Sustainability Transformation and Digital Empowerment

"Talent is a critical leading indicator of our success." E.SUN views a sustainable talent ecosystem as a core driver of long-term growth. Through sustainability transformation and digital empowerment programs, E.SUN strengthens future-ready capabilities, fosters shared growth, and delivers positive social impact.

Sustainability Transformation Talent Development Program

E.SUN strengthens employees' ESG mindset through structured talent development, with sustainability-related topics embedded across all function-specific training modules. By integrating sustainability principles with financial expertise, the program aims to provide training or reskilling to mitigate negative effects of industrial or climate transition changes and foster a positive cycle between sustainable practices and business performance, enhancing E.SUN's readiness to address global climate challenges. In addition to internal training, employees are encouraged to participate in external sustainability programs and seminars. Through diverse volunteer activities, E.SUN employees actively put sustainability into practice, reinforcing E.SUN's commitment to a sustainable future. E.SUN has established "Sustainability Development Division" (formerly the Sustainability Office) primarily responsible for formulating sustainability strategies and governance frameworks. All supervisors and team members have obtained Foundation- and Advanced-level sustainability certifications. In addition, E.SUN has developed over 200 certified Sustainable Finance Managers. Through dedicated organizational structures and certification reimbursement programs, E.SUN continues to strengthen its sustainability expertise, supporting the execution of sustainability strategy.

Training Outcomes of Sustainable Transformation Talent Development Program

Level	Indicator	2023	2024	2025
L1 Reaction	Course Satisfaction	97.40%	95.40%	93.20%
L2 Learning	Sustainability Online Training Completion Rate	100%	100%	100%
	Sustainability Course Completion Rate	98.34%	93.35%	97.40%
L3 Behavior	Volunteer Participation	18,161	18,759	18,670
	Sustainability Certifications – Foundation[1]	84	283	775
	Sustainability Certifications – Advanced	-	1	45
	Sustainability Team (Number of employees)[2]	54	67	73
	Sustainability-related Units (Number of employees)	20	11	28
L4 Results	Green Loans (NT$ M)	73,152	107,189	137,555
	ESG-linked Loans (NT$ M)	57,920	76,846	104,841
	Loans to ESG industries (NT$ M)	267,524	297,039	357,316
	Total Sustainable Loans (NT$ M)	352,114	419,031	521,355
	ESG Consumer Finance Loans (NT$ M)	8,836	163,524	169,606
	Cumulative Sustainable Bond Issuance (NT$ 100M)	233.8	263	298
	Cumulative Sustainable Bond Underwriting (NT$ 100M)	259.3	272	291
L5 ROI	Profit / Program related costs	72.28	105.3	151.99

1. "Sustainability Certifications – Foundation" includes: Basic Test on Sustainable Development, Certified Sustainability Finance Professional, Certified Sustainable Business Professional, CFA Sustainable Investing Certificate, and Sustainability and Climate Risk (SCR).
2. Sustainability Team includes Sustainability Division (E.SUN FHC) and sustainability-related business units across subsidiaries.

AI Enablement Talent Development Program

While solid financial expertise remains our foundation, AI and digital transformation are rapidly redefining the industry. To stay ahead, E.SUN integrates technology directly into our talent development ecosystem, equipping our people with the mindset and skills to thrive in this digital era.

A Top-down Approach to Driving Digital Transition

In 2025, E.SUN launched the "AI Manager Development Program" and "AI Governance Program" to equip managers with essential AI capabilities. Through guidance from professional mentors and peer learning within alumni communities, the programs strengthen practical application and foster a collaborative learning culture. Certification reimbursement further encourages continuous digital learning, enhancing overall workforce competitiveness to meet the evolving demands of the financial industry.

Aligning with Best Practices to Cultivate Digital Talent

To stay aligned with global best practices, E.SUN hosted events such as "E.SUN AI Day" and "Copilot Day" in 2025. In collaboration with leading technology partners—including AWS, Google Cloud, and Microsoft—these events feature case sharing, cross-functional workshops, and hands-on sessions, building teams and networks across the organization. Together, they build both strategic perspective and practical tool capabilities, while aligning organizational vision for AI development and laying a strong foundation for digital transformation and sustainable technology advancement.

- Participants: All employees (including mid- to senior-level management)
- Number of Participants: 793
- Total Learning Hours: 9,422
- Digital Capability Coverage Rate: 50.1%
  (Including digital skills, AI certifications, and information security training)