

Board Diversity Policy, Specific Management Objectives, and Implementation Status

To enhance good corporate governance and promote the robust development of the composition and structure of the Board of Directors, the company, in accordance with the provisions of Article 20 of the "Corporate Governance Best-Practice Principles," maintains that the composition of the Board members should consider diversity. This includes the formulation of an appropriate diversity policy that encompasses, but is not limited to, the following two main aspects:

1. Basic requirements and values: Gender, age, nationality, and culture.
2. Professional knowledge and skills: A professional background (e.g., law, accounting, industry, finance, marketing, technology), professional skills, and industry experience.

Board members should generally possess the knowledge, skills, and qualities necessary to perform their duties. To achieve the ideal goal of corporate governance, the overall capabilities of the Board should include:

1. Ability to make operational judgments.
2. Ability to perform accounting and financial analysis.
3. Ability to conduct management administration.
4. Ability to conduct crisis management.
5. Knowledge of the industry.
6. An international market perspective.
7. Ability to lead.
8. Ability to make policy decisions.

The purpose of the company's Board Diversity Policy is to enhance the quality, efficiency, and effectiveness of board decisions by integrating and challenging the diverse perspectives and insights of its members. Through a dynamic board operation, this policy aims to mitigate groupthink in decision-making. Accordingly, the specific management objectives of the company's current Board Diversity Policy are based on a comprehensive consideration of the following factors, with implementation detailed as follows:

1. Cross-Industry, Complementary Experience, and Professional Abilities: Emphasizing a diverse range of experiences and skills across various industries.

Title	Name	Industry Experience	Media	Legal	Technology	Accounting	Investment	Operation
Chairman	James Wang Representative of Zhuo Jian Investment Co., Ltd.	V			V	V		V
Director	Paul Wang Representative of Pacific Venture Partners Co. Ltd.	V					V	V
	Ben Lin Representative of Zhen Bang Investment Co., Ltd.	V			V		V	V
	Charles Chu Representative of Yun Zhou Investment Co., Ltd.	V			V			V
	Chin-Tay Shih	V			V	V		V
Independent Director	Steve K. Shen	V		V			V	V
	Rose Tsou	V	V			V		V
	Paul Yang	V				V	V	V

2. **Gender:** Achieved one female independent director in 2017, with a future goal of increasing female board seats to at least 12.5%.
3. **Age:** Two members aged 51–60 (25%), four members aged 61–70 (50%), and two members aged 71–90 (25%).
4. **Nationality:** One foreign national director (12.5%) and seven domestic directors (87.5%).
5. **Education:** Three directors hold a doctoral degree (37.5%), and five directors hold a master's degree (62.5%).
6. **Balanced Board Structure:**
 - (1) **Independent Directors:** Four seats (50%). In 2023, an additional independent director was appointed. While maintaining independence as a priority, some independent directors have longer tenures to leverage their in-depth understanding of the company's mid- to long-term operations and their wealth of experience, thereby enhancing the quality of board decision-making.
 - (2) **Executive Directors:** Two seats (25%). Given the company's operational scale and asset size, the Chairman also serves as CEO to better coordinate group-wide operations and global resource integration. To strengthen the objectivity and independence of board decisions, an additional independent director was appointed in 2023, bringing the proportion of director-manager dual roles to only 25% of total board seats, achieving the target of remaining below one-third of total board seats.
 - (3) **Directors:** Two seats (25%).

Title	Name	Gender	Age	Nationality	Education	Executives	Tenure of Independent Director
Chairman	James Wang Representative of Zhuo Jian Investment Co., Ltd.	Male	61-70	Taiwan	Master	V	
Director	Paul Wang Representative of Pacific Venture Partners Co. Ltd.	Male	81-90	Taiwan	Doctorate		
	Ben Lin Representative of Zhen Bang Investment Co., Ltd.	Male	61-70	Taiwan	Master	V	
	Charles Chu Representative of Yun Zhou Investment Co., Ltd.	Male	61-70	Taiwan	Master		
Independent Director	Chin-Tay Shih	Male	71-80	Taiwan	Doctorate		2013-2025
	Steve K. Shen	Male	61-70	USA	Doctorate		2014-2025
	Rose Tsou	Female	51-60	Taiwan	Master		2017-2025
	Paul Yang	Male	51-60	Taiwan	Master		2023-2025

The company's Board of Directors conducts an annual effectiveness evaluation, ensuring that members possess diversity and suitability for their roles.