

## **Board Diversity**

2025.10.01

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

<b>Objective</b>	<b>Implementation</b>
At least three board members are under age 60	Achieved (Six Seats)
No independent board director has served more than three terms	Achieved (Two Seats)
At least one board member with financial management expertise and experience	Achieved (Five Seats)
At least three board members with different professional backgrounds	Achieved
At least one board member of a different gender	Achieved (one Seat)

3. On May 28<sup>th</sup>, 2025, the Company held its shareholders' meeting, conducting the re-election of directors and independent directors. A total of nine members were elected to the 18<sup>th</sup> board of directors (including three independent directors). The board members collectively reflect a diverse background, encompassing different nationalities, academic and professional experiences, and expertise across various industries and academia. They also generally possess the knowledge, skills, and professional competence required for the proper performance of their duties.

(1) The corporate director representatives and the independent directors elected possess professional knowledge and practical experience in the fields of shipping, chemistry,

transportation management, business administration, and finance. In addition to emphasizing familiarity with the Company's industry and operations, the board has also added independent directors with expertise in finance and investment, enabling them to provide professional advice on capital utilization and further enhance the diversity of the board's composition.

- (2) The Company values the inheritance of experience while progressively advancing toward the goal of a younger board composition. In this term, six of the directors are under the age of 60, thereby injecting perspectives of different generations into the board while maintaining a balanced combination of expertise and experience.
- (3) To promote gender equality and broaden international perspectives, the Company has also appointed independent directors of different genders and nationalities, further strengthening the diversity of the board's composition.

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+		0-9	9+					Shipping Management	Trucking and Warehousing	Finance	Engineering	Banking and Insurance	Other			
William Peng	Hong Kong	Business Management	✓				-	-	✓	✓	✓	✓	✓	✓				✓	✓	✓	
James S.C. Tai	ROC	Shipbuilding		✓		✓	-	-	✓	✓	✓	✓	✓				✓	✓	✓		
Telvin Ju	ROC	Chemistry	✓			✓	-	-	✓	-	✓	✓	✓	✓			✓	Chemistry	✓	✓	✓
David Hsu	ROC	Transportation Engineering and Planning	✓			✓	-	-	✓	-	✓	✓	✓	✓				✓	✓	✓	
James Tarng	ROC	Business Management	✓			✓	-	-	✓	✓	✓	✓	✓					✓	✓	✓	
Da-fang Chang	ROC	Accounting			✓		-	-	✓	✓	✓	✓			✓		✓				
Donald Kuo-Liang Chao	ROC	Shipping			✓			✓	✓	✓	✓	✓	✓				✓		✓	✓	
MOH Angela Jen-Yin	ROC	MBA	✓				✓		✓	✓	✓	✓			✓			✓	✓	✓	
Koay Keat Loon	Malaysia	MBA	✓				✓		✓	✓	✓	✓			✓		✓	✓	✓	✓	