

### iii. Implementation of Corporate Governance

#### (1) Operation of Board of Directors:

The Board of Directors has convened 8 (A) meetings in the most recent year, with the attendance by directors as follows:

Title	Name (Note 1)	Actual Attendance (B)	Frequency of Proxy Attendance	Actual Attendance Rate (%) [B/A] (Note 2)	Remarks
Chairman	Tseng Song-Zhu	8	-	100%	
Director	Tseng Song-Ling	8	-	100%	
Director	Tseng-Lu Min-Hua	8	-	100%	
Director	Luo Cai-Ren	8		100%	
Director	Ding-Sheng Investment Co., Ltd. Rep.: Tseng Hui-Juan	6	1	75%	
Director	Ding-Hung Investment Co., Ltd. Rep.: Zheng Wen-Xiang	8	-	100%	
Director	Ding-Hung Investment Co., Ltd. Rep.: Yuan Qi-Bin	8	-	100%	
Director	Ding-Hung Investment Co., Ltd. Rep.: Lai Ru-Ding	8	1	86%	
Director	Ding-Hung Investment Co., Ltd. Rep.: Tseng Ching-Cheng	8	-	100%	
Independent Director	Chen Shui-Jin	8	-	100%	
Independent Director	Chen Jian-Nan	8	-	100%	

Independent Director	Tsai Wu-Ying	8	-	100%	
Independent Director	Lei Shin-Jung	8	-	100%	

Other Mentionable Items:

- If the operation of the board of directors is in any of the following circumstances, the date, duration, proposal contents, the opinions of all independent directors and the Company's handling of the opinions of independent directors shall be specified:
  - Items specified in Article 14-3 of Securities Exchange Act. (Please refer to Pages 106 to 113)
  - Other matters decided by the Board of Directors upon objection or reservation of independent directors and recorded or written statement other than foregoing matters: None.
- Concerning implementation of recusals from proposals which a director is a stakeholder, Name of Directors, Proposals, Reason for Required Recusal and Participation in Voting shall be specified:

Meeting Date	Name of Directors	Proposals	Reason for Required Recusal	Participation in Voting
2023.01.13	Tseng Song-Zhu Tseng-Lu Min-Hua	Changes in Personnel (President) of the Company	The two directors have recused themselves from the discussion and voting of this proposal as stakeholders.	The said personnel do not participate in the discussion and voting of this proposal in accordance with the benefit avoidance clauses under Article 15 of the Company's "Rules of Procedure for Board of Directors' Meetings".

- A TWSE/TPEX-listed company shall disclose information about the self-assessment (or peer review) of the Board of Directors, including the cycle, period, scope, method, and content of the evaluation, and enter the Implementation of the Board's Evaluation: Please refer to (2) Implementation Status of the Board of Directors Evaluations on Page 47.
- The objectives of strengthening the functions of the Board of Directors in the current and the most recent year (e.g. appointing an Audit Committee, enhancing transparency of information, etc.) and

evaluation of implementation:

- (1) The Company has adopted its "Regulations Governing Evaluation of Board of Directors Performances" and has performed performance appraisal according to applicable rules and regulations.
- (2) The Company has appointed its independent director and has established an audit committee.
- (3) Conducted in accordance with provisions under "Rules of Procedure for Board of Directors' Meetings" and "Audit Committee Charter".

Note 1: Where a director or an independent director is a corporate shareholder Name of Corporate Shareholder and Name of Representative shall be disclosed.

Note 2: (1) If a director or an independent director has resigned before the end of the year, the date of resignation shall be indicated in the remarks column. The actual attendance rate (%) shall be calculated by the number of meetings held by the Board of Directors throughout his/her term and his/her actual attendance.

(2) If there is a by-election of directors or independent directors, the new or incumbent directors and independent directors shall be listed, and the status the directors and independent directors being incumbent, new, or the date the director or independent director has been re-elected and the date of by-election shall be indicated in the remarks column. The actual attendance rate (%) shall be calculated by the number of meetings held by the Board of Directors throughout his/her term and his/her actual attendance.

## (2) Implementation Status of Board of Directors Evaluation:

### 1. Internal Self-Evaluation of the Company-Board of Directors Performance Evaluation

(1) The performance evaluation results of the Board of Directors and its functional committees for the fiscal year 2023 of the Company were reported to the Remuneration Committee on March 14, 2024, and then submitted to the Board of Directors on March 14, 2024. The evaluation principles are as follows: Each sub-item under each evaluation item is presented in a 5-level rating scale, with the following explanations for the evaluation levels:

Figure 1: Very Poor (Strongly Disagree)

Figure 2: Poor (Disagree)

Figure 3: Moderate (Normal)

Figure 4: Good (Agree)

Figure 5: Excellent (Strongly Agree)

Please refer to the table below for the evaluation results. The overall performance of the Board of Directors, individual board members, and functional committees are all rated as "Excellent". The comprehensive results indicate that the Board of Directors and its functional committees are operating well and may effectively promote the Company's sustainable operations, social responsibility, risk management, and implement good corporate

governance practices in compliance with relevant laws and regulations.

The cycle, period, scope, method, and content of the evaluations, and the implementations of the Board's Evaluation are as follows:

Evaluation Cycle (Note 1)	Evaluation Period (Note 2)	Scope of Evaluation (Note 3)	Evaluation Method (Note 4)	Evaluation Items (Note 5)	Evaluation Result
Once a year	2023.1.1-2023.12.31	Board of Directors Performance Evaluation	Board of Directors Internal Self-Evaluation	<ol style="list-style-type: none"> <li>1. Degree of Participation in Company Operations</li> <li>2. Enhancement of Decision-Making Quality by the Board of Directors</li> <li>3. Composition and Structure of the Board of Directors</li> <li>4. Election and Continuing Education of the Directors</li> <li>5. Internal Control</li> </ol>	Weighted Average Score: 4.76
Once a year	2023.1.1-2023.12.31	Directors Performance Evaluation	Self-Evaluation by directors	<ol style="list-style-type: none"> <li>1. Grasp over Company Goals and Tasks</li> <li>2. Awareness of Duties and Responsibilities of Directors</li> <li>3. Degree of Participation in Company Operations</li> <li>4. Management and Communications of Internal Relations</li> <li>5. Professionalism and Continuing Education of Directors</li> <li>6. Internal Control</li> </ol>	Weighted Average Score: 4.78
Once a year	2023.1.1-2023.12.31	Audit Committee Performance Evaluation	Self-Evaluation by Audit Members	<ol style="list-style-type: none"> <li>1. Degree of Participation in Company Operations</li> <li>2. Awareness of Duties and Responsibilities of Audit Committee</li> <li>3. Enhancement of Decision-Making Quality by the Audit Committee</li> <li>4. Composition and Election of Members of the Audit Committee</li> <li>5. Internal Control</li> </ol>	Weighted Average Score: 4.73
Once a year	2023.1.1-2023.12.31	Remuneration Committee Performance Evaluation	Self-Evaluation by Remuneration Members	<ol style="list-style-type: none"> <li>1. Degree of Participation in Company Operations</li> <li>2. Awareness of Duties and Responsibilities of Remuneration Committee</li> <li>3. Enhancement of Decision-Making Quality by the Remuneration Committee</li> <li>4. Composition and Election of Members of the Remuneration Committee</li> <li>5. Internal Control</li> </ol>	Weighted Average Score: 4.85

Note 1: Enter implementation cycle of the Board of Directors Evaluation e.g. Once a year.

Note 2: Enter the period covered by the Board of Directors Evaluation e.g. The evaluation was

made on the performance of Board of Directors from January 1 to December 31, 2019.

Note 3: The scope of evaluation covers Board of Directors, individual directors and functional committees.

Note 4: The methods of evaluation include Internal Self-Evaluation by the Board of Directors, self-evaluation by directors, peer evaluations, and performance evaluation through entrusted external professional institution, experts or through other manners.

Note 5: By scope of evaluation, the evaluation items shall include at least the following items, varied by roles under evaluation:

- (1) Performance Evaluation on Board of Directors: the items shall at least include Degree of Participation in Company Operations, Enhancement of Decision-Making Quality by the Board of Directors, Composition and Structure of the Board of Directors, Election and Continuing Education of Director, and Internal Control.
- (2) Performance Evaluation on Individual Directors: the items shall at least include Grasp over Company Goals and Tasks, Awareness of Duties and Responsibilities of Directors, Degree of Participation in Company Operations, Management and Communications of Internal Relations, Professionalism and Continuing Education of Directors, and Internal Control.
- (3) Performance Evaluation on the Functional Committees: the items shall at least include Degree of Participation in Company Operations, Awareness of Duties and Responsibilities of Functional Committees, Enhancement of Decision-Making Quality by the Functional Committees, Composition and Election of Members of the Functional Committees, and Internal Control.