTC Corporation is committed to promoting health programs and welfare measures that are better than the law. The "Employee Health Examination Implementation Key Points" are in place, which employees may take part in after six months of services from the date of employment. Those who are over 40 years old should receive a regular health examination once a year; those under 40 years old should receive an employee health examination every 2 years. Employees of WTC Corporation who are engaged in food and drink services should receive a health examination once a year as required by the Act Governing Food Safety and Sanitation. In 2021, annual physical examinations completed by all employees totaled NTD323,000.

4.6 Personal Information Protection and Information Security

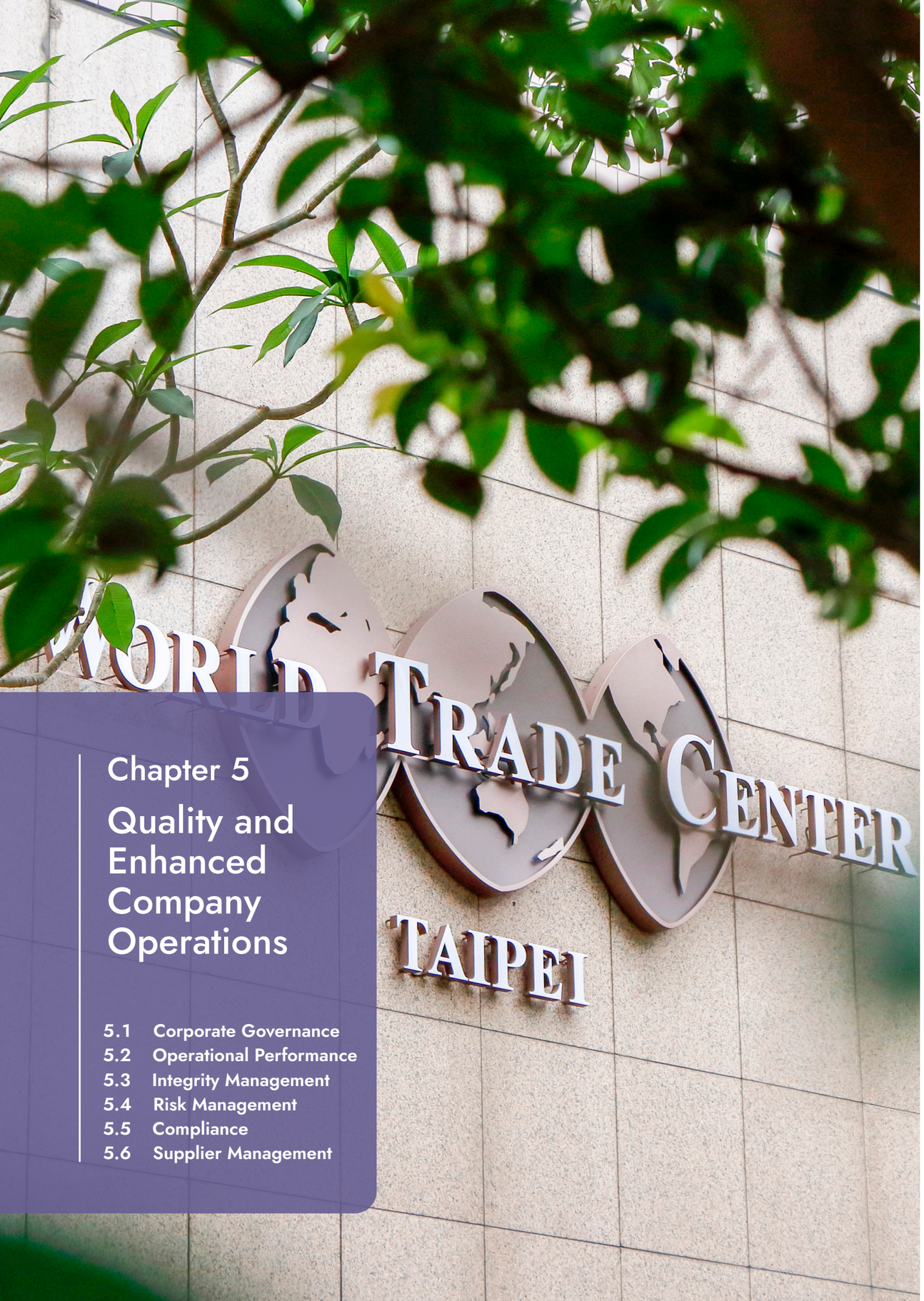
WTC Corporation is committed to ensuring there are no security concerns on customer information under the "Personal Data Protection Act" and applicable laws and regulations. Based on this, WTC Corporation has formulated regulations governing the collection, processing, and use of personal information to avoid infringement of personal rights, while facilitating the reasonable use of personal information. Also, to maintain information security, WTC Corporation has set up the "Management Key Points for Computer Host Rooms and Personal Computer Workstations", providing clear and strict restrictions on the security of computer host rooms and the use of computers by employees. As well as this, WTC Corporation also regularly performs vulnerability scans, while improving security protection mechanisms, updating equipment and implementing 3-level backup and disaster recovery drillsto ensure that the company is not affected by information security incidents. At the end of 2021, WTC Corporation began to plan the introduction of ISO27001, hoping that the management of information security of can be more in line with international standards and optimize thecorporate operations.

Personal Information Management

Personal information management maintenance is jointly maintained by the Planning Department and the Business and Customer Service Department. With a basis of company's business information, personal and tenant privacy security, WTC Corporation has formulated standard operating procedures "Management Key Points for Computer Host Rooms and Personal Computer Workstations" for maintenance personnel and all employees. These Management Key Points specify that information personnel must file the user passwords and keep them secure. Users are asked to update their passwords regularly as necessary to maintain the security of their personal information. Personal information security is handled in accordance with the confidentiality policy after being obtained regardless of employees or tenants. After both parties have terminated their rights and obligations, personal information is destroyed.

Information Security Protection Measures

In order to enhance the information security management mechanism, WTC Corporation began to plan the introduction of ISO27001 at the end of 2021, hoping that the management of information security of WTC Corporation can be more in line with international standards. By doing this, WTC Corporation is able to optimize the operations so that it can be run more smoothly. The purpose of information security management is to protect sensitive business information from modification, disruption, corruption and detection of procedures and tools. WTC Corporation has formulated the "Management Key Points for Computer Host Rooms and Personal Computer Workstations", providing clear standards for the maintenance of the host servers, network equipment, anti-virus, anti-hacking, backup, and personal computer work or personal information security. These are regularly checked, optimized and audited to ensure information security are free of concerns.



Chapter 5
Quality and Enhanced Company Operations

5.1 Corporate Governance
5.2 Operational Performance
5.3 Integrity Management
5.4 Risk Management
5.5 Compliance
5.6 Supplier Management

Despite the surge of COVID-19 cases, the operating performance of the WTC reached a record high in 2021. The excellent performance has demonstrated the WTC's implementation of a robust corporate governance mechanism, integrity management, effective risk management and compliance.

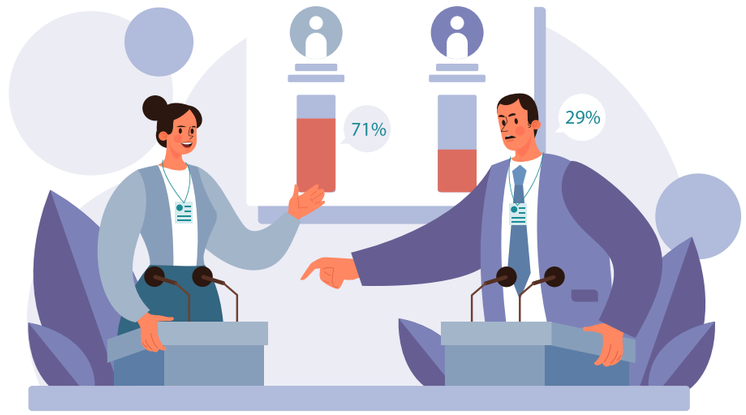
The members of the board of directors have rich practical experience and professionalism, with attendance rate of the Board meetings of 100% in 2021. Under the leadership of the Board, the integrity management culture and grievance mechanism constructed by the WTC ensures the normal operations of WTC Corporation. In addition, the WTC has internal regulations and operating measures in place. In 2021, no fines were imposed on the WTC due to violations of personal information protection, fire, labor, environmental, food safety-related laws.

In the future, the WTC will face many opportunities and challenges. The WTC will continue to analyze its own strengths, weaknesses, opportunities, and threats from the perspective of risk management and the SWOT model. In addition to the performance of the WTC's professional property management, the WTC will also continue to upgrade modern facilities and reinforce green building elements to meet the expectation of our international-level tenants for first class sustainable commercial office buildings, jointly creating value and competitiveness with tenants.

5.1 Corporate Governance

WTC Corporation follows corporate governance-related principles, values the rights and interests of shareholders and takes the initiative to check internal control regularly. Under the leadership of the chairman, the members of the Board, who are independent, conscientious and professional, take their duties very seriously and are the top governance unit and the center of major operational decisions. The WTC Corporation's Board of Directors is comprised of the legal representatives of the major shareholders. Over the years, the communication channels among shareholders have been smooth and harmonious. The consensus for resolutions on major issues are reached in a coordinated manner to facilitate the promotion of operational strategies, which have delivered outstanding results.

In 2020, the Board of Directors of the 13th term of WTC Corporation was elected for a term of 3 years and those elected may be re-elected. The Board of the 13th term is made up with 7 directors and 2 supervisors, and 2 of whom are women and 7 are men. The Board of Directors has practical experience and professionalism, are helpful for improving the decision-making quality of the Board and strengthening the internal monitoring mechanism. In 2021, 4 Board meetings were held, with 100% attendance rate of directors. The attendance of directors and supervisors are recorded, the meeting is taped and meeting minutes is prepared as required by the law.



5.2 Operational Performance

In 2021, the WTC made its highest revenue and profitability, with a full-year occupancy rate of approximately 99%. The operational performance of the WTC is according to its high occupancy rate, which comes from the constant-improved services provided by the management team of the building.

The occupancy rate of the WTC has always been stable. Due to the fact that our tenants are loyal, they are less likely to relocate; hence, the average occupancy rate in the past decade has been over 96%.

There are 2 important factors that drive the growth of the revenue of the WTC: occupancy rate and the unit price of the lease. In the past, WTC Corporation focused more on increasing the occupancy rate while the unit price of the lease fluctuated alongside the market. From 2016, the increasing market prices of office buildings in Xinyi District in Taipei led the revenue growth of WTC Corporation.

A combination of consistently high occupancy rates and increasing market rent contributed to the revenue and profitability growth of WTC Corporation. Despite the persisted impact of COVID-19 in 2021, the building's occupancy rate and average unit price per square meter both achieved record levels.

5.3 Integrity Management

WTC Corporation manages business in accordance with the Company Act and follow laws and business ethics standards in the interest of the public in order to fulfill its social responsibility. To build a corporate culture that focuses on integrity management and stable development, WTC Corporation has formulated Integrity Management Measures for employees and suppliers as well as an appropriate auditing management system within the scope of business needs. The auditor reports abnormalities found to the supervisor who is responsible and the Board of Directors while as the same time following up the improvement.

5.3.1. Employee Integrity Management Policy and Supplier Contract

WTC Corporation's "Employment Contract" specifies that frauds, violating integrity or using their positions to benefit others or peculation are prohibited. WTC Corporation's "Work Rules" also specify that WTC Corporation should take good care of its management documents and properties and should not misappropriate public funds, embezzle, steal or deliberately destroy public property. Employees should be loyal and dedicated to their duties and shall not engage in corrupt practices and give or accept bribes. The procurement and property management should be carried out in accordance with WTC Corporation's "Acquisition of Financial and Labor Services for Construction and Maintenance" and "Property Management Key Points". If breaching of any regulations mentioned above, employment shall be terminated and the employee will be liable for legal responsibility and damages. The Sunshine clause was added to the supplier contracts from 2022 to strengthen supplier's money laundering prevention controls.

5.3.2. Grievance Mechanism

WTC Corporation has a complete grievance mechanism. A stakeholder may file a grievance via different grievance mechanisms where a violation of integrity and ethical conduct is discovered. WTC Corporation fully protects the whistleblower to ensure the investigation quality and to prevent the whistleblower from unfair treatment or retaliation. Grievances are handled by the top supervisor. In 2021, there were no violations of WTC Corporation's internal operations, nor were there relevant grievances filed.

5.4 Risk Management

The business risks of WTC Corporation can be analyzed from two aspects: external market environment and internal software and hardware competition conditions. External business risks come from a depression or contraction in the overall economy, resulting in full recession in the leasing market. As for internal business risks, the main reason is that the building's hardware lags behind the competitors, especially in the evaluation of green buildings in a passive position, affecting the willingness of large multinational customers to move in.

WTC Corporation apply the SWOT model to analyze the business risks and management, as follows:

Strength	Weakness
▪ Professional property management and excellent performance ▪ Clustering effect of international organizations and multinational enterprises ▪ Low public area ratio and unique price advantage as a top commercial office building in Xinyi District ▪ Long-term and loyal customer relationships	▪ Newly built offices with modern equipments continuing to enter Xinyi District ▪ Upgrading security control function ▪ No longer the first choice for multinational companies in Taipei
Opportunity	**Threat**
▪ Join in the competition for green buildings to create a new image of the WTC ▪ Take the lead to create an image of a healthy building	▪ New market trend - green building and energy efficient hardware design ▪ Subject to being weak under medium and long-term competition

With the advantages and disadvantages listed in the SWOT model above, the business risk management of WTC Corporation can use the S-O strategy. This means to combine various conditions of advantages and opportunities to overcome a more aggressive management strategy.

Major Risks	Risk Description	Corresponding Management Measures
Market risks	▪ An economic depression or contraction results in the recession in the leasing market. ▪ More newly built offices with modern equipments are completed in Xinyi District. ▪ Sustainability issues, such as green buildings are tenants' priority concernsin the future.	The management must have early insight for future market risks, issue an early warning then formulate short-, medium- and long-term management plans. ▪ Reinforcing customer loyalty by the WTC's core competitiveness to manintain the occupancy rate against business cycle risks. ▪ Actively investing major capital expenditures in building's hardware construction and security control functions. Please refer to Chpater 2.1 Operational Safety Maintenance for details. ▪ Planing to join in the competition of green buildings, energy efficient and healthy buildings, allowing the WTC always be a member of the top commercial offices in Xinyi Planning District.

Major Risks	Risk Description	Corresponding Management Measures
Environmental awareness competition risk	If WTC Corporation does not immediately keep up with corporate sustainability issues and make efforts to plan for carbon reduction actions plans, tenants will eventually choose green commercial buildings that have successfully incorporated ESG in order to be in line with the carbon reduction objectives of corporate sustainability norms. As a result, WTC Corporation will lose its competitiveness in the leasing market, which will in turn affect WTC Corporation's operational performance and the rights and interests of shareholders and employees.	WTC Corporation is currently proactively introducing corporate sustainability program, by setting short-, medium- and long-term targets and carbon reduction commitment. Those programs include: ▪ Annually creating budgets for projects, such as LEED and WELL certificates, as well as the introduction of ISO 14001 environmental management system and ISO 45001 occupational safety and health management system. ▪ For energy conservation planning, carbon reduction goals, green environment and waste management, please refer to Chapter 3 A Green Environment for Sustainable Living.
Climate change risk	▪ Forced suspension of operations or direct damage or closure of the Company due to extreme weather. ▪ Climate change may directly cause damage to WTC Corporation's properties and affect information security. ▪ When WTC Corporation's operation is affected, it will further affect the rights and interests of the shareholders and employees.	▪ WTC Corporation has incorporated "climate change" into its overall procurement strategy and set short-, medium- and long-term procurement plans which are included in the annual budget. ▪ For disaster management, please refer to Chapter 2.1 Operational Safety Maintenance. ▪ When the extreme climate directly causes losses to WTC Corporation's property, the insurance claim mechanism is immediately be activated. By taking this approach, significant property losses of WTC Corporation can be prevented. ▪ WTC Corporation's Information Department has established comprehensive cloud backup database and off-site backup.
Environmental risk	WTC Corporation is fined due to breaching waste, resource management and pollution prevention laws and regulations.	In line with WTC Corporation's ESG and sustainability management development policy, WTC Corporation is currently proactively building the ISO-14001 environmental management system to implement relevant issues and regulations of ESG and environmental protection.
Compliance risk	The impact on WTC Corporation's operation due to breaching existing laws and regulations in relation to the Company's business.	▪ WTC Corporation's departmental managers are responsible for the supervision and compliance of environmental, social, economic and labor laws and regulations. ▪ WTC Corporation is currently proactively introducing corporate sustainability programs, while keeping a close eye on regulatory requirements to make active plans to meet current and future laws and regulations.
Money laundry prevention risk	Employees or suppliers who suffer penalties or criminal liability due to breaching of the regulations stipulated in the Money Laundering Control Act may also affect WTC Corporation's goodwill and cause damages.	See details in Chapter 5.3 Integrity Management.

5.5 Compliance

Over the years, WTC Corporation has always maintained stable operations and has formulated various internal management measures in accordance with the "Building Act", "Management of Building Interior Decoration", and "Fire Services Act" promulgated by the government. When the relevant laws or regulations are revised or repealed, WTC Corporation also amends internal regulations and measures in a timely manner for compliance. WTC Corporation has a special legal consultant who is in charge of reviewing all contracts, while ensuring compliance with personal information protection, fire, labor, environmental, food safety-related laws. In 2021, no fines were imposed on the WTC Corporation due to violations of the laws and regulations mentioned above.

5.6 Supplier Management

To meet the needs of the building's daily operation, WTC Corporation must entrust various suppliers to provide professional security, cleaning, catering, air-conditioning and electrical maintenance services. WTC Corporation follows the concepts below to select quailified suppliers.



Professionalism

Must meet regulatory requirements and have a professional license in the field



Healthy finance

Must have adequate cash flow, low debt ratio with capital reaching a certain size



Good reputation

Highly experienced in the industry with good reputation and have nonmajor-compliance records

Both WTC Corporation and suppliers know each other's confidential information due to agreements (including but not limited to business information or trade secrets). The confidential information must not be leaked to outsiders unless provided by law or with prior consent of the other party. The suppliers shall be jointly and severally liable for damages caused to WTC Corporation or its tenants by the use of confidential information obtained by the workers assigned by the subcontractor during his/her employment at the WTC after his/her departure.



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