

Board Diversity

1. To strengthen board function and ensure the sound development of board composition and structure, the Company's board of directors has approved board diversity guidelines set forth in Article 11 of "Corporate Governance Best Practice Principles" which recommends consideration being given to criteria including professional background, professional skill, and gender states as below:

"All members of the board shall have the knowledge, skills, and experience necessary to perform their duties. To achieve the ideal goal of corporate governance, the board of directors shall possess the following abilities:

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."

2. Board Diversity Management Objectives and Implementation

| Objective | Implementation |
|--|------------------------|
| At least three board members are under age 60 | Achieved(Four Seats) |
| No independent board director has served more than three terms | Achieved |
| At least one board member with financial management expertise and experience | Achieved (Three Seats) |
| At least three board members with different professional backgrounds | Achieved (Five Seats) |

3. The Company's 17th board of directors fulfills board of director diversity requirements. Its nine members (three independent) were educated in different countries, earned degrees in different fields, and have professional experience in different fields. Collectively, the board possesses the knowledge, skills and expertise to execute its duties.

- (1) The new corporate representatives and independent directors elected to the board further enhance board diversity with their professional experience and expertise in chemistry, banking, insurance, and culture and education.
- (2) The Company's three independent board directors make up one-third of the board. Apart from their expertise in shipping, financial management and finance, their presence ensures the objectivity and independence of board operations and decisions.

4. Further details on the implementation of the Company's board diversity policy:

| Name | Composition | | | | | | 1 | 2 | 3 | 4 | 5 | | | | | | 6 | 7 | 8 | | |
|-----------------------|-------------|---|-------|-------|-----|------------------|-------------------------------|-----|----------------------|-----------------------------------|------------------------|-------------------|---------------------|--------------------------|---------|-------------|-----------------------|-------|----------------------------------|------------|--------------|
| | Nationality | Primary Area of Expertise | Age | | | Company Employee | Years as Independent Director | | Operational Analysis | Accounting and Financial Analysis | Operational Management | Crisis Management | Industry Experience | | | | | | International Market Perspective | Leadership | Policymaking |
| | | | 51-60 | 61-70 | 71+ | | 0-3 | 6-9 | | | | | Shipping Management | Trucking and Warehousing | Finance | Engineering | Banking and Insurance | Other | | | |
| William Peng | Hong Kong | Business Management | ✓ | | | | - | - | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | ✓ | ✓ | ✓ | |
| John Y.K. Peng | ROC | Mechanical Engineering | | | ✓ | | - | - | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | ✓ | ✓ | ✓ | |
| James S.C. Tai | ROC | Shipbuilding | | ✓ | | ✓ | - | - | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | ✓ | ✓ | ✓ | |
| Char-Lie Mei | ROC | Shipping | | ✓ | | ✓ | - | - | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | ✓ | ✓ | ✓ | |
| Telvin Ju | ROC | Chemistry | ✓ | | | ✓ | - | - | ✓ | - | ✓ | ✓ | ✓ | ✓ | | | | ✓ | ✓ | ✓ | |
| David Hsu | ROC | Transportation Engineering and Planning | ✓ | | | ✓ | - | - | ✓ | - | ✓ | ✓ | ✓ | ✓ | | | | ✓ | ✓ | ✓ | |
| Donald Kuo-Liang Chao | ROC | Shipping | | | ✓ | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | ✓ | ✓ | ✓ | |
| Paul Shih-Sheng Lai | ROC | Civil Engineering | | ✓ | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | | | ✓ | ✓ | ✓ | |
| Roger I-Hung Hsu | ROC | Business Administration | ✓ | | | | ✓ | | ✓ | ✓ | ✓ | ✓ | | | ✓ | | ✓ | ✓ | ✓ | ✓ | |