**Board member diversity policy, and fulfillment thereof**

The Company's Board of Directors resolved to pass the formulation of the "Corporate Governance Best Practice Principles" on November 11, 2020. In Chapter 3 "Improvement of the Functions of the Board of Directors,” a diversity policy was formulated. In addition to the "Corporate Governance Best Practice Principles,” the “Articles of Incorporation” also expressly states that the the election of directors (including independent directors) shall adopt a candidate nomination system. The Company takes into account the directors’ personal professional background and also member diversity policy when nominating and electing directors (including independent directors).

The Company emphasizes the gender equality in the composition of the Board members, and also maintains at least 1 female director. The directors were reelected on June 14, 2022 to elect the directors of the Company's 22nd Board of Directors. The Articles of Incorporation requires the election of 9 directors (including 3 independent directors), who shall be elected under the candidate nomination system. Currently, 9 directors are holding the term of office (1 independent director resigned on July 21, 2022 due to personal reasons and the vacancy was filled by re-election performed at the shareholders' meeting on June 7, 2023). 2 of the current directors are female; Among them, 1 director attains the age less than 50 years old, 4 directors between the ages of 51 and 65 years old, and 4 over the age of 66 years old. None of the current independent directors has served more than three consecutive terms. The Board members’ professional backgrounds cover laws, finance, science and engineering, and business management. They are aware of diversified practices covering industry, academia and knowledge. They often analyze problems from other perspectives and provide their professional opinions, which benefit the Company's business planning, management efficiency and decision-making significantly.

The Company's directors seldom serve, and try their best to avoid serving, as the Company’s managers. The Board member diversity policy is complementary, which is stated as follows:

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Job title | Name | Basic requirements | | | Industrial experience | | | Expertise | | | |
| Gender | Age | Nationality | Steel industry | Real estate investment and development | Hotel and leisure industry | Risk management and finance | Accounting | Law | Science and engineering |
| Chairman | Huang Chun-Fa | Male | More than 66 years old | The R.O.C. | V | V | V | V |  |  |  |
| Director | Huang Hsiu-Mei | Female | More than 66 years old | The R.O.C. |  |  | V | V |  |  |  |
| Director | Huang Chun-Chao | Male | Between 51 and 65 years old | The R.O.C. |  |  | V |  |  |  | V |
| Director | Huang Yung-Chieh | Male | Less than 50 years old | The R.O.C. |  | V |  | V |  |  |  |
| Director | Cheng Ta-Teng | Male | More than 66 years old | The R.O.C. | V |  |  |  | V |  |  |
| Director | Lin Yung-Fen | Male | More than 66 years old | The R.O.C. |  |  |  |  |  | V |  |
| Independent Director | Liu Huang-Chi | Male | Between 51 and 65 years old | The R.O.C. |  |  |  | V |  | V |  |
| Independent Director | Chang Chi-Wei | Male | Between 51 and 65 years old | The R.O.C. |  |  |  | V |  |  | V |
| Independent Director | Chen Shu-Tzu | Female | Between 51 and 65 years old | The R.O.C. |  |  |  | V | V |  |  |