

Board Diversity Policy, Specific Management Objectives, and Implementation Status

To enhance sound corporate governance and promote the healthy development of the composition and structure of the Board of Directors, the Company has adopted a diversity policy in accordance with Article 20 of the *Corporate Governance Best Practice Principles*. In line with the Company's operations, business model, and development needs, the policy sets forth diversity standards covering, but not limited to, the following two dimensions:

1. **Fundamental Attributes and Values:** gender, age, nationality, and cultural background.
2. **Professional Knowledge and Skills:** professional background (e.g., law, accounting, industry, finance, marketing, or technology), expertise, and industry experience.

Members of the Board shall generally possess the knowledge, skills, and character required to perform their duties. To achieve the objectives of corporate governance, the Board as a whole is expected to demonstrate the following core competencies:

1. Business judgment
2. Accounting and financial analysis
3. Management and operational leadership
4. Crisis management
5. Industry knowledge
6. Global market perspective
7. Leadership
8. Decision-making

The purpose of the Company's board diversity policy is to integrate and leverage diverse perspectives arising from differences in thinking and experience among board members. This dynamic interaction helps mitigate the risk of groupthink, thereby enhancing the quality, effectiveness, and performance of board decision-making. Accordingly, the Company's current board diversity policy sets concrete management objectives based on a comprehensive consideration of the above factors, with the implementation status described as follows:

I. Cross-Industry and Complementary Expertise

Board Skills Matrix

Title	Name	Industry Experience	Digital Transformation	Technology & Innovation	Finance & Accounting	Investment & Entrepreneurship	Decision-Making & Judgment
Chairman	James Wang Representative of Chao Yue Investment Co., Ltd.	✓	✓	✓	✓		
	Paul Wang Representative of Pacific Venture Partners Co. Ltd.	✓	✓	✓		✓	
Director	Ben Lin Representative of Zhuo Jian Investment Co., Ltd.	✓	✓	✓			✓
	Nicola Palmer Representative of Yun Zhou Investment Co., Ltd.	✓	✓	✓			✓
Independent Director	Rose Tsou	✓	✓		✓		✓
	Paul Yang	✓	✓		✓	✓	
	Hito Chen	✓	✓	✓		✓	✓
	Feng Zhu	✓			✓	✓	✓

II. Gender

The selection of board members is based on professional expertise, industry experience, and the principle of diversity, while also taking into account continuity and the specific needs of the Board. Since 2017, the Company has had one female director. To further strengthen gender diversity, one additional female director was appointed in 2025, increasing the number of female directors to two, representing 25% of the Board. Looking ahead, the Company will continue to assess and, where appropriate, increase female board representation in future elections, with the long-term objective of achieving no less than one-third representation for either gender. Furthermore, through talent development initiatives, the Company actively identifies and cultivates qualified female professionals as potential director candidates to ensure board diversity and governance effectiveness.

III. Age, Nationality, and Education

Among the Company's eight directors, one is aged 41–50 (12.5%), three are aged 51–60 (37.5%), three are aged 61–70 (37.5%), and one is aged 71–90 (12.5%). In terms of nationality, two directors are foreign nationals (25%) and six are domestic (75%). With respect to educational background, the Board comprises two directors holding doctoral degrees (25%), five with master's degrees (62.5%), and one with a bachelor's degree (12.5%).

IV. Balanced Board Composition

- 1. Independent Directors:** 4 seats (50%). While maintaining independence, some independent directors serve longer terms, allowing them to contribute their understanding of the Company's mid- to long-term development and leverage their extensive experience to enhance the quality of board decisions.
- 2. Executive Directors:** 2 seats (25%). In view of the Company's operations and asset scale, the Chairperson concurrently serves as Chief Executive Officer to oversee group-wide operations and global resource integration. To further strengthen the independence and objectivity of board decisions, the Company added one independent director in 2023, thereby reducing the ratio of directors holding executive positions to 25%, below the one-third threshold.
- 3. Non-Executive Directors:** 2 seats (25%).

Title	Name	Gender	Age	Nationality	Education	Employee	Independent Director Term
Chairman	James Wang Representative of Chao Yue Investment Co., Ltd.	Male	61–70	ROC	Master's	✓	—
	Paul Wang Representative of Pacific Venture Partners Co. Ltd.	Male	81–90	ROC	Ph.D.		—
Director	Ben Lin Representative of Zhuo Jian Investment Co., Ltd.	Male	61–70	ROC	Master's	✓	—
	Nicola Palmer Representative of Yun Zhou Investment Co., Ltd.	Female	51–60	U.S.A.	Master's		—
Independent Director	Rose Tsou	Female	51–60	ROC	Master's		2017–2028
	Paul Yang	Male	51–60	ROC	Master's		2023–2028
	Hilo Chen	Male	61–70	ROC	Bachelor's		2025–2028
	Feng Zhu	Male	41–50	U.S.A.	Ph.D.		2025–2028

V. Board Performance Evaluation

The Company conducts an internal performance evaluation of the Board on an annual basis to confirm that its members collectively possess diverse backgrounds and remain suitable for their positions.