

Diversity of the Board of Directors:

In line with our diversification policy, strengthening corporate governance, and promoting the development of a sound board composition and structure, the Company's nomination of director candidates follows the candidate nomination system as stipulated in Article 16 of the Company's articles of incorporation. This involves assessing each candidate's educational and professional qualifications, evaluating their professional background, integrity, or relevant professional qualifications. After approval by the Board of Directors, these nominations are submitted to the shareholders' meeting for election. For the board members, in addition to that the number of directors concurrently acting as managers of the Company shall not exceed more than one-third of the total number of directors, appropriate diversity policy is also established with respect to the board operation, management type and development needs, including but not limited to:

- (1) Basic conditions and values: gender, age, nationality and culture.
- (2) Professional knowledge and skills: business judgment, accounting and financial analysis, business management, crisis management, industry knowledge, international market outlook, leadership and decision-making ability.

The Board of Directors of the Company currently consists of 9 directors, including 3 independent directors and 6 non-independent directors. All of them are leaders from industry and academia. Currently, 89% (8 directors) of the Company's Board of Directors are male and 11% (1 director) female. The specific management objectives of the diversity policy of the Board of Directors and the achievement are as follows:

| Management objectives | Status of Achievement |
|--|-----------------------|
| The number of independent directors exceeds one third of the total number of directors. | Achieved |
| It is advisable that the number of directors who also serve as the Company's managerial officers shall not exceed one-third of the total number of directors | Achieved |
| Independent directors who have served less than 3 terms | Achieved |
| Adequate and diversified professional knowledge and skills | Achieved |

The diversity of the composition of the Board of Directors is shown in the following table:

| Diversified Core Items Name of director | | Basic composition | | | Professional ability | | | | | Background | | | | | | |
|--|------------------|-------------------|--------|--|----------------------|-------------------------|--------------------|----------------------|--------------------------------|------------|---------------------|-------------------|-----------------|------|------------|-------------------------|
| | | Nationality | Gender | Concurrently serving as an employee of the Company | Business judgment | Business administration | Industry knowledge | Financial accounting | Decision-making and leadership | Business | Document processing | Civil Engineering | Land management | Laws | Accounting | Business administration |
| Directors | Mike Ma | Republic of China | Male | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | | |
| Directors | Mei-Chu Liu | Republic of China | Female | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | | |
| Directors | Chang-Jung Hsieh | Republic of China | Male | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | ✓ | ✓ |

| Diversified Core Items Name of director | | Basic composition | | | Professional ability | | | | | Background | | | | | | |
|---|-----------------|-------------------|--------|--|----------------------|-------------------------|--------------------|----------------------|--------------------------------|------------|---------------------|-------------------|-----------------|------|------------|-------------------------|
| | | Nationality | Gender | Concurrently serving as an employee of the Company | Business judgment | Business administration | Industry knowledge | Financial accounting | Decision-making and leadership | Business | Document processing | Civil Engineering | Land management | Laws | Accounting | Business administration |
| Directors | Sheng-An Chang | Republic of China | Male | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | | | ✓ | | | |
| Directors | Chen-Tan He | Republic of China | Male | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | | | | |
| Directors | Sui-Chang Liang | Republic of China | Male | | ✓ | ✓ | ✓ | | ✓ | | | | | ✓ | | |
| Independent Directors | Hung-Chin Huang | Republic of China | Male | | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | | ✓ | |
| Independent Directors | Shen-Yu Kung | Republic of China | Male | | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | | | ✓ |
| Independent Directors | Kuo-Feng Lin | Republic of China | Male | | ✓ | ✓ | ✓ | | ✓ | | | ✓ | | | | |

Independence of the Board of Directors:

The procedures for the election of all directors of the Company are open and fair, and comply with the Articles of Incorporation, the Regulations Governing the Election of Directors, the Corporate Governance Best Practice Principles, the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, and Article 14-2 of the Securities and Exchange Act. There are a total of 9 directors, the composition structure breakdown is as follows: 3 independent directors (33%) possess independence and do not have circumstances as stipulated in Article 26-3 paragraphs 3 and 4 of the Securities Exchange Act; 6 non-independent directors (67%); for details, refer to page 6 "Director Information".

The Company's Board of Directors guides the Company's strategies, supervises the management and is responsible to the Company and shareholders. The operations and arrangements of the corporate governance system are governed by the Company's Articles of Incorporation or resolutions of shareholders' meetings. The Company's Board of Directors emphasizes independence and transparency. Directors and independent directors are independent entities and exercise their powers independently. The three independent directors have also complied with relevant laws and regulations and reviewed the management and control of the Company's existing or potential risks in conjunction with the duties of the Audit Committee, so as to supervise the effective implementation of the Company's internal control, the selection (discharge) and the independence and appropriate preparation of financial statements. The Company has established a board performance evaluation system, conducting an annual internal self-assessment of the board and individual directors. In addition, during the 13th meeting of the 4th board of directors on November 9, 2022, it was decided that at least once every three years, an external professional independent organization or a team of external expert scholars would conduct an assessment. This assessment should be completed by the end of the first quarter of the following year, and the results should be reported to the Board of Directors for disclosure in the Company's annual report and website.