

## Board Diversity

2024.12.31

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(Five Seats)
No independent board director has served more than three terms	Achieved
At least one board member with financial management expertise and experience	Achieved (two Seats)
At least three board members with different professional backgrounds	Achieved (Five Seats)

3. Until Dec. 31<sup>th</sup>, 2024, The Company's 17<sup>th</sup> board of directors fulfills board of director diversity requirements. Its eight members (including two independent directors) 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 corporate director representatives and independent directors elected to the board further enhance board diversity with their professional experience and expertise in chemistry, banking and insurance.
  - (2) The Company recognizes the importance of experience/knowledge sharing and transfer. With that in mind, the current board has five members under the age of 60.

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
			Under 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	✓			✓	-	-	✓	-	✓	✓	✓	✓				✓	✓	✓	
James Tarnng*	ROC	Business Management	✓			✓			✓	✓	✓	✓	✓					✓	✓	✓	
Donald Kuo-Liang Chao	ROC	Shipping			✓			✓	✓	✓	✓	✓	✓					✓	✓	✓	
Paul Shih-Sheng Lai	ROC	Civil Engineering		✓				✓	✓	✓	✓	✓	✓		✓			✓	✓	✓	
Roger I-Hung Hsu*	ROC	Business Administration	✓				✓		✓	✓	✓	✓		✓		✓		✓	✓	✓	

\*Director John Y.K. Peng was discharged ipso facto on Jun. 25, 2024.

\*James Tarnng assumed the office as Director on Dec. 31, 2024.

\*Independent Director Roger I-Hung Hsu resigned on Nov. 20, 2024.