

Diversity of the Board of Directors:

Board Diversity:

In line with corporate governance best practices, the Company is committed to promoting diversity in the composition of its Board. Considering the Company’s scale and operational needs, Board members are expected to possess a balanced combination of knowledge, skills, and professional attributes. Board diversity encompasses, but is not limited to, the following two categories:

- I. Core Attributes and Values: gender, age, nationality, and cultural background. The Company aims for at least one-third of its Directors to be women.
- II. Professional Expertise and Skills: including but not limited to legal, accounting, industry, finance, marketing, or technology backgrounds, along with relevant competencies and experience.

To support effective corporate governance, the collective capabilities of the Board should cover the following:

1. Strategic judgment.
2. Financial and accounting analysis.
3. Business management.
4. Crisis response.
5. Industry insight.
6. International market awareness.
7. Leadership.
8. Decision-making capability.

The 10th Board comprises nine members, representing 44% of the board, and three female Directors. Each Director brings unique professional expertise and diverse industry backgrounds, providing complementary strengths that contribute to the Company’s development and long-term synergy.

Governance Target	Compliance Status
Directors who also serve as Company executives should not exceed one-third of the total Board.	One Board member concurrently serves as a Company executive, accounting for 11.11% of the Board—well within the one-third threshold.
The Board must include at least one female Director.	The Board currently includes three female Directors, meeting and exceeding the Company’s gender equality target.
At least one Director should possess expertise in financial/accounting matters or have senior management experience in the steel industry.	The Board includes two members with financial/accounting expertise and two with legal backgrounds. All members have relevant industry management experience.
The number of Directors who are also employees of the Company, its parent, subsidiary, or affiliates should not exceed one-third of the Board.	Only one Director concurrently holds an employee position, representing 11.11% of the Board, thus meeting the oversight objective.
More than one-third of the board of directors are comprised of female members.	Female representation on the board exceeds one-third, fulfilling the target of at least one-third board representation.

Director	Criteria	Basic Information				Business management	Leadership & Decision	Industry insight	Law	Financial and Accounting	Human Resources	Marketing	
		Gender	Age										
			40 to 49	50 to 59	60 to 69								70 to 79
Chairman	Chiung-Fen Wang	M		✓		✓	✓	✓					
Director	Yung-Chang Kang	M	✓			✓	✓	✓			✓		
Director	Li-Ling Chen	F		✓		✓	✓	✓			✓		
Director	Hui-Chang Shao	M		✓		✓	✓	✓			✓		
Director	Tsai-Pi Wang	F	✓			✓	✓			✓	✓		
Independent Director	Chieh Hsu	M	✓			✓	✓	✓	✓				
Independent Director	Ping-Chuan Wang	M	✓			✓	✓	✓	✓				
Independent Director	Yen-Hao Huang	M	✓			✓	✓	✓	✓				
Independent Director	Yin-Chu Hsu	F	✓			✓	✓	✓					