

Board Diversity Policy, Specific Management Objectives, and Implementation Status

To enhance good corporate governance and promote the robust development of the composition and structure of the Board of Directors, the company, in accordance with the provisions of Article 20 of the "Corporate Governance Best-Practice Principles," maintains that the composition of the Board members should consider diversity. This includes the formulation of an appropriate diversity policy that encompasses, but is not limited to, the following two main aspects:

1. Basic requirements and values: Gender, age, nationality, and culture; it is advisable that the number of female directors account for at least one-third of all the directors.
2. Professional knowledge and skills: A professional background (e.g., law, accounting, industry, finance, marketing, technology), professional skills, and industry experience.

Board members should generally possess the knowledge, skills, and qualities necessary to perform their duties. To achieve the ideal goal of corporate governance, the overall capabilities of the Board should include:

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.

The purpose of the company's Board member diversity policy is to integrate and juxtapose the different thoughts and cognitive perspectives of members, reducing groupthink in Board dynamics, and enhancing the quality, efficiency, and performance of Board decisions. Therefore, the company's current specific management objectives of the Board member diversity policy comprehensively consider the following factors, with the implementation status detailed below:

1. **Cross-Industry, Complementary Experience, and Professional Abilities: Emphasizing a diverse range of experiences and skills across various industries.**

Title	Name	Industry Experience	Media	Legal	Technology	Accounting	Investment	Operation
Chairman	James Wang							
	Representative of Zhuo Jian Investment Co., Ltd.	V			V	V		V
	Paul Wang							
	Representative of Pacific Venture Partners Co. Ltd.	V					V	V
Director	Ben Lin							
	Representative of Zhen Bang Investment Co., Ltd.	V			V		V	V
	Charles Chu							
	Representative of Yun Zhou Investment Co., Ltd.	V			V			V
Independent Director	Chin-Tay Shih	V			V	V		V
	Steve K. Shen	V		V			V	V
	Rose Tsou	V	V			V		V
	Paul Yang	V				V	V	V

2. **Gender:** In 2017, we achieved the inclusion of one female independent director. The company's ongoing goal is to continuously increase the proportion of female directors (above 12.5%).
3. **Age:** Board composition includes 3 members aged 51-60 (37.5%), 3 members aged 61-70 (37.5%), and 2 members aged 71-80 (25%).
4. **Nationality:** The board comprises 1 foreign member (12.5%) and 7 local members (87.5%).
5. **Education:** 3 members hold Ph.D. degrees (37.5%), and 5 members hold master's degrees (62.5%).
6. **Balanced Board Structure:**
 - (1) **Independent Directors:** 4 seats (50%). In 2023, we achieved the addition of one more independent director. Some independent directors have longer

tenures to leverage their in-depth understanding of the company's mid-to-long-term operations and their rich experience, enhancing the quality of board decisions.

(2) **Directors:** 2 seats (25%).

(3) **Directors Who Are Also Executives:** 2 seats (25%). Considering the scale of the company's operations and assets, the Chairman also serves as the CEO to oversee the overall operations and global resource integration of the group. An independent director was added in 2023 to ensure that the proportion of directors who are also executives is only 25%, meeting the company's goal of not exceeding one-third of the total number of directors.

Title	Name	Gender	Age	Nationality	Education	Executives	Tenure of Independent Director
Chairman	James Wang						
	Representative of Zhuo Jian Investment Co., Ltd.	Male	51-60	Taiwan	Master	V	
Director	Paul Wang						
	Representative of Pacific Venture Partners Co. Ltd.	Male	71-80	Taiwan	Doctor		
Director	Ben Lin						
	Representative of Zhen Bang Investment Co., Ltd.	Male	61-70	Taiwan	Master	V	
Independent Director	Charles Chu						
	Representative of Yun Zhou Investment Co., Ltd.	Male	61-70	Taiwan	Master		
	Chin-Tay Shih	Male	71-80	Taiwan	Doctor		2013-2025
	Steve K. Shen	Male	61-70	USA	Doctor		2014-2025
	Rose Tsou	Female	51-60	Taiwan	Master		2017-2025
	Paul Yang	Male	51-60	Taiwan	Master		2023-2025

The company's Board of Directors conducts an annual effectiveness evaluation, ensuring that members possess diversity and suitability for their roles.