

Corporate governance

Corporate governance is an essential part of the LLB Group's corporate policy. It ensures responsibilities, control and transparency. The fundamental basis for the Group's corporate governance are the SIX Swiss Exchange's Direct Corporate Governance (DCG), the Liechtenstein law concerning the control and supervision of public companies (ÖUSG), the Law on the Liechtensteinische Landesbank (LLBG) as well as their statutes and rules of procedure.

Basis

Our responsibly minded management, which is focused on long-term added value, is characterised by efficient cooperation between the Group Executive Board and the Board of Directors, by transparent accounting and reporting as well as by good shareholder relations.

The principles and directives defining corporate governance are laid down in two laws: "the law concerning the control and supervision of public companies" (ÖUSG) of 19 November 2009 and the Law on the Liechtensteinische Landesbank (LLBG) of 21 October 1992. In addition, they are laid down in the statutes and rules of procedure of LLB. These documents are based on the directives and recommendations of the "Swiss Code of Best Practice for Corporate Governance" issued by the Swiss Business Federation (economiesuisse). The General Meeting of Shareholders on 8 May 2015 approved several general amendments to the Statutes, which contribute to a substantial strengthening of shareholder rights, in particular the expansion of the rights of shareholders to include items on the agenda and make proposals, and they introduced the option of postal voting and electronic voting as well as electronic delegation of proxies. Following the revision of the Statutes, and on account of the new StepUp2020 strategy, in November 2015, the Board of Directors undertook a revision of the rules of procedure, which came into force on 1 January 2016.

On 22 November 2011, the Liechtenstein Government as the representative of the principal shareholder, the Principality of Liechtenstein, adopted – with reference to the ÖUSG Law – a so-called participation strategy for Liechtensteinische Landesbank AG. This strategy also provides minority shareholders with certainty in planning by defining how the Principality intends to use its majority equity stake in the medium and long-term.

The Government commits itself to the stock exchange listing of the LLB and a majority participation of at least 51 percent. The Government represents the shareholder interest of the Principality at the General Meeting of Shareholders pursuant to the rights afforded to it by stock corporation law. The Government observes corporate autonomy as well as the rights and obligations resulting from the stock exchange listing. At the same time, the Government as a shareholder

also respects the decision-making authority of the Board of Directors concerning corporate strategy and corporate policy. In accordance with Art. 16 of the ÖUSG Law, the participation strategy was adopted after consultation with LLB's Board of Directors. Further information can be found at www.llb.li/participation-strategy.

The Board of Directors of the LLB Group has held the "Best Board Practice" label of the Swiss Association for Quality and Management Systems (SQS) and the Liechtenstein Association for Quality Assurance Certificates (LQS) since December 2010. The business activities and organisation of the Board of Directors exhibit a high level of quality. In December 2016, both SQS and LQS reconfirmed the evaluation of the good quality and transparency of the bank's corporate governance. The Board of Directors was once again awarded the "Best Board Practice" label for a further three years.

The following corporate governance report complies with the requirements of the Directive Corporate Governance, valid since 1 December 2014, of the SIX Swiss Exchange, as well as its updated commentary of 20 September 2007. If information required by the directive is disclosed in the Notes to the financial statement, a corresponding reference is shown.

The ordinance against excessive compensation by listed companies (OaEC) has been in force in Switzerland since 1 January 2014. It applies to Swiss public companies whose shares are listed on an exchange in Switzerland or abroad. Liechtensteinische Landesbank AG is accordingly not affected by the ordinance. In the Regulatory Board Communiqué no. 2 / 2014 of 1 September 2014 concerning the revision of the directive on information relating to corporate governance (RDCG), the Regulatory Board notes that all companies listed on the SIX Swiss Exchange AG should in principle have to disclose the same information on corporate governance. This is to avoid the situation that issuers who are required to make certain disclosures under the current Directive Corporate Governance (DCG) will no longer have to make them in the future because they are not subject to the scope of the OaEC. As a result, the DCG now contains, in some areas, special provisions for issuers subject to the OaEC and provisions for those that are not subject to the OaEC.

1 Group structure and shareholders

1.1 Group structure

1.1.1 Description of the operative structure

Liechtensteinische Landesbank is a public company ("Aktiengesellschaft") according to Liechtenstein law. It is the parent company of the LLB Group, which is based on a parent company structure.

The LLB Group has an organisational structure based on market divisions which is geared towards client and market needs. Besides the three market divisions: "Retail & Corporate Banking", "Private Banking" and "Institutional Clients", the management structure encompasses the functions of Group Chief Executive Officer (Group CEO), Group Chief Financial Officer (Group CFO) and Group Chief Operating Officer (Group COO).

The rules of procedure adopted by the Board of Directors, in particular, the functions diagram in the appendix ensure the proper conduct of business, the appropriate organisation, as well as the uniform management of the LLB Group. In accordance with the functions diagram, the Board of Directors, the Chairman of the Board of Directors, the committees of the Board of Directors, the Group CEO and the Group Executive Board are decision-making authorities.

The functions of the Board of Directors and the Group Executive Board of the LLB Group are combined with those of the Board of Directors and the Board of Management of the LLB parent company. Within the scope of the duties and powers defined by the rules of procedure and the functions diagram, the above-mentioned authorities can make decisions and issue rulings that are binding for both the parent company and the LLB Group companies – while taking into consideration the provisions of current local law applicable to the individual Group companies.

The members of the Group Executive Board are represented on the Boards of Directors of the consolidated companies. A member of the Group Executive Board serves as the Chairman of the Board of Directors of a subsidiary company with the exception of Bank Linth LLB AG.

The organisational structure of the LLB Group as at 1 January 2017 is shown on pages 66 to 67. The detailed segment reports are shown on pages 18 to 33 and 127 to 129.

1.1.2 Listed companies included in the scope of consolidation

The Liechtensteinische Landesbank, with its headquarters in Vaduz, is listed on the SIX Swiss Exchange. As at 31 December 2016, its market capitalisation stood at CHF 1'242.8 million (30'800'000 bearer shares at a nominal value of CHF 5.00 at a year-end price of CHF 40.35).

Bank Linth LLB AG, with its headquarters in Uznach, in which the Liechtensteinische Landesbank holds a majority equity stake of 74.2 percent, is also listed on the SIX Swiss Exchange. As at 31 December 2016, its market capitalisation stood at CHF 432.5 million (805'403 registered shares with a nominal value of CHF 20.00 at a year-end price of CHF 537.00).

1.1.3 Unlisted companies included in the scope of consolidation

Details of the unlisted companies included in the scope of consolidation (company, registered office, activities, share capital and equity interest) can be found in the Notes to the consolidated financial statement of the LLB Group in the table "Scope of consolidation" on page 163.

1.2 Major shareholders

The Principality of Liechtenstein is the major shareholder of Liechtensteinische Landesbank. The Law on the Liechtensteinische Landesbank states that – in terms of capital and voting rights – the Principality of Liechtenstein must hold at least 51 percent of the shares. These may not be sold.

At the end of 2016, the Principality's equity stake in the shares of Liechtensteinische Landesbank remained unchanged at 57.5 percent. Detailed information about the development of this equity stake can be found at www.llb.li/capital+structure. As at 31 December 2016, Thornburg Investment Management Inc. held a total of 908'120 LLB shares, which corresponded to an equity stake of 2.95 percent. Less than 0.1 percent of the shares were held by members of the Board of Directors and the Group Executive Board, while the LLB Group held 6.4 percent of its own shares.

The remaining bearer shares were in free float, whereby none of the other shareholders held more than 3 percent of the share capital. There are no binding shareholder agreements.

Company	Reg. office	Listed on	Market capitalisation (in CHF thousands)	Stake (in %)	Segment	Security number	ISIN number
Liechtensteinische Landesbank AG	Vaduz	SIX Swiss Exchange	1'242'780		International Reporting Standard	3019524	LI0030195247
Bank Linth LLB AG	Uznach	SIX Swiss Exchange	432'501	74.2	Swiss Reporting Standard	130775	CH0001307757

1.3 Cross participations

There are no cross participations between Liechtensteinische Landesbank AG and its subsidiaries or third parties.

2 Capital structure

2.1 Capital

As at 31 December 2016, the share capital of Liechtensteinische Landesbank stood at CHF 154.0 million (30'800'000 fully paid bearer shares with a nominal value of CHF 5.00).

2.2 Conditional and approved capital

On the balance sheet date, Liechtensteinische Landesbank had no conditional capital and no approved capital.

2.3 Changes to capital

Details regarding changes to capital during the last three report years are shown in the table "Consolidated statement of changes in equity" on 115.

2.4 Shares and participation certificates

As at 31 December 2016, the share capital amounted to 30'800'000 fully paid bearer shares with a nominal value of CHF 5.00. With the exception of LLB shares held by Liechtensteinische Landesbank and its

subsidiaries (1'959'238 shares), all the shares are eligible for dividend. As at 31 December 2016, share capital eligible for dividend therefore amounted to CHF 144.2 million. In principle, all LLB shares are eligible for voting according to the principle of "one share, one vote". However, on account of the regulations concerning the purchase of own shares (Art. 306a ff. PGR/Liechtenstein Person and Company Law), the shares held by Liechtensteinische Landesbank AG and its subsidiaries are not eligible for voting. There are no priority rights or similar entitlements. Shareholders have a subscription right with the issue of new shares, which entitles them to subscribe to new shares in proportion to the number of shares they already hold.

Liechtensteinische Landesbank AG has not issued participation certificates.

2.5 Profit-sharing certificates

Liechtensteinische Landesbank AG has no outstanding profit-sharing certificates.

2.6 Transfer limitations and nominee registrations

Liechtensteinische Landesbank exclusively issued bearer shares, these are fully transferable.

2.7 Convertible bonds and options

As at 31 December 2016, Liechtensteinische Landesbank had no bonds or convertible bonds or options on its own shares outstanding.

3 Board of Directors

3.1 Members

a) Name, nationality, education and professional career

Name	Year of birth	Profession	Nationality
Hans-Werner Gassner [°]	1958	Business consultant and certified public accountant	FL
Markus Foser ^{°°}	1969	Business consultant	FL
Markus Büchel	1953	Human resources manager (retired)	FL
Patrizia Holenstein	1957	Lawyer	CH
Urs Leinhäuser	1959	Business economist	CH
Gabriela Nagel-Jungo	1969	Professor of financial management	CH
Roland Oehri	1968	Fiduciary	FL

[°] Chairman

^{°°} Vice Chairman

The General Meeting of Shareholders on 4 May 2016 re-elected the Patrizia Holenstein as Member of the Board of Directors for a further three-year term of office.

Board of Directors



From left to right:

**Roland Oehri, Gabriela Nagel-Jungo, Markus Büchel, Hans-Werner Gassner,
Urs Leinhäuser, Markus Foser, Patrizia Holenstein**

Hans-Werner Gassner

Education:

- Licentiate in economics, University of St. Gallen, 1983
- Swiss federal diploma in accountancy, 1988
- Dr. oec., University of St. Gallen, 1989
- Swiss Banking School, 1996

Professional career:

- Accountant, Neutra Treuhand Group, 1984–1989
- Head of Internal Audit, Liechtensteinische Landesbank, 1990–1998
- Head of Finances, Liechtensteinische Landesbank, 1998–2000
- Proprietor, Adcom Treuunternehmen reg., Balzers, since April 2000
- Member of the Board and Member of Management of MAS Multi Asset Strategy Management Trust reg., Balzers, since 2005

Markus Foser

Education:

- Licentiate in economics, major in business IT, University of Zurich, 1996
- Swiss federal diploma in financial analysis and asset management CEFA, 2000

Professional career:

- Equity research and fund management, Liechtensteinische Landesbank, 1997–2002
- Adviser to mainly institutional clients with derivative and structured products, Bank Vontobel (Liechtenstein) AG, Vaduz, 2002–2003
- Head of Fund & Investment Services (Asset Management), swissfirst Bank (Liechtenstein) AG, Vaduz, 2004–2007
- Member of the Executive Board, Banque Pasche (Liechtenstein) SA, Vaduz, responsible for Fund & Investment Services (Asset Management), 2008–2009
- Proprietor, MAFOS Consult Anstalt, Vaduz, 2009–2013
- First Advisory Trust reg., Strategic Projects & Business Development, since 2012

Markus Büchel

Education:

- Apprenticeship as mechanical draughtsman, 1969–1973
- Commercial college Buchs, 1973–1974
- Mechanical engineer (Dipl. Ing. FH), Abendtechnikum Vaduz, 1974–1978

Professional career:

- Hilti AG, Schaan (various technical functions), 1973–1981
- ThyssenKrupp Presta AG, Eschen, development / engineering (various functions), 1981–1991
- ThyssenKrupp Presta AG, Eschen, Head of Technical Services, 1991–1995
- ThyssenKrupp Presta AG, Eschen, Head of Human Resources of the Presta Group, 1995–2013 (Retirement)

Patrizia Holenstein

Education:

- Licentiate in law, University of Zurich, 1980
- Dr. iur., University of Zurich, 1981
- Admitted to the Zurich bar, 1985
- LLM, London School of Economics, 1989

Professional career:

- Lecturer at the University of Zurich, 1981–1984
- Clerk, District Court of Zurich and Supreme Court of the Canton of Zurich, 1981–1985
- Lawyer, Haymann & Beglinger, Zurich, 1985–1988
- Lawyer, Clifford Chance London (Banking Department), London 1989–1990
- Holenstein Rechtsanwälte AG, Zurich, Founder and Managing Partner, since 1990

Urs Leinhäuser

Education:

- Business economist (Dipl. Betriebsökonom HWV), 1983
- IMD Lausanne, SSE 1998

Professional career:

- Tax inspector, Tax Office of Canton Schaffhausen, 1983–1986
- Deputy Head of Tax Department, Refidar Moore Stephens AG, Zurich, 1986–1988
- Group Controller and Managing Director Cerberus Denmark (1992) at Cerberus AG, Männedorf, 1988–1994
- Head of Group Controlling and CFO of Piping Systems Division, Georg Fischer AG, Schaffhausen, 1995–1999
- CFO and Member of the Group Executive Board, Mövenpick Holding AG, Adliswil, 1999–2003
- CFO and Head of Corporate Center and Member of Corporate Management, Rieter Holding AG, Winterthur, 2003–2011
- CFO and Deputy CEO and Member of Corporate Management, Autoneum Holding AG, Winterthur, 2011–31 March 2014
- Businessman, since 1 April 2014
- Partner of ADULCO GmbH, Winterthur, since 2016

Gabriela Nagel-Jungo

Education:

- Licentiate in economics, University of Zurich, 2001
- Teaching diploma in business subjects, 2004
- Dr. oec. publ., University of Zurich, 2007
- Professor of Financial Management, awarded by ZFH, 2011

Professional career:

- Semester assistant at the Chair for Business Administration, Swiss Federal Institute of Technology (ETH) Zurich, 1998–1999
- Head of Financial Accounting and Payroll, netto-netto AG, Wetzikon, 2002–2005
- Assistant at the Institute for Accounting and Controlling (Prof. Dr. C. Meyer), University of Zurich, 1999–2007
- Lecturer and project leader, Zurich University of Applied Sciences, since 2007
- Head of the Centre for Accounting & Controlling, Zurich University of Applied Sciences, since 2010 (2016 upgraded to "Institute for Financial Management")
- Deputy Head of the Department of Banking, Finance, Insurance, Zurich University of Applied Sciences, since 2011

Roland Oehri

Education:

- Commercial apprenticeship, 1987
- Federally qualified business economist FH, 1993
- Liechtensteinische trustee and fiduciary examinations, 1998

Professional career:

- Investment adviser, Foreign Private Clients Department, VP Bank AG, Vaduz, 1993–1999
- Head of Foreign Private Clients Department, VP Bank AG, Vaduz, 1999
- Client adviser, Private Trust Banking, VP Bank AG, Vaduz, 2000
- Client adviser and Head of Intermediaries Department, Bank Wegelin (Liechtenstein) AG, Vaduz, later swissfirst Bank (Liechtenstein) AG, Vaduz, 2000–2003
- Vice President of LOPAG Louis Oehri & Partner Trust reg., Ruggell, 2004–2009
- Partner and Managing Director, Sequoia Treuhand Trust reg., Ruggell, since 2006
- Partner and Managing Director, Sequoia Capital Management AG, Ruggell, since 2007

b) Executive / non-executive members

All members of the Board of Directors of Liechtensteinische Landesbank AG are non-executive members. Pursuant to Art. 22 of the Liechtenstein banking law in connection with Art. 10 of the Law on the Liechtensteinische Landesbank, various special bodies must be constituted for the direction, supervision and control of a bank, on the one hand, and for the Board of Management or Group Executive Board, on the other hand. No member of the Board of Directors is allowed to be a member of the Board of Management or Group Executive Board.

c) Independence

All members of the Board of Directors are independent within the context of the SIX Swiss Exchange "Directive Corporate Governance" concerning corporate governance information. In 2016, as well as in the three previous years, no member of the Board of Directors was a member of the Group Executive Board or the Board of Management of the Liechtensteinische Landesbank or a Group company. No member of the Board of Directors had significant business relationships with the Liechtensteinische Landesbank or a Group company. In accordance with Art. 12 of the Liechtenstein law concerning the control and supervision of public companies, all contracts with the members of the Board of Directors must be in writing and they must be approved by the Board of Directors. The same conditions apply to contracts concluded with third parties

3.2 Other activities and commitments

Hans-Werner Gassner is the Managing Director of the Liechtenstein Association of Independent Asset Managers.

Markus Foser is a Member of the Board of Directors of Ameliora Wealth Management AG, Zurich.

Markus Büchel is a Member of the Board of Directors of Verwo AG, Reichenburg, and a Member of the Executive Committee of the Progressive Party.

Patrizia Holenstein is a Member of the Board of Directors of Argos Holding AG, Sarnen, State Street Global Advisors, Zurich, and EPiC Property Investment AG, Zurich, as well as of Oase Holding AG, Baar.

Urs Leinhäuser is a Member of the Board of Directors of Burckhardt Compression Holding AG, Winterthur, of Ammann Group Holding, Berne, of Ascom Holding AG, Baar, of VAT Group, Haag, as well as Member of the Management Committee of the Institute for Financial Management and Financial Law of the University of St. Gallen.

Gabriela Nagel-Jungo is a Member of the Board of Directors of Ruetschi Technology AG, Muntelier, and of the Building Insurance Institute of Canton Zurich.

Roland Oehri is a member of the Board of Directors of RFINANZ (Liechtenstein) AG, Ruggell.

Otherwise the Members of the Board of Directors are not involved in the management or supervisory boards of important Liechtenstein, Swiss or foreign private or public law corporations, establishments or foundations, nor do they exercise any permanent management or consultancy functions for important Liechtenstein, Swiss or foreign interest groups, nor do they perform official functions or hold political office.

3.3 The number of permitted activities

Liechtensteinische Landesbank AG is not subject to the Swiss ordinance against excessive compensation in listed public companies (OaEC). Liechtensteinische Landesbank AG has not issued any regulations on the number of permitted activities.

3.4 Election and term of office

3.4.1 Principles governing the election procedure

In accordance with the Law on the Liechtensteinische Landesbank of 21 October 1992, the Board of Directors of Liechtensteinische Landesbank is composed of five to seven members, who are elected individually by the General Meeting of Shareholders for a three-year term of office; whereby a year corresponds to the period from one ordinary General Meeting of Shareholders to the next. Members can be re-elected for a further two terms. After three terms of office, the Chairman of the Board of Directors can – in justified cases – be re-elected for an extraordinary term of office of at most two years.

The 12th ordinary General Meeting of Shareholders on 7 May 2004 passed an amendment to the statutes that allowed for the staggered renewal of the Board of Directors in order to preclude a complete renewal of the Board. Furthermore, the "Group regulation concerning the Group Nomination & Compensation Committee" (see point 3.5.2 "Composition of all Board of Directors' committees, their duties and individual competences") stipulates that the Board of Directors aims at continuity through the orderly renewal of the Board, succession planning, as well as through the appropriate staggering of the terms of office (no complete renewal) pursuant to current corporate governance provisions.

The Chairman of the Board of Directors is elected by the General Meeting of Shareholders. The Vice Chairman is elected from among the members of the Board of Directors by its members. New members or the Chairman of the Board of Directors elected as substitutes shall be elected for a full three-year term of office. The General Meeting of Shareholders can dismiss members of the Board of Directors on important grounds. When nominating a new member, the Board of Directors shall ensure that this candidate will not exceed the age limit of 70 years during his period of office. Furthermore, the Board of Directors shall not propose an existing member for re-election if the person would exceed the age limit of 70 years during the new term of office.

Hans-Werner Gassner has been Chairman of the Board of Directors since 2006. Markus Foser has been Vice Chairman since 2009. Cyrill Sele has been Secretary (recorder of the minutes) since April 2013.

3.4.2 First-time election and remaining term of office

Name	First-time appointment	Elected until
Hans-Werner Gassner	2006	2017
Markus Foser	2009	2018
Markus Büchel	2009	2018
Patrizia Holenstein	2013	2019
Urs Leinhäuser	2014	2017
Gabriela Nagel-Jungo	2014	2017
Roland Oehri	2009	2018

3.5 Internal organisation

3.5.1 Separation of tasks of the Board of Directors

Name	Function	Committee memberships
Hans-Werner Gassner	Chairman	Group Nomination & Compensation Committee * Strategy Committee *
Markus Foser	Vice Chairman	Group Nomination & Compensation Committee Strategy Committee
Markus Büchel	Member	Group Nomination & Compensation Committee
Patrizia Holenstein	Member	Group Audit Committee Group Risk Committee
Urs Leinhäuser	Member	Group Audit Committee Group Risk Committee
Gabriela Nagel-Jungo	Member	Strategy Committee
Roland Oehri	Member	Group Audit Committee * Group Risk Committee *

* Chairman

3.5.2 Composition of all Board of Directors' committees, their tasks and terms of reference

In accordance with the statutes, the Board of Directors may, according to its discretion, appoint committees. To support it in performing its tasks, the Board has so far implemented three standing committees: the Group Nomination & Compensation Committee, the Group Audit Committee and the Group Risk Committee. In addition, there is a Strategy Committee formed on an ad hoc basis. The Board of Directors elects the committee members from among its members and appoints the chairmen. The Chairman of the Board of Directors cannot be elected to the Group Audit Committee or the Group Risk Committee. Each committee is composed of at least three members. As preparatory bodies, these committees deal in detail with the tasks assigned to them, submit the results of their work to the Board of Directors and make proposals if decisions are required.

The committee members must possess the expertise for the tasks and duties they have taken on. All committee members must be independent.

Terms of office on committees correspond to the length of terms of office on the Board of Directors. Committee membership also ends when members step down from the Board of Directors.

The Board of Directors has issued separate regulations for the three standing committees, which stipulate their duties and individual competencies.

The committees can invite outside persons as experts and entrust LLB staff, in particular, with administrative duties.

Group Audit Committee

The Group Audit Committee supports the Board of Directors in fulfilling the duties and responsibilities vested in it by banking law with respect to its duty to supervise and control of:

- the scope of activity, methodology and quality of Group Internal Audit;
- the methodology and quality of external auditors;
- the quality and integrity of financial reporting including the structure of the financial accounting function, financial controlling and financial planning
- the collaboration between the internal and external auditors and their independence.

The regulation concerning the Group Audit Committee lays down the organisation and workings as well as the competencies and responsibilities of the Committee, in so far as these are not prescribed by law, the statutes or the rules of procedure. The following persons are members of the Group Audit Committee:

Name	Function
Roland Oehri	Chairman
Patrizia Holenstein	Member
Urs Leinhäuser	Member

The Group Audit Committee has the following tasks:

- critically analysing the LLB Group's Consolidated Interim Report and the Annual Report as well as the financial statement of the parent bank. This encompasses the discussion of the following subject areas with the Group CFO, the Head Group Finance, the auditor in charge of the external auditors (not for the Consolidated Interim Report) and the Head of Group Internal Audit:

- examining whether financial reporting has been prepared in compliance with applicable accounting standards as well as with legal and regulatory provisions;
- evaluating the quality of applicable accounting principles and processes;
- examining and assessing how the Group Executive Board as well as the internal auditors and Group Internal Audit estimate the risk of significant misrepresentation, which are the largest risk areas and how these are monitored and what measures are taken to counter them;
- reporting to the Directors about the work undertaken in connection with the above-mentioned points.
- Petitioning the Board of Directors about whether the LLB Group's Consolidated Annual Report and the financial statement of the parent bank can be presented to the General Meeting of Shareholders and published. And as regards the Consolidated Interim Financial Report only as to whether it can be published;
- monitoring and assessing the suitability and effectiveness of the internal control system in the area of financial reporting;
- critically assessing the documentation regarding forthcoming amendments of the accounting principles;
- evaluating the budgeting process as well as the budget proposal for the following year;
- taking note and discussion of the risk analysis made by the external auditors, the auditing strategy derived from it and the respective risk-oriented auditing plan (including the budget for the forthcoming audit year);
- critically analysing the audit reports submitted by the external audit and Group Internal Audit to the Board of Directors.
- Discussion of the major problems identified during the auditing process with the external auditors;
- monitoring the implementation of recommendations put forward by the external auditors and Group Internal Audit and eliminate weak points and deficiencies identified by them;
- assessing the qualifications, the quality, the independence, the objectivity and the performance of the external auditors (auditors according to banking law and person and company law) and of Group Internal Audit, as well as their cooperation;
- discussion of the annual activity report and the annual audit plan including risk analysis of Group Internal Audit as well as the approval of proposals to the Group Board of Directors;
- examining the compatibility of the external auditors' auditing activities with possible consulting mandates as well as assessing and discussing their professional fees;
- submitting a proposal to the Board of Directors for the attention of the General Meeting regarding the appointment or dismissal of the external auditors (appointed according to banking law and person and company law).
- Establishment of the procedure to be followed in selecting new external auditors.

Group Risk Committee

The Group Risk Committee supports the Board of Directors in fulfilling the duties and responsibilities vested in it by banking law in regard to

- the assessment and provision of advice on the current and future overall risk tolerance and strategy of the LLB Group;
- the control and implementation of the risk strategy by the Group Executive Board;
- the examination of whether pricing of investments and liabilities takes the business model and the risk strategy of the LLB Group into reasonable consideration and, if this is not the case, the submission of a plan of appropriate measures;
- the examination of whether the incentives offered in the compensation system take into consideration: risk, capital, liquidity, and the probability and timing of earnings.

The Group regulation concerning the Group Risk Committee lays down the organisation and working methods as well as the competencies and responsibilities of the Committee, in so far as these are not prescribed by law, the statutes or the rules of procedure. The following persons are members of the Group Risk Committee:

Name	Function
Roland Oehri	Chairman
Patrizia Holenstein	Member
Urs Leinhäuser	Member

The Group Risk Committee has the following risk-related tasks:

- monitoring the integrity and suitability of risk management in the LLB Group, which is based on risk policy, in particular, in regard to market, credit, liquidity as well as operational risks;
- assessing the integrity and suitability of the internal control system in regard to the identification, measurement, limitation and monitoring of risks. In the areas of compliance and risk control, this includes, in particular, assessment of the precautions that are to ensure the observance of legal (e.g. capital adequacy, liquidity and risk distribution regulations) and bank-internal (e.g. risk policy framework) provisions;
- supporting the Board of Directors to formulate and implement the risk-relevant Group rulings and directives issued by it (overall risk policy, among others) as well as the relevant guidelines and processes that are set down in these rulings and directives;
- assessing, at least on an annual basis, the group-wide policy on risks (e.g. risk policy framework and credit risk management) as well as other topics defined by Group Credit & Risk Management (e.g. ICAAP report, credit watch list). In doing so, the concerned authorities are to be consulted and the suggestions and proposals of the Group Executive Board considered. A proposal shall then be made to the Group Board of Directors as the approving authority. Further risk-relevant Group rulings and directives that have to be approved by the Group Board of Directors will be treated in the same manner;

- examining the risk propensity within the scope of the risk-bearing capacity statement. This is performed both from the perspective of the going concern and also of the gone concern. Based on the risk appetite, the Group Risk Committee can propose adjustments to the limits system to the Board of Directors;
- assessing the overall risk situation and supervising adherence to the limits set by the Board of Directors;
- discussing and assessing the Risk Report of the LLB Group and submission of a proposal to the Group Board of Directors as the approving authority;
- examining whether the pricing of investments and liabilities takes the business model and the risk strategy of the LLB Group into reasonable consideration and, if this is not the case, the submission of a plan of appropriate measures;
- examining whether the incentives offered in the compensation system take into consideration: risk, capital, liquidity, and the probability and timing of earnings.

Group Nomination & Compensation Committee

The Group Nomination & Compensation Committee supports the Board of Directors in fulfilling the following duties and responsibilities vested in it by banking law in relation to:

- formulating guidelines for succession planning;
- the selection and nomination of members of the Board of Directors and members of the Group Executive Board;
- the annual evaluation of the structure, size, composition and performance of the Board of Directors and the Group Executive Board, as well as recommending any changes, if necessary;
- the annual evaluation of the knowledge, abilities and experience of the individual members of the Board of Directors and the Group Executive Board, as well as its bodies. The submission of the evaluation to the Board of Directors and the Group Executive Board;
- reviewing the procedure adopted by the Board of Directors in selecting and appointing the Group Executive Board, as well as submission of recommendations to the Board of Directors;
- formulating compensation regulations for the parent bank and the LLB Group;
- establishing the compensation of the members of the Board of Directors and the Group Executive Board, as well as of other employees, in so far as their compensation is to be determined by the Board of Directors in accordance with the compensation regulations;
- establishing guidelines for human resources policy.

The Group regulations concerning the Group Nomination & Compensation Committee regulate the organisation, working methods, as well as the competences and responsibilities of the committee, in so far as these are not prescribed by law, the statutes or the rules of procedure. The following persons are members of the Group Nomination & Compensation Committee:

Name	Function
Hans-Werner Gassner	Chairman
Markus Büchel	Member
Markus Foser	Member

On behalf of the Board of Directors and the Group Executive Board, the Group Nomination & Compensation Committee strives to achieve the following goals while complying with the applicable principles of corporate governance:

- Balanced composition of the bodies taking into consideration the professional knowledge required for the bank and personal suitability of members.
- Continuity thanks to planned renewal and succession as well as a reasonable staggering of terms of office (no complete renewal).
- Seamless transfer of office and functions thanks to a systematic introduction to the specific tasks at the bank.

The Group Nomination & Compensation Committee ensures an expedient and smooth procedure for the election and re-election of the members of the Board of Directors. It is responsible, in particular, for the following tasks:

- the development of criteria for the selection, election and re-election of candidates;
- the selection and evaluation of candidates as well as the submission of election proposals to the Board of Directors for submission to the General Meeting of Shareholders in accordance with the developed criteria;
- the development and application of criteria for the performance appraisal of the Board of Directors as well as the candidates up for re-election;
- the development of succession plans and their periodic review, both in the case of the end of a term of office and in the case of any member stepping down early;
- ensuring the further training of individual members;
- planning the introductory phase for new members;
- reviewing work practice in regard to age-related limits and term limits.

The Group Nomination & Compensation Committee ensures an expedient and smooth procedure for the election and re-election of the members of the Group Executive Board. It is responsible, in particular, for the following tasks:

- the development of criteria for the selection and appointment of candidates for the attention of the Board of Directors;
- the selection and evaluation of candidates as well as the submission of proposals to the Board of Directors at the request of the Group CEO in accordance with the developed criteria;
- the development and application of criteria for the performance appraisal of the Group Executive Board in corpore as well as of individual members at the request of the Group CEO;
- the development of succession plans and their periodic review, both in the case members stepping down for age-related or contingency reasons, in collaboration with the Group CEO;
- ensuring the further training of the members of the Group Executive Board;
- reviewing work practice in regard to age-related limits.

The Group Nomination & Compensation Committee ensures an expedient and smooth procedure for the appointment and appraisal of the Head of Group Internal Audit. It has the following tasks in particular:

- the development of criteria for the selection and appointment of candidates for the attention of the Board of Directors;
- the selection and evaluation of candidates as well as the submission of proposals to the Board of Directors in accordance with the developed criteria;
- the development and application of criteria for the performance appraisal of the Head of Group Internal Audit.

The nomination of delegates in the Board of Directors' committees of the LLB Group and associated companies should ensure the implementation of the Group strategy and a uniform external perception of the LLB Group. At the request of the Group Executive Board, the Group Nomination & Compensation Committee submits appointment proposals to the Board of Directors for submission to the individual General Meeting of Shareholders of the LLB Group and associated companies.

The Group Nomination & Compensation Committee is responsible for fulfilling the tasks defined in the Group regulation "Fit & Proper – assessment of the members of the Board of Directors, the Group Executive Board, the Head of Group Internal Audit and of holders of key functions".

The Group Nomination & Compensation Committee has the following tasks, in particular, in relation to compensation:

- the formulation of recommendations, both for the definition of basic principles and the stipulation of regulations, regarding the compensation policy of the members of the Board of Directors, the Group Executive Board and other employees of the bank for submission to the Board of Directors;
- the formulation of proposals for the compensation of the members of the Board of Directors, the Group Executive Board and the Head of Group Internal Audit for submission to the Board of Directors in accordance with the existing principles and regulations;
- the annual review of the Group regulation "Compensation standards", the LLB AG regulation of the same name, as well as the Group regulation "Fit & Proper – assessment of the members of the Board of Directors, the Group Executive Board, the Head of Group Internal Audit and of holders of key functions" for submission to the Board of Directors;
- the annual review of the compensation of the members of the Board of Directors, the Group Executive Board, the Head of Group Internal Audit and senior executives in risk management and compliance in accordance with the Group regulation "Compensation standards" and the parent bank regulation of the same name for submission to the Board of Directors in accordance with the existing principles and regulations;
- to take note annually of the compensation of all other employees who are covered by the Group regulation "Compensation standards" and the parent bank regulation of the same name.

The Group Nomination & Compensation Committee has the following responsibilities in relation to strategic human resources management:

- the stipulation and periodic review of the principles of human resources policy;
- the review of the processes for the systematic development of employees and executives.

Strategy Committee

It is one of the tasks of the Board of Directors to formulate and periodically evaluate the LLB Group's strategy. In this task, it is supported by the Strategy Committee. The members of the committee are:

Name	Function
Hans-Werner Gassner	Chairman
Markus Foser	Member
Gabriela Nagel-Jungo	Member

Representation in foundations

Hans-Werner Gassner is a Member of the Board of the "Future Foundation of Liechtensteinische Landesbank AG".

Markus Büchel and Markus Foser are Members of the Board of Trustees of the Personnel Pension Fund Foundation of Liechtensteinische Landesbank AG as employer representatives.

3.5.3 Working methods of the Board of Directors and its committees

Board of Directors

As a rule, the Board of Directors of Liechtensteinische Landesbank AG holds an ordinary meeting once a month. During the 2016 business year, the Board held a total of ten ordinary meetings. The meetings lasted between 1.75 and 12.75 hours; the closed meeting lasted two days. The closed meeting was conducted by the Board of Directors in cooperation with the Group Executive Board following the ordinary meeting in June 2016. The discussion points at this meeting were the StepUp2020 strategy and selected business area strategies.

The Board of Directors is convened by invitation of its Chairman as often as business requires, but at least four times a year. If a member of the Board of Directors, the Group CEO or at least two members of the Group Executive Board submit a written request to the Chairman, he will promptly convene a meeting of the Board of Directors. Together with the written invitation, the members of the Board of Directors also receive the agenda for the meeting, the minutes of the last meeting and other important documentation required for the meeting at least five business days prior to the date set for the meeting. Meetings of the Board of Directors can also be called with a shorter period of notice if there is a pressing matter. It is within the discretion of the Chairman to determine the urgency of that matter. Board meetings are chaired by the Chairman. A quorum of the Board of Directors is constituted when a majority of the members is present. In urgent cases, resolutions may be passed by circular. Unanimity is required for

resolutions to be dealt with by circular. Resolutions shall be passed by a simple majority of votes. In the case of a tie, the Chairman shall have the casting vote.

The members of the Board of Directors are to regulate their personal and business matters in such a manner that, as far as possible, actual or potential conflicts of interest are avoided. The members of the Board of Directors are obliged to inform the Chairman in cases of real or potential conflicts of interest. This is regardless of whether the real or potential conflicts of interest are of a general nature or related to a matter to be discussed at a meeting. The Board of Directors shall decide whether there are grounds for a recusal of the member. In such a case, that member may neither participate in the discussion of the matter in question nor vote on it. He has the right to express his opinion before leaving the Committee.

Group Audit Committee

The members of the Group Audit Committee meet at least four times a year. These ordinary meetings are convened by the Chairman. An agenda is compiled prior to each meeting, which is sent together with the necessary information and the minutes of the last meeting to the meeting's participants at least five days prior to the date of the meeting. The members of the Group Audit Committee, the external auditors, the Head of Group Internal Audit and the Chairman of the Group Risk Committee can request the Chairman of the Group Audit Committee to convene extraordinary meetings. To deal with specific issues, the Group Audit Risk Committee can also invite other persons, such as members of the Group Executive Board, the Chairman of the Group Risk Committee, other staff of the LLB Group companies, representatives of the external auditors or external consultants. The Group CEO, the Group CFO and the Head of Group Internal Audit usually participate in the meetings in an advisory capacity. The other members of the Board of Directors, who are not members of the Group Audit Committee, are entitled to participate in the meetings.

Date	Meeting	Attendance	Duration in h
26 February 2016	ordinary	all	12.75
22 March 2016	ordinary	all	4.25
26 April 2016	ordinary	all	8.50
24 May 2016	ordinary	all	1.75
21 / 22 June 2016	closed meeting	all	12.25
19 August 2016	ordinary	all	4.00
27 September 2016	ordinary	all	5.25
25 October 2016	ordinary	all	6.00
22 November 2016	ordinary	all	8.75
15 / 16 December 2016	ordinary	all	5.75

During the 2016 business year, the members of the Group Audit Committee met for four ordinary and two extraordinary meetings. No external experts were called in during the business year. No external experts are called in on a regular basis to deal with specific subjects.

Date	Attendance	Duration in h
14 January 2016	all	1.50
25 February 2016	all	4.25
22 March 2016	all	4.25
20 June 2016	all	2.00
18 August 2016	all	4.50
15 December 2016	all	4.25

Group Risk Committee

The members of the Group Risk Committee meet at least four times a year. These ordinary meetings are convened by the Chairman. An agenda is compiled prior to each meeting, which is sent together with the necessary information and the minutes of the last meeting to the meeting's participants at least five days prior to the date of the meeting. The members of the Group Risk Committee, the external auditors, the Head of Group Internal Audit and the Chairman of the Group Audit Committee can request the Chairman of the Group Risk Committee to convene extraordinary meetings. To deal with specific issues, the Group Risk Committee can also invite other persons, such as members of the Group Executive Board, the Chairman of the Group Risk Committee, other staff of the LLB Group companies, representatives of the external auditors or external consultants. The Group CEO, the Group CFO and the Head of Group Internal Audit usually participate in the meetings in an advisory capacity. The other members of the Board of Directors, who are not members of the Group Risk Committee, are entitled to participate in the meetings.

During the 2016 business year, the Group Risk Committee held four ordinary meetings. No external experts were called in during the business year.

Date	Attendance	Duration in h
25 February 2016	all	1.00
20 June 2016	all	4.00
18 August 2016	all	2.00
15 December 2016	all	2.75

Group Nomination & Compensation Committee

The Group Nomination & Compensation Committee convenes as often as business requires, but at least twice a year. The meetings are convened by the Chairman. He compiles an agenda prior to each meeting, which is sent together with the necessary information to the meeting's participants as early as possible. In 2016, six meetings were held at which all of the committee members were present.

To deal with specific issues, the Group Nomination & Compensation Committee can also invite other persons, such as the Head of Group Human Resources, representatives of the external auditors or external

consultants. The Group CEO usually participates in the meetings of the Group Nomination & Compensation Committee in an advisory capacity; except when topics are discussed that particularly concern the Board of Directors itself, the business area of Group Internal Audit or the performance assessment of the Group CEO and the establishment of his compensation. In the 2016 business year, the Group CEO and the Head Group Human Resources partially attended all the meetings.

Date	Attendance	Duration in h
18 January 2016	all	0.50
4 February 2016	all	2.25
12 May 2016	all	0.75
30 August 2016	all	2.75
14 October 2016	all	1.00
29 November 2016	all	1.25

The Strategy Committee

The Strategy Committee did not hold an independent meeting in 2016. The status of the StepUp2020 strategy implementation and individual business area strategies were discussed with the full Board of Directors and the Group Executive Board at the closed meeting on 21 and 22 June 2016 (see chapter "Strategy and organisation", page 9).

Resolutions at the committee meetings

The committees carry out solely preparatory or advisory tasks on behalf of the Board of Directors. Resolutions at the meetings are passed with an absolute majority of the members present. The attendance of more than half of the members is required for a quorum. Only the members of the committees are eligible to vote. In the case of a tie, the Chairman has the casting vote. The subjects dealt with and resolutions passed are recorded in the corresponding minutes. The minutes are circulated to the meeting's participants and the members of the Board of Directors. The Chairmen of the committees inform the full Board of Directors about the agenda dealt with at the last committee meeting and submit proposals for those points requiring resolutions. Furthermore, they submit an annual activity report to the full Board of Directors, which contains a summary of their activities and any pending matters.

Self-evaluation

The Board of Directors evaluates its own performance annually and also that of the committees. This evaluation serves to determine whether the Board of Directors and the committees are functioning appropriately. The results of the self-evaluation are recorded in writing. Within the scope of re-assessing of the "Best Board Practice" label (30 August to 15 December 2016), accompanied by an assessor, the Board of Directors evaluated its own performance as part of a self-assessment process, and discussed the core issue of the current and future composition of the Board as well as that of the committees.

For this reason, the Group Audit Committee and the Group Risk Committee did not carry out a separate self-evaluation. The results of the self-evaluation demonstrated the high quality of work done by the Board of Directors and its committees. The self-evaluation performed by the Group Nomination & Compensation Committee at its meeting on 30 August 2016 revealed an unchanged, very positive picture compared with the previous year.

3.6 Definition of areas of responsibility

The Board of Directors is responsible for the direction, supervision and control of the LLB Group. It is ultimately responsible for the success of the LLB Group as well as for attaining sustained value for both shareholders and employees. It makes decisions in consultation with the Group CEO concerning the LLB Group's corporate strategy and assumes final responsibility for monitoring the conduct of business. Furthermore, the Board of Directors monitors compliance with applicable legal provisions and regulations. At the request of the Group CEO, the Board of Directors determines the financial and human resources required to implement the corporate strategy.

Within the scope of the duties and responsibilities defined in the Statutes, the Board of Directors has the following tasks:

- the definition of management policies;
- the definition of the LLB Group's management strategy, including its periodic monitoring;
- the passing of resolutions regarding all proposals to the General Meeting of Shareholders;
- the issuing of a regulation concerning Group Internal Audit, the discussion of the reports submitted by Group Internal Audit and the external auditors and the approval of the reports concerning measures implemented on the basis of audit reports and their monitoring;
- decisions regarding the LLB Group's expansion into important new business operations as well as its withdrawal from existing important business operations;
- decisions regarding the acquisition or sale of participations in other companies as well as the establishment or liquidation of LLB Group companies and the nomination of their Boards of Directors;
- decisions regarding the setting-up and closure of bank offices, branches and representative offices;
- decisions regarding the initiation of legal actions involving claims of over CHF 10 million as well as judicial and extrajudicial settlements involving amounts of over CHF 10 million;
- the approval of all business matters and decisions that exceed the authority of the powers delegated by the Board of Directors;
- decisions regarding the exercise of external mandates and activities by members of the Group Executive Board and Group Internal Audit staff.

Concerning the organisation of business activities and the required concomitant issuing of rulings and directives, the Board of Directors is, in particular, responsible for:

- the regular monitoring of corporate governance principles and management structures laid down in the rules of procedure;
- the issuing of rulings and directives for the parent bank as well those that are binding group-wide, subject to respective applicable local law;
- the regularisation and monitoring of internal control systems and the issuing of regulations regarding this function;
- the appointment and dismissal of the Group CEO, the Vice Group CEO, all the other members of the Group Executive Board and the Head of Group Internal Audit as well as the provisions for deputies and the review of their performance, including succession planning;
- the supervision of the Group CEO, the Vice Group CEO and the other members of the Group Executive Board regarding compliance with legal provisions, statutes, rulings and directives as well as the LLB Group's economic development;
- the appointment of the committee members from among its members;
- the regularisation of the compensation principles within the LLB Group.

Concerning the ultimate liability for the organisation of accounting, financial control and financial planning, the Board of Directors is, in particular, responsible for:

- the approval of the applicable accounting standards;
- the approval of medium-term planning and budgeting;
- the preparation of the Annual Report and the Consolidated Annual Report;
- the approval of the Consolidated Interim Report;
- ensuring regular reporting on the course of business and extraordinary occurrences; this includes annotated reporting, on a quarterly basis, as regards the development of business, the earnings situation, balance sheet development, liquidity and equity requirements;
- stipulating of the competence to authorise expenditure.

Concerning the ultimate responsibility as regards risk management, the Board of Directors is, in particular, responsible for:

- the definition in Group regulations of the strategies and principles of the LLB Group's risk policy and their monitoring;
- the issuing of regulations concerning the fundamentals of risk management, determination of risk appetite, risk control as well as accountability and the processes for the approval of risk-related transactions, whereby interest, credit, liquidity and market price risks and operational risks as well as legal and reputational risks, in particular, are to be identified, controlled, reduced and monitored, as well as their annual review;

- the stipulation of credit competences and the regulation of transactions for the account of corporate bodies and employees as well as resolutions regarding large commitments including cluster risks;
- the evaluation of the internal control system's effectiveness;
- the stipulation of overall and individual limits at least once a year;
- the approval of quarterly reports, including comments on the risk situation;
- ensuring prompt information in the event of imminent risk threats and losses of considerable importance.
- issuing a code of conduct for employees and corporate bodies of the LLB Group in relation to dealing with conflicts of interest and issuing instructions to prevent the misuse of confidential information.

The Group Executive Board, under the leadership of Group CEO, is responsible for the management of the LLB Group. It is composed of six members, the three heads of the market divisions: Retail & Corporate Banking, Private Banking and Institutional Clients, as well as the Group CFO, the Group COO and the Group CEO. The Group Executive Board meets as often as business requires, but at least once a month.

The LLB Group conducts its business within the framework of the three market-oriented divisions: Retail & Corporate Banking, Private Banking and Institutional Clients as well as the shared service functions of the Group CFO and Group COO. The heads of the divisions are responsible for the operative management of the divisions.

The heads of the market-oriented divisions are responsible for the cross-divisional collaboration of their business areas and they represent the LLB Group vis-à-vis the general public and other stakeholders in their relevant markets, and vis-à-vis the relevant client groups. Together with the heads of the Group CFO and Group COO Divisions and the heads of the business areas, they implement and coordinate the strategy of their divisions.

The heads of the divisions create the organisational prerequisites in order to manage the business areas assigned to their divisions over all the LLB Group companies. They actively coordinate all business activities with each other.

Taking into consideration prevailing local law, the Group Executive Board issues the regulations necessary for the operation and management of the divisions, provided this does not lie within the competence of the Board of Directors. These regulations may be binding for individual or several divisions of LLB Group companies.

In addition to the powers and duties set forth in the statutes, the Group Executive Board is responsible, in particular, for:

- implementing the resolutions made by the Board of Directors and its committees;
- submitting suggestions concerning the organisation of business activities in general and proposals for specific business matters to the Board of Directors and the responsible committees, provided these matters exceed the scope of authority of the Group Executive Board, in particular, with respect to:

- the definition and periodic review of the LLB Group's corporate strategy as well as the allocation of resources to implement the strategy and attain corporate objectives;
- participations, Group companies, business offices, branches and representative offices;
- medium-term planning;
- annual expenditure and income budget;
- financial reporting and the annual report;
- implementing an efficient structure and organisation and an effective internal control system for the prevention and limitation of risks of all types;
- implementing the risk policy approved by the Board of Directors and reviewing its compliance;
- active participation in the distribution of all significant risks, participation in the valuation of assets as well as in the use of external creditworthiness assessments and internal models regarding key risks;
- composition of the Risk Committee;
- comprehensive reporting to the Board of Directors regarding the risk situation in accordance with the provisions of risk policy;
- naming of persons (with the exception of the staff of Group Internal Audit), who can sign on behalf of the parent bank;
- regular reporting to the Board of Directors and its committees, in particular to the Chairman about the conduct of business and special occurrences;
- issuing regulations for the conduct of business at the LLB Group;
- coordination of the LLB Group's range of products as well as specifying the pricing policy and the terms and conditions for the products and services offered;
- deciding on the conclusion of cooperation and partnership agreements as well as on membership of professional associations;
- authorising investments for personnel expenses and general and administrative expenses of up to CHF 1 million in specific cases and investments of up to CHF 3 million (with prior notification of the Chairman of the Board of Directors) which are not included in the budget adopted by the Board of Directors. In such a case, the Chairman decides about any matters to be presented to the Board of Directors;
- continuously monitoring the developments within the divisions and business operations as well as initiating problem-solving measures;
- continuously monitoring financial reporting;
- setting objectives for business activities and the course of business as it executes the strategy approved by the Board of Directors; thereby ensuring that decision-making is timely and of a high quality as well as monitoring the implementation of the decisions made;
- ensuring that their objectives comply with general business targets and with the LLB Group's course of business.

The Group CEO is the highest authority within the LLB Group management. He is, in particular, entirely responsible for developing the corporate strategy of the LLB Group and the divisions as approved by the Board of Directors and – in coordination with the Group Executive Board – for the implementation of this strategy. The Group CEO represents the Group Executive Board vis-à-vis the Board of Directors and externally.

The Group CEO

- ensures the coherent management and development of the LLB Group as well as the implementation of the strategy that is stipulated and periodically monitored by the Board of Directors;
- sets objectives for business activities and the course of business;
- ensures high-quality and timely decision-making;
- ensures that the objectives set by the members of the Group Executive Board comply with management objectives;
- submits recommendations to the Board of Directors concerning compensation principles within the LLB Group;
- monitors the implementation of any decisions that are made;
- monitors the implementation of the resolutions made by the Board of Directors and its committees;
- is responsible – in coordination with the Chairman of the Board of Directors – for concrete succession planning within the Group Executive Board and submits proposals to the Board of Directors regarding the nomination of members of the Group Executive Board with the exception of the Group CEO.

3.7 Information and control instruments vis-à-vis the Group Executive Board

The Chairman of the Board of Directors is informed about the agenda of Group Executive Board meetings and receives the minutes. He participates in its meetings in an advisory capacity as required. The purpose of this is for both parties to update each other on important topics and form their opinions.

Principally, the Board of Directors, the individual committees and especially the Chairman of the Board are kept informed about the activities of the Group Executive Board by the Chairman of the Group Executive Board. The members of the Group Executive Board report to the Group CEO for the attention of the Board of Directors. The Group CEO ensures that the Chairman of the Board of Directors and the Board of Directors as well as its committees are informed in a timely and appropriate manner. The Group CEO regularly reports to the Board of Directors about current business developments and important business issues, including all matters that fall within the remit of the Board of Directors.

The Group CEO generally attends the meetings of the Board of Directors in an advisory capacity, informs it about the development of business as well as extraordinary occurrences and provides additional information on request. The Group CFO regularly informs the Board of Directors about finances and risk management as well as about the proper implementation of the bank's risk policy. The other members of the Group Executive Board attend meetings when matters involving them are dealt with. The Group CEO and the Group CFO usually participate in the meetings of the Group Audit Committee and the Group Risk Committee in an advisory capacity. If required, the Group CEO can inform the Chairman of the Board of Directors outside of meetings of the Board of Directors about the course of business and special occurrences.

During meetings, each member of the Board of Directors can request information about all matters relating to the LLB Group. Outside of meetings, each member of the Board of Directors can also request information about the course of business from members of the Group Executive Board and, with the approval of the Chairman of the Board of Directors, also about individual business transactions.

Internal supervision and control

The LLB Group has standardised bank management systems that generate quantitative and qualitative data for the Group Executive Board and in a summarised form for the Board of Directors. This enables the Board of Directors to inform itself about significant business developments, such as the course of business, earnings situation, budget utilisation, balance sheet development, liquidity, risk situation and the fulfilment of equity requirements. The Board of Directors discusses and approves the annotated reports on finances and risk management on a quarterly basis.

In exercising its supervision and control functions, the Board of Directors is also assisted by Group Internal Audit, which is directly subordinate to the Chairman of the Board of Directors. Group Internal Audit is independent in its reporting and is not subject to any directive or other limitations, and within the LLB Group, it has an unrestricted right to peruse all information and documents. Group Internal Audit assumes the function of the internal auditor for all Group companies that are required to prepare a consolidated statement of accounts and submits the reasons for its decision to the Board of Directors or the respective Board of Directors of the Group company as to whether an effective internal control system exists and whether risks are being adequately monitored. Group Internal Audit provides independent, objective and systematic reporting services regarding:

- the effectiveness of processes for defining the strategy and principles of risk policy as well as general compliance with the approved strategy;
- the effectiveness of governance processes;
- the effectiveness of risk management, including the evaluation of whether risk identification and management are adequate;

- the effectiveness of internal controls, in particular, whether these are adequate in relation to the risks taken;
- if necessary, the effectiveness and sustainability of measures for reducing and minimising risks;
- the reliability and completeness of financial and operational information (that is, whether activities are correctly and fully documented) as well as the quality of the underlying data and models;
- compliance with legal and regulatory requirements as well as with internal rulings and directives and agreements.

The powers and duties of Group Internal Audit are stipulated in a special set of regulations. The planning of annual auditing is carried out on the basis of the evaluation of risks and controls and is guided by a long-term auditing plan.

To avoid duplication of work and to optimise controls, auditing plans are coordinated with the statutory auditors. The short-term auditing plan and the personnel requirement plan are reviewed by the Group Audit Committee and submitted to the Board of Directors for approval. In addition, Group Internal Audit regularly monitors the rectification of any deficiencies found and the implementation of its recommendations; it submits reports about this procedure to the Group Audit Committee.

The results of every examination are recorded in a written audit report. The audit reports of the parent bank and all Group companies are sent to the Chairman of the Board of Directors, the members of the Group Audit Committee and the Group Risk Committee, the Group Executive Board, the Head of Group Credit & Risk Management as well as the external auditors. The Head of Group Internal Audit compiles a report on a quarterly basis for submission to the Group Audit Committee and the Group Executive Board as well as a written activity report annually for submission to the Board of Directors. Particular findings that need to be dealt with immediately are communicated to the Chairman of the Board of Directors without delay by the Head of Group Internal Audit. In addition, Group Internal Audit regularly monitors the rectification of any deficiencies found and the implementation of its recommendations; it submits reports about this procedure to the Group Audit Committee.

Risk management

The proactive approach towards risks is an integral part of the LLB Group's corporate strategy and ensures the Group's risk-bearing capacity. The LLB Group attaches great importance to proactive and comprehensive opportunity/risk management. As part of the risk policy, the Board of Directors issues guidelines and regulations concerning the principles of risk management. In this way, the Board of Directors sets qualitative and quantitative standards for risk responsibility, risk management, risk reduction and risk control.

The LLB Group manages risks according to strategic objectives. It evaluates and manages risks through the application of detailed, qualitative and quantitative standards for risk responsibility, risk management and risk control. The "Internal Capital Adequacy Assessment Process" (ICAAP) ensures that adequate capital to cover all essential risks is always available.

The risk management specialists strive to create and maintain a group-wide uniform risk culture and risk approach. This establishes the fundamentals for an appropriate risk / return profile and an optimum allocation of capital. The Group Risk Committee invites the person responsible for risk management to a quarterly discussion of the risk status. Their reports are summarised every six months in an overall risk report of the LLB Group, which is discussed by the Board of Directors. Further details concerning risk management can be found in the chapter "Financial and risk management (pages 11 to 13) as well as in the Notes to the consolidated financial statement of the LLB Group on pages 164 to 185.

Compliance

All employees of the LLB Group are obliged to comply with all legal, regulatory and internal regulations as well as to observe common market standards and professional codes of conduct. The compliance functions within the LLB Group annually report in writing to the Board of Directors about their activities, findings and the measures taken (see chapter "Regulatory framework and developments", page 53).

Group Board of Management



From left to right:
**Christoph Reich, Gabriel Brenna, Roland Matt, Natalie Epp,
Urs Müller, Kurt Mäder**

4 Group Executive Board

4.1 Members

Name	Year of birth	Nationality	Function / Area of responsibility	Member of the Group Executive Board since
Roland Matt	1970	FL	Group Chief Executive Officer	2009
Urs Müller	1962	FL / CH	Head of Retail & Corporate Banking Division Vice Group Chief Executive Officer	2011
Gabriel Brenna	1973	CH / I	Head of Private Banking Division	2012
Natalie Epp	1977	AT	Head of Institutional Clients Division	2016
Kurt Mäder	1962	CH	Group Chief Operating Officer	2009
Christoph Reich	1974	CH	Group Chief Financial Officer	2012

The LLB Group's organisational structure is consistently geared towards client and market needs. For this purpose, the Retail & Corporate Banking (Urs Müller), Private Banking (Gabriel Brenna) as well as Institutional Clients (Natalie Epp) Market Divisions are represented at Group Executive Management level. The Group Chief Financial Officer (Christoph Reich) as well as the Group Chief Operating Officer (Kurt Mäder) are also Members of Group Executive Management. The Group Executive Board consists of six members including the Group Chief Executive Officer (Roland Matt).

Roland Matt

Education:

- Business economist FH, 1995
- Federally qualified financial analyst and asset manager, 1999
- Federally qualified finance and investment expert, 2002

Professional career:

- Head of Research, VP Bank AG, Vaduz, 1999
- Head of Asset Management Division, VP Bank AG, Vaduz, 2000 – 2001
- Family Office Project Head, VP Bank AG, Vaduz, 2002

Liechtensteinische Landesbank:

- Head of Investment Services, 2002 – 2006
- Head of Domestic Clients Division, 2007 – 2008
- Member of the Group Executive Board and the Board of Management, since 2009
- Head of Domestic Market and Institutional Market Divisions, 2009 until March 2011
- Head of International Market Division, April 2011 until 15 January 2012
- Vice Chairman of the Group Executive Board and the Board of Management, April 2011 until 15 January 2012
- Group Chief Executive Officer, since 16 January 2012

Other functions:

- Member of the Board of the Liechtenstein Chamber of Commerce and Industry
- Member of the Board of the Liechtenstein Bankers' Association
- Member of the Board of Trustees of the Personnel Pension Fund Foundation of Liechtensteinische Landesbank AG
- Chairman of the Board of Trustees of the "Future Foundation of Liechtensteinische Landesbank AG"

Urs Müller

Education:

- Licentiate in law, University of St. Gallen (HSG), 1993

Professional career:

- Auditor, Unterrheintal District Court; Associate Court Clerk, Oberrheintal District Court, 1993 – 1995

Liechtensteinische Landesbank:

- Legal Counsel, 1995 – 1998
- Head of Legal & Compliance, 1998 – 2006
- Head of Institutional Clients Division, 2007 until April 2011
- Member of the Group Executive Board and the Board of Management, since April 2011
- Head of Domestic Market and Institutional Market Divisions, April 2011 until June 2012
- Head of Institutional Clients Division, 1 July 2012 until 30 June 2016
- Head of Retail & Corporate Banking Division, since 1 July 2016
- Vice Group Chief Executive Officer, since 1 July 2012

Board of Directors' mandates in Liechtensteinische Landesbank Group companies:

- LLB Asset Management AG (Member)
- LLB Berufliche Vorsorge AG, Lachen (Chairman)

Other functions:

- Member of the Board of Trustees of the "Future Foundation of Liechtensteinische Landesbank AG"

Gabriel Brenna

Education:

- M.Sc., Electrical Engineering, École polytechnique fédérale de Lausanne (EPFL), 1993–1998
- Ph.D., Electrical Engineering, Semiconductors, Swiss Federal Institute of Technology (ETH) Zurich, 2000–2004

Professional career:

- Project Leader, Philips Semiconductors, Zurich, 1998–1999
- Research and instruction, ETH Zurich, 2000–2004
- Senior Project Leader, Advanced Circuit Pursuit, Zollikon, 2002–2004
- McKinsey & Company, Zurich and London; most recently, Partner and Head of Swiss Private Banking and Risk Management Practice, 2005 until September 2012

Liechtensteinische Landesbank:

- Member of the Group Executive Board and the Board of Management, since 1 October 2012
- Head of Private Banking Division, since 1 October 2012

Board of Directors' mandates in Liechtensteinische Landesbank Group companies:

- Liechtensteinische Landesbank (Österreich) AG, (Head of the Supervisory Board)
- Bank Linth LLB AG (Member)
- LLB Asset Management AG (Vice Chairman)
- LLB Services (Schweiz) AG (Chairman)

Other functions:

- Member of the Board of Trustees of the "Future Foundation of Liechtensteinische Landesbank AG"

Natalie Epp

Education:

- Mag. Jur., University of Innsbruck, 2000
- Executive Master of European and International Business Law, University of St. Gallen, 2006

Professional career:

- Legal assistant at the Liechtenstein Bankers' Association, 2003–2005
- Private labelling client adviser at the Liechtenstein Fund Management Company IFOS, 2006–2007
- Member of senior management at the Liechtenstein Fund Management Company IFOS, 2008–2010

Liechtensteinische Landesbank:

- Head of the Institutional Clients Business Unit, 2011 until 30 June 2012
- Head of Fund Services Business Area, 1 July 2012 until 30 June 2016
- Member of the Group Executive Board and the Board of Management, since 1 July 2016
- Head of the Institutional Clients Divisions, since 1 July 2016

Board of Directors' mandates in Liechtensteinische Landesbank Group companies:

- LLB Fund Services AG (Chairwoman)
- LLB Asset Management AG (Chairwoman)

Other functions:

- Member of the Board of Trustees of the "Future Foundation of Liechtensteinische Landesbank AG"

Kurt Mäder

Education:

- Federally qualified physicist, Swiss Federal Institute of Technology (ETH) Zurich, 1987
- Dr. sc. nat., ETH Zurich, 1992

Professional career:

- Scientist, National Renewable Energy Laboratory, Golden, Colorado, 1992–1994
- Senior scientist, Centre Européen de Calcul Atomique et Moléculaire, Lyon, 1994–1996
- Head of Operations, ELCA Informatik AG, Zurich, 1996–2004
- Member of the Board of Management, Bank Linth LLB AG, Uznach, 2005–2008

Liechtensteinische Landesbank:

- Member of the Group Executive Board and the Board of Management, since 2009
- Head of Corporate Service Center, 2009 until June 2012
- Group Chief Operating Officer, since 1 July 2012

Board of Directors' mandates in Liechtensteinische Landesbank Group companies:

- Liechtensteinische Landesbank (Österreich) AG (Member)
- Bank Linth LLB AG (Member)
- LLB Beteiligungen AG (Vice Chairman)
- LLB Verwaltung (Schweiz) AG (Vice Chairman)
- Data Info Services AG (Chairman)

Other functions:

- Member of the Board of Trustees of the "Future Foundation of Liechtensteinische Landesbank AG"

Christoph Reich

Education:

- Federally qualified licentiate in economics, FHS St. Gallen, 1999
- Executive MBA, University of St. Gallen (HSG), 2009

Professional career:

- Commercial apprenticeship, St. Galler Kantonalbank, Buchs (SG), 1990–1993
- Investment adviser for private clients, St. Galler Kantonalbank, Wil (SG), 1994–1996
- Senior consultant, KPMG Consulting (from October 2002, Bearing Point), Zurich, 1999 until mid-2003

- Team manager Budget and Management Services, Asian Development Bank, Manila / Philippines, 2003–2006
- Partner at Syndeo AG, Head of Accounting and Controlling for Banks, Horgen / ZH, end of 2006 until October 2010

Liechtensteinische Landesbank:

- Head of Group Finance & Risk Department, November 2010 until 15 January 2012
- Member of the Group Executive Board and the Board of Management, since 16 January 2012
- Chief Financial Officer, 16 January 2012 until 30 June 2012
- Group Chief Financial Officer, since 1 July 2012

Board of Directors' mandates in Liechtensteinische Landesbank Group companies:

- Liechtensteinische Landesbank (Österreich) AG (Vice Chairman)
- Bank Linth LLB AG (Member)
- LLB Asset Management AG (Member)
- LLB Beteiligungen AG (Chairman)
- LLB Verwaltung (Schweiz) AG (Chairman)

Other functions:

- Member of the Board of Trustees of the "Future Foundation of Liechtensteinische Landesbank AG"

4.2 Other activities and commitments

Apart from the mandates specified in No. 4.1, the members of the Group Executive Board are not involved in the management or supervisory boards of important Liechtenstein, Swiss or foreign private or public law corporations, establishments or foundations, nor do they exercise any permanent management or consultancy functions for important Liechtenstein, Swiss or foreign interest groups, nor do they perform official functions or hold political office.

4.3 Number of permitted activities

Liechtensteinische Landesbank AG is not subject to the Swiss ordinance against excessive compensation in listed public limited companies (OaEC). Liechtensteinische Landesbank AG has not issued any regulations on the number of permitted activities.

4.4 Management contracts

Liechtensteinische Landesbank has not concluded any management contracts.

5 Compensation, participations and loans

Details concerning compensation, participations and loans can be found in the compensation report (pages 93 to 101).

6 Shareholders' participation rights

6.1 Voting right limitation and representation

Liechtensteinische Landesbank has issued bearer shares. At the Liechtensteinische Landesbank's General Meeting of Shareholders, each share carries one vote. In accordance with Art. 306a ff. of person and company law, LLB shares held by Liechtensteinische Landesbank itself and its subsidiaries (1'959'238 shares as at 31 December 2016) are not eligible to vote.

Each shareholder has various possibilities of participating in the General Meeting of Shareholders. At the General Meeting of Shareholders, he can vote his own shares or authorise a third party in writing to vote them, or have them voted by Liechtensteinische Landesbank or his custodian bank. A person acting as a representative may act on behalf of more than one shareholder and vote differently for the various shares he represents. Shareholders may also vote their shares in writing by post or by means of electronic communication prior to the General Meeting. On account of the many different voting possibilities, Liechtensteinische Landesbank has decided not to designate an independent proxy. LLB is not subject to the pertaining provision of the ordinance against excessive

6.2 Statutory quorum

At the General Meeting of Shareholders, a quorum is present if half of the share capital is represented. The Board of Directors can decide to permit shareholders to vote their shares by post or by means of electronic communication prior to the General Meeting. If a shareholder votes his shares in this manner prior to the General Meeting, his share capital is regarded as being represented for the purpose of constituting a quorum. If a quorum is not constituted, a further General Meeting of Shareholders has to be convened within two weeks that makes decisions irrespective of the represented shares, unless otherwise prescribed by mandatory laws and statutes.

Provided that legal provisions do not stipulate to the contrary, the General Meeting passes its resolutions and decides its elections by an absolute majority of the votes cast.

6.3 Convening of the General Meeting of Shareholders

The Board of Directors convenes an ordinary General Meeting of Shareholders with a period of notice of 30 days. The meeting must be held within six months following the end of a business year. The invitation to the General Meeting is to be publicised on the company's website as well as, if necessary, in other media to be designated by the Board of Directors. The invitation must contain the information

required by law, especially the agenda to be dealt with at the meeting, the proposals of the Board of Directors and, in the event of elections, the names of the proposed candidates.

An extraordinary General Meeting may be convened by the Board of Directors if this is in the urgent interest of Liechtensteinische Landesbank or at the written request - stating the reason for convening the extraordinary General Meeting - of shareholders representing ten percent of the share capital.

6.4 Agenda

The Board of Directors specifies the agenda for the General Meeting of Shareholders in accordance with the Liechtensteinische Landesbank's statutes. The statutes may be viewed at www.llb.li/statutes. The General Meeting can only deal with items which are listed in the agenda, with the exception of a proposal for the convening of an extraordinary General Meeting.

Shareholders, who together hold at least 5 percent of the share capital represented, can request that an item be placed on the agenda to be dealt with by the General Meeting. Requests for items to be placed on the agenda must be received, at the latest, 21 days prior to the date of the General Meeting. The Board of Directors shall publicise the amended agenda at least 13 days prior to the date of the General Meeting.

6.5 Registration in the company's share register

Liechtensteinische Landesbank has exclusively issued bearer shares.

7 Change of control and defensive measures

Liechtensteinische Landesbank is a banking institute licensed under Liechtenstein law with its registered office in the Principality of Liechtenstein. As a Liechtenstein bank listed on SIX Swiss Exchange, Liechtensteinische Landesbank AG must, in addition to complying with Liechtenstein law, also comply with various Swiss regulatory requirements. Since 1 January 2016, the provisions regarding the disclosure of significant shareholders are regulated in the Financial Market Infrastructure Law and in the Financial Market Infrastructure Ordinance and also apply to LLB.

Shareholders attaining, falling below or exceeding the threshold percentages of 3, 5, 10, 15, 20, 25, 33.33, 50 or 66.67 of voting rights must notify SIX and LLB.

The Liechtensteinische Landesbank's statutes contain no regulations comparable with the Swiss provisions regarding opting out or opting up. Likewise, there are no changes of control clauses in favour of the members of the Board of Directors and / or the members of the Group Executive Board or other senior executives.

Pursuant to the Law on the Liechtensteinische Landesbank, the Principality of Liechtenstein holds at least 51 percent of the capital and votes.

8 Independent auditors

8.1 Duration of mandate and term of office of the auditor in charge

8.1.1 Date of acceptance of existing auditing mandate

Every year, the General Meeting of Shareholders appoints one or more natural or legal entities as independent auditors in accordance with the legal provisions. The independent auditors examine the company's adherence to the legal provisions, statutes and other regulations.

PricewaterhouseCoopers AG, St. Gallen, has served as the independent auditors of Liechtensteinische Landesbank according to company and banking law since 1998. The auditing mandate was taken over from Revisuisse Price Waterhouse AG, St. Gallen, and its predecessor Revisa Treuhand AG, St. Gallen. Pursuant to the law of persons, company and banking law, the independent auditors were elected by the General Meeting of Shareholders on 4 May 2016 at the proposal of the Board of Directors for a period of one year.

8.1.2 Term of office of the auditor in charge of the current auditing mandate

Claudio Tettamanti has been the responsible auditor in charge since 2014. The auditor in charge changes every seven years

8.2 Audit fees

In the 2016 business year, PricewaterhouseCoopers AG invoiced the companies of the LLB Group for CHF thousands CHF 1'272 (2015: CHF thousands 1'154) in respect of audit fees. These fees include the work carried out by the auditors as required by the respective regulatory authorities. The increase is attributable in particular to a first time review by the auditors of the interim financial reporting. In addition, in the 2016 business year, PricewaterhouseCoopers AG received CHF thousands 242 (2015: CHF thousands 256) for services in connection with our own investment funds.

The Group Audit Committee oversees the fees paid to PricewaterhouseCoopers AG for their services.

8.3 Additional fees

For other services, PricewaterhouseCoopers AG invoiced the LLB Group companies for CHF thousands 449 (2015: CHF thousands 317) in 2016.

Audit fees and additional fees

in CHF thousands	2016	2015
Audit fees	1'272	1'154
Additional fees	449	317
Corporate finance	125	0
International accounting	45	0
Taxation advice	270	205
Legal and other advice	9	112

8.4 Information instruments of the external auditors

The Group Audit Committee fulfils a supervisory, control and monitoring function, which also extends to the external auditors. It is responsible, among other tasks, for:

- taking note of and discussing the risk analysis made by the external auditors, the auditing strategy derived from it and the respective risk-oriented auditing plan;
- the discussion of major problems identified during the auditing process with the external auditors;
- monitoring the implementation of recommendations put forward by the external auditors and Group Internal Audit to eliminate weak points and deficiencies;
- the critical analysis of the audit reports submitted by the external audit and Group Internal Audit to the Board of Directors;
- the assessment of the qualification, quality, independence, objectivity and performance of the external and Group Internal Audit;
- the discussion of the annual activity report and the annual audit plan including a risk analysis of the Group Internal Audit, with an evaluation of whether this function has adequate resources and competences, as well as the approval of proposals to the Board of Directors;
- the examination of the compatibility of external auditors' auditing activities with possible consulting mandates as well as the evaluation and discussion of their professional fees;
- the evaluation of the collaboration between the external auditors and Group Internal Audit;
- the submission of a proposal to the Board of Directors for the attention of the General Meeting regarding the appointment or dismissal of the external auditors (appointed according to banking and corporate law and the law on persons). The Group Audit Committee is responsible for defining the procedure to appoint new external auditors.

The external auditors perform their work in accordance with the legal provisions, and according to the principles of the profession in the respective country of domicile of the Group company, as well as according to the "International Standards on Auditing". The independent auditors regularly report to the Board of Directors, the Group Audit Committee and the Group Executive Board about their findings and submit suggestions for improvements to them. The most important report is the audit report on the LLB Group required by banking law. This summarized report is submitted in writing to the Board of Directors once a year. In addition, the responsible auditor in charge of the external auditors presents a report at one meeting of the Group Audit Committee. All reports from the internal and external auditors concerning all Group companies are submitted to the Group Audit Committee.

Important findings in the reports of the internal and external auditors since the last meeting and all reports concerning the Group companies are addressed at the next meeting of the Group Audit Committee. The Head of Group Internal Audit is responsible for providing the relevant information and reports directly to the Group Audit Committee. He is appointed by the Board of Directors and is subordinate to the Board's Chairman.

Representatives of the external auditors participated in five meetings of the Group Audit Committee but did not attend any meetings of the Board of Directors during the report period. The Head of Group Internal Audit attended all of the meetings of the Group Audit Committee and all the meetings of the Board of Directors. The external auditors submit periodic reports dealing with the audit planning based on risk analysis, the current audit reporting, the annual activity report as well as on a comparison of actual with budgeted fees.

The Group Audit Committee annually evaluates the performance of the external and internal auditors in their absence. The following criteria are applied in assessing the performance of the external auditors and their professional fees (auditing and additional fees): comparison of fees and budgeted fees as well as the previous year's fees, feedback from the departments audited, quality of the auditors' findings, structured assessment of the auditors' expertise. The independence of the external auditors is evaluated on the basis of the information concerning independence provided in the annual report of PricewaterhouseCoopers AG and an assessment of their conduct. The cost planning and its observance are also reviewed and discussed annually. Furthermore, the Group Audit Committee periodically reviews alternatives and submits a proposal to the full Board of Directors for the attention of the General Meeting regarding the appointment of the external Group auditors.

Additional orders are placed on the basis of offers from competitors taking into consideration the level of expertise. The Group Audit Committee bases its assessment of the placing of orders for additional services on the periodic reports it receives from Group Internal Audit regarding reliability, scope and relation to audit fees.

The Group Audit Committee reports to the full Board of Directors once a year concerning the activities of the external auditors and the assessment of their performance.

The external auditors have direct access to the Board of Directors at all times. They hold regular discussions with the Chairman of the Board of Directors and the Chairman of the Group Audit Committee.

9 Information policy

Liechtensteinische Landesbank simultaneously, comprehensively and regularly provides its shareholders, clients, employees and the general public with information. This ensures that all stakeholder groups are treated equally. Equality of opportunity and transparency are ensured through institutionalising and nurturing these ties as well as establishing and preserving relationships that are based on trust with the financial community, on the one hand, and with the media and all other interested recipients of information, on the other.

The most important information media of Liechtensteinische Landesbank are its web site (www.llb.li) as well as its annual and interim reports, media communiqués, its media and financial analysts, conference and the conference call for media and analysts, and its General Meeting of Shareholders.

As a listed company, Liechtensteinische Landesbank is obliged to publish share price-relevant information (ad hoc publicity, Art. 72 of the exchange listing regulations). To receive ad hoc announcements in accordance with the directives for ad hoc publicity automatically, an interested party can register at www.llb.li/registration. Ad hoc announcements are published under the link www.llb.li/mediacommuniques.

If you have any questions, please contact the following person who is responsible for investor relations:

Dr. Cyrill Sele
Head Group Corporate Communications & General Secretary
Phone +423 236 82 09
Fax +423 236 87 71
E-mail cyrill.sele@llb.li

Agenda

Date	Time	Event
14 March 2017	7.00 a.m.	Publishing of 2016 business result at www.llb.li ; release of online Annual Report 2016 at ar2016.llb.li
	10.30 a.m.	Financial reporting and analyst conference
15 March 2017		2016 business result advertisement in the "Liechtensteiner Vaterland" and the "Liechtensteiner Volksblatt"
11 April 2017		Publication of printed Annual Report 2016
12 May 2017	6.00 p.m.	General Meeting of Shareholders
16 May 2017		Ex-dividend date
17 May 2017		Dividend record date
18 May 2017		Dividend payment date
24 August 2017	7.00 a.m.	Publishing of interim financial statement 2017; publication of printed interim financial statement 2017 and release of online interim financial statement 2017 at www.llb.li
	10.30 a.m.	Conference Call
25 August 2017		2017 interim financial result advertisement in the "Liechtensteiner Vaterland" and the "Liechtensteiner Volksblatt"

10 Important changes since the balance sheet date

- At the 25th General Meeting of Shareholders on 12 May 2017, Hans-Werner Gassner will step down from the Board of Directors due to the legal limitation on terms of office. It is proposed to the General Meeting that Georg Wohlwend be elected as his successor for three-year term of office. In addition, the Board of Directors proposes that the Board members Gabriela Nagel-Jungo and Urs Leinhäuser be re-elected for a further three-year term of office. Gabriela Nagel-Jungo and Urs Leinhäuser have been members of the Board of Directors since 2014.
- The Board of Directors proposes to the 25th General Meeting of Shareholders on 12 May 2017 that the bearer shares be converted into registered shares.