

### 3.4 Implementation of Corporate Governance

#### 3.4.1 Operations of the Board of Directors

##### 3.4.1.1 Attendance of Directors at Board Meetings

A total of 7 (A) meetings in 2022 of the Board of Directors were held in the previous period. The attendance of director were as follows :

Title	Name	Attendance in Person (B)	By Proxy	Attendance Rate(%) (B/A)	Remarks
Chairman	YEH, SOU-TSUN	7	0	100%	The company selected ten directors (including three independent directors) at the 108th shareholders' meeting after completing the 18th director re-election procedure, and established an audit committee in accordance with Article 14 of the Securities Exchange Law. The audit committee is composed of all independent directors. The company has established an audit committee to replace the supervisor on June 24, 2019.
Director	SU, PAT-HUANG	7	0	100%	
Director	SU, CING-YUAN Representative of YI SHENG INVESTMENT CO., Ltd.	7	0	100%	
Director	YEH, TSUNG-HAO	7	0	100%	
Director	SU, EN-PING Representative of (Newly LAURE INTELLECT elected) CORP.	2	0	66.7%	
Director	HUNG, JUI-TING (Newly elected)	2	0	66.7%	
Director	LIANG, LONG-SHIANG	7	0	100%	
Independent director	OU, YU-LUN	7	0	100%	
Independent director	LIN, KO-WU	6	0	85.7%	
Independent director	SUNG, HE-YEH (Newly elected)	3	0	100%	
Director	SU, EN-PING (Note 1)	4	0	100%	
Director	SU, PO-CHEN (Note 1)	4	0	100%	
Independent director	YU, NENG-YUAN (Note 1)	4	0	100%	

Note 1 : The company re-elected directors on June 8, 2022. Director SU, EN-PING, director SU, PO-CHEN, and independent director YU, NENG-YUAN were not re-elected.

Note 2 : There are three new directors, namely, director LAURE INTELLECT CORP., director HUNG, JUI-TING, and independent director SUNG, HE-YEH.

Other mentionable items :

- If any of the following circumstances occur,, the dates of the meetings, sessions, contents of motion, all independent directors' opinions and the company's response should be specified :
  - Matters referred to in Article 14-3 of the Securities and Exchange Act. :  
Click on the company's website : "Inv. Relations\Corporate Governance\Board of Directors\Board Decisions" query.
  - Other matters involving objections or expressed reservations by independent directors that were recorded or stated in writing that require a resolution by the board of directors. :  
The independent directors of the company agree with the major proposals of the board of directors, without any objections or reservations.
- If there are directors' avoidance of motions in conflict of interest, the directors' names, contents of motion, causes for avoidance and voting should be specified : None.

3. TWSE/TPEX-listed companies are required to disclose the evaluation cycle and period, scope of evaluation, evaluation method, and evaluation items of the self (or peer) evaluations conducted by the Board of Directors, and to fill out "Implementation Status of Board Evaluations."

Evaluation cycle	Evaluation period	Scope of evaluation	Evaluation method	Evaluation items
Execute once a year	June 8, 2022 to December 31 2022 (Note)	A.Board of Directors B.Individual directors	Internal self-evaluation by the board of directors  Board member self-evaluation	A. Board of Directors 1. Participation in the company's operations 2. Improve the quality of board decisions 3. Board composition and structure 4. Director selection and continuing education 5. Internal control  B. Individual directors 1. Master the company's goals and tasks 2. Awareness of Directors' Responsibilities 3. The degree of participation in the company's operations 4. Internal relationship management and communication 5. Professional and continuing education of directors 6. Internal control

Note: The evaluation period is less than one year, because the shareholders' meeting in June 2022 fully re-elected directors.

The implementation of the performance evaluation of the board of directors of external units :

The company appoints external professional institutions, experts or other appropriate methods to conduct performance evaluation every three years. The external performance evaluation of the board of directors in 2022 was conducted by appointing an external expert, Ernst & Young Enterprise Management Consulting Services Co., Ltd. (hereinafter referred to as Ernst & Young). Report to the Board of Directors dated on January 6, 2023.

Evaluation cycle	Evaluation period	Scope of evaluation	Evaluation method	Evaluation items
An external assessment is performed every three years.	January 1, 2022 to December 31 2022	A.Board of Directors B.Individual directors	Internal self-evaluation by the board of directors  Board member self-evaluation	The methods of evaluation include review of the discussion documents, internal self-evaluation of the board of directors, self-evaluation of directors, on-site interviews with experts, etc. Through Ernst & Young's eight evaluation aspects, the key elements can be identified to help evaluate the performance of the company's board of directors.

The evaluation content includes the following items according to the evaluation scope :

- General comments of the evaluation report :

The structure of the company's board of directors and functional committees, in addition to setting up an audit committee and remuneration committee that meet the requirements, the composition of the board of directors has diverse backgrounds. In addition to senior senior managers and major shareholders, the composition of external directors includes representatives with industry experience and academic representatives. As well as representatives with senior financial experience, they have a full understanding and consensus on the company's industry, core values and strategic development. The board of directors' meeting unit and staff team have certain specifications for the content of the discussion, the report and structure of the proposal, and provide enough time for the directors to understand the content of the proposal and read the meeting materials in advance to assist the board of directors to operate effectively.

- 2022 external assessment recommendations and the company's future improvement plan :

Ernst & Young (External Assessment)	The company's future improvement plan
Assist the board through functional committees Depending on the organization and operation of the company, add other functional committees	<ul style="list-style-type: none"> <li>● Remuneration, audit committee continuous supervision, and assist the board of directors to operate.</li> <li>● The company will add it according to the proposal depending on the company's operating growth.</li> </ul>
Sufficient and diverse refresher courses recommended for directors	<ul style="list-style-type: none"> <li>● In June 2022, there was a comprehensive re-election, with three new directors : <ul style="list-style-type: none"> <li>✚ Two directors (qualified) : SU, EN-PING 6 hours (legal representative, former natural person director) HUNG, JUI-TING 12 hours</li> <li>✚ Independent director : SUNG, HE-YEH (Please spend time in 2023 for advanced studies.)</li> <li>✚ All other successor directors must meet the requirement of at least 6 hours of advanced training.</li> </ul> </li> <li>● In 2023, independent director Song will be actively arranged to study in accordance with regulations.</li> </ul>
It is recommended to continuously evaluate ESG and promote green operations	<ul style="list-style-type: none"> <li>● In order to continue to promote sustainable development, the company has adopted a number of measures to strengthen the functions of the board of directors, communicate with stakeholders, and improve information transparency in accordance with the "Corporate Governance 3.0-Sustainable Development Blueprint" issued by the Financial Supervisory Commission, which has greatly improved the level of corporate governance .</li> <li>● In terms of environmental sustainability, actively develop renewable energy. By the end of 2011, the cumulative capacity of solar power plants has reached 3369KW. In 2011, high-efficiency machinery and equipment will continue to be updated. It is estimated that about 3.5 million kWh of electricity can be saved every year, and plans to expand production Environmentally friendly recycling products, moving towards net zero carbon emissions.</li> <li>● The company's measures and goals to promote green operations (Created on the company's website : Inv. Relations\Corporate Governance\Board of Directors\Board Performance Evaluations and Training of the Board of Directors\Resule) <ul style="list-style-type: none"> <li>✚ environmental protection</li> <li>✚ process improvement process</li> <li>✚ Energy Transition Measures</li> <li>✚ Circular Economy</li> </ul> </li> </ul>
Establish a talent pool of directors and senior managers	<ul style="list-style-type: none"> <li>● With regard to the succession planning of the board of directors, there are many senior management professionals in the company with more than 30 years of seniority, so the company has a sufficient talent pool to take over future director vacancies.</li> <li>● As for the part of independent directors, they are required to have work experience in business, legal affairs, finance, accounting or company business according to the law. There is no shortage of professionals in this part of the country. Therefore, the succession planning of independent directors may come from various fields in the industry. professional.</li> </ul>

Ernst & Young provided the above-mentioned refined suggestions to the company's board of directors, which the company has used as a reference for continuously strengthening the functions of the board of directors and as a direction for future implementation.

4. The current and most recent year's goal of strengthening the functions of the board of directors (such as the establishment of an audit committee, the improvement of information transparency, etc.) and the evaluation of its implementation :

4.1 In order to implement corporate governance and enhance the functions of the company's board of directors, establish performance goals to enhance the efficiency of the board of directors, On January 10, 2020, the "Performance Evaluation Method of the Board of Directors" was formulated, and the overall board of directors and individual directors were regularly reviewed every year. This method conducts performance evaluation. Since 2020, the company has carried out evaluation reporting and disclosure of the company's website and annual report.

4.2 This self-assessment period is less than one year (assessment period: June 8, 2022 to December 31, 2022).

In 2022, the general meeting of shareholders re-elected all directors. Directors SU, EN-PING, SU, PO-CHEN and independent director YU, NENG-YUAN were not re-elected.

There are three new directors, SU, EN-PING, Representative of LAURE INTELLECT CORP., Natural person directors HUNG, JUI-TING and SUNG, HE-YEH (independent directors).

4.3 The company's 2022 annual self-evaluation results were submitted to the board of directors on January 6, 2023. The relevant overall evaluation results are as follows :

Assess Target	Comprehensive evaluation results
Board of Directors as a whole	92.00%
Individual directors	92.70%

4.4 ● The selection and appointment of directors in 2022 has implemented a diversified policy, the company's business decisions are more objective, and multi-faceted considerations have been achieved to strengthen risk management and control.

● According to the original plan to strengthen the target, since 2022, certified accountants will attend the board of directors (the review of semi-annual reports and annual reports).

4.5 The company's board of directors implements management responsibilities in accordance with the norms of corporate governance, participates in the company's operations through sufficient discussions and communications, and reaches resolutions in consideration of the company's best interests. All directors (including independent directors) give positive feedback on the efficiency and effectiveness of the board of directors' operations evaluation.

3.4.1.2 The board of directors met 7 times in 2022, and the supervisors were present as follows :

Not applicable, the company has set up an audit committee to replace the supervisor on June 24, 2019.

3.4.1.3 Implementation of Board Evaluation :

- In order to implement corporate governance and improve the functions of the company's board of directors, the company has formulated the "board performance evaluation method", which adopts two evaluation methods : "internal evaluation" and "external evaluation". Assessments are performed by an external team of experts.
- In October 2022, Ernst & Young Enterprise Management Consulting Services Co., Ltd. (hereinafter referred to as "external experts", whose chairman is Fu Wenfang) was appointed to implement the "external evaluation project" for the first time. The external experts were not related to the company and had no relationship with the company in the past. Has no business relationship, is independent, and its professional ability and experience also meet the requirements of external performance evaluation.
- "Ernst & Young Enterprise Management Consulting Services (Shares) Company" has issued a board effectiveness evaluation report in December 2022.