Succession planning for board members and important management:

According to the development direction and goals of the Company, succession planning for board members and key management personnel emphasizes not only professional competencies but also integrity, ethical conduct, and alignment with the Company's core values.

(1) Board member succession plan

1. The Company's "Articles of Incorporation" adopts a full candidate nomination system for director elections. In accordance with the "Corporate Governance Best Practice Principles," the Company promotes board diversity, selecting board members based on the Company's operational and development needs, considering professional knowledge, experience across industry, government, and academia, and gender diversity.
2. On June 12, 2024, the Company completed the re-election of its 14th Board of Directors, consisting of 13 members including 5 independent directors. The newly elected board members possess diverse expertise spanning business operations, finance, accounting, AI and digital technologies, strategic marketing, and business development. The proportion of female directors increased from 8% to 23%, reflecting the Company's commitment to gender diversity. Following the re-election, the Board is younger and more diverse, leading the Company toward continuous innovation. Founder Cheng-Hai Hung stepped down from his role as Chairman after 36 years of leadership and successfully passed the baton to Shu-Wen Wang, ensuring the continued transmission of the Company's core values and culture.
3. Regarding succession planning for independent directors, candidates must possess expertise in business operations, finance, accounting, or other fields necessary for the Company's business. Future independent directors will be selected from professionals in domestic academia or industry, and their qualifications will be reviewed by the Nomination Committee to ensure appropriate succession.
4. The Company has established the "Rules for Performance Evaluation of the Board of Directors." The 2024 evaluations indicated effective operation of both the Board and its functional committees. These evaluation results serve as references for director remuneration planning and future nominations.

(2) Succession Planning for Key Management Personnel

1. To cultivate senior reserve talents for succession over the next 3–5 years, the Human Resources Department and all business units regularly conduct meetings, performance appraisals, and assign project tasks to evaluate key talents' performance and identify competency gaps, which are used as criteria for promotion decisions.
2. The Company emphasizes the transmission of experience and gender equality. Regular promotion evaluations are conducted to select and reward outstanding talents. In 2024, following review and approval by the Nomination Committee and the Board of Directors, a total of 5 employees were promoted, with women accounting for 40% of these promotions. At the end of 2024, the Company had 60 management-level personnel (manager and above), of whom 25 were women, representing 41.67%.

Annual	Appointment in 2024	Promotion in 2024		
Position / Gender	Vice President	Manager	Assistant vice president	President
Male	-	-	2	1
Female	1	-	1	-