

## Board Diversity Policy

The members of the Board of Directors are from diverse backgrounds; they are of different ages and have different industry experiences and professional knowledge and capabilities. To strengthen corporate governance and facilitate the sound development of the composition and structure of the Board of Directors, Article 21 of the Company's "Corporate Governance Best-Practice Principles" provides that the diversity principle shall be considered for the composition of the Board of Directors and an appropriate diversity policy shall be formulated as per its own operations, operating model, and development needs, and also stipulates the composition of the Board of Directors and the knowledge and capabilities that directors should possess. Article 25 specifies the rules for independent directors to be aligned with the characteristics of industry development and the diverse skills they should possess. In addition, Article 3 of the "Procedures for Election of Directors and Supervisors" stipulates that the diversity principle shall be considered for the composition of the Board of Directors and an appropriate diversity policy shall be formulated as per its own operations, operating model, and development needs. For example, it includes the basic composition (such as gender, age, nationality, and culture), industrial experience (such as banking, insurance, securities, asset management, construction, medical care, and health management), professional knowledge and capabilities (such as business, finance, accounting, law, banking, actuarial science, overseas investment, and risk management). The Company currently has eleven directors in the board of directors, including five non-executive directors, three independent directors and three executive directors (the President, a Managing Senior Executive Vice President, and a Senior Executive Vice President). The board members collectively possess professional knowledge and expertise in business, accounting, law, finance, actuarial science, overseas investment, and risk management. The board has 27% of directors concurrently serving as employees; independent directors accounted for 27% of all directors, and female directors (Independent Director Li-Ling Wang and Independent Director Pei-Pei Yu) accounted for 18% of all directors; and two independent directors have served for 3–9 years, and one independent director has served for fewer than 3 years. The average age of the Board of Directors is 59 years old; one director is between 71–80 years old; three between 61–70 years old, five between 51–60 years old, and two between 41–50 years old. The Company emphasizes the diversity of industry experience of the Board members. The specific goals for the Board diversity is to include at least one member with previous working experience in the industries including banking, securities, asset management, construction and medical care in each term of the Board of Directors. Among the current term Board members, 5, 7, 5, 2 and 2 members are held satisfying various goals under said policy of diversity, respectively. The goals under the policy of diversity should be considered achieved accordingly.

Availability and enforcement of the Company's board diversity policy are explained in the following chart:

Core elements of diversity policy  Directors name	Basic composition									Industrial experience							Professional knowledge/expertise							
	Nationality/place of registration	Gender	As the Company's employee	Age				Tenure of Independent Director			Bank	Insurance	Securities	Asset management	Construction	Medical care	Health management	Commerce	Financial affairs/accounting	Law	Finance	Actuary/mathematics	Foreign investments	Risk management
				41 to 50	51 to 60	61 to 70	71 to 80	Less than 3 years	3 to 9 years	Over 9 years														
Ming-Ho Hsiung	R.O.C.	M				✓					✓				✓			✓	✓		✓	✓	✓	✓
Chang-Ken Lee	R.O.C.	M				✓					✓	✓	✓	✓				✓	✓		✓	✓	✓	✓
Tzung-Han Tsai	R.O.C.	M		✓							✓	✓	✓	✓				✓		✓		✓		
Chung-Yan Tsai	R.O.C.	M		✓								✓		✓		✓		✓		✓				
Shan-Chi Liu	R.O.C.	M	✓		✓							✓	✓		✓			✓	✓		✓	✓		
Chao-Ting Lin	R.O.C.	M	✓		✓							✓						✓	✓			✓		✓
Yi-Tsung Wang	R.O.C.	M	✓		✓							✓	✓					✓				✓		
John Chung-Chang Chu	Canada	M				✓						✓			✓			✓	✓			✓		
Li-Ling Wang	R.O.C.	F			✓				✓		✓	✓	✓	✓				✓	✓		✓			✓
Tang-Chieh Wu	R.O.C.	M				✓			✓		✓	✓	✓	✓				✓	✓		✓	✓	✓	
Pei-Pei Yu	R.O.C.	F			✓			✓			✓		✓	✓				✓	✓		✓	✓	✓	✓

Note: Until the end of 2023, Independent Director Li-Ling Wang and Independent Director Tang-Chieh Wu have served for 4.5 years, and Independent Director Pei-Pei Yu has served for 1.5 years.