

The Board of Directors formulated diverse policies and implemented them accordingly:

- a. The Company has adopted the Board of Directors member nomination and selection system which references the opinions of the Independent Directors, evaluates the educational background of each Board member, and complies with the “Election Procedures of Director” and the “Corporate Governance Principles” to ensure that diversity and independent stakeholder opinions have been taken into consideration.
- b. The 23rd board members, including two female directors, are well-experienced in management and leadership decision making and have in-depth industrial knowledge. Some of the Board members have backgrounds in law, finance, economics, sales, etc. The Company will continue to evaluate the diversity and complementary skills of directors and to implement the diversity policy. The future goals include to increase the ratio of female directors (currently two, evaluate to increase female seats) or independent directors (currently 3, evaluate to increase the fourth independent director), which will be carefully evaluated during the next director re-election period. The implementation status of diversity policy can be referred as following table.

Diverse Key Items Name	Age	Gender	Curriculum vitae △ Other positions in FENC and/or other companies	1	2	3	4	5	6	7	8
				Operational judgement	Operational management	Finance & accounting	Business & economy	Risk management	Industrial know- how	International prospectives	Leadership & decision-making
Douglas Tong Hsu	Above 70	Male	National Chiao Tung University, Taiwan, Honor Ph.D in Management University of Notre Dame, USA, MA; Columbia University, USA △Chairman of Asia Cement Corp.(ACC), Oriental Union Chemical Corp.(OUCC), U-Ming Marine Transport Corp.(U-Ming), Far Eastern Department Stores Ltd. (FEDS), Far EastOne(FET), and Vice Chairman of Far Eastern International Bank (FEIB)	▼	▼	▼	▼	▼	▼	▼	▼
Johnny Hsi	Above 70	Male	Columbia University, USA, Master in Computer Science △Chairman of Everest Textile, Vice Chairman of OUCC, Director of ACC and CTCI Corporation	▼	▼	▼	▼	▼	▼	▼	▼
Peter Hsu	Above 70	Male	Stanford University, USA, Master in Operation Research △Managing Director of FET, Director of ACC and U-Ming	▼	▼	※	▼	▼	▼	▼	▼
Raymond Hsu	Above 70	Male	Australian Mining and Metallurgy College, Australia △Chief auditor of FENC	▼	▼	▼	▼	▼	▼	▼	▼
Shaw Y. Wang	Above 70	Male	National Chung Hsing University, Taiwan, Business Administration Department National Taiwan University, Taiwan, the Executive Program in Business Administration △Executive Director of Group Foundation, Director of FEIB	▼	▼	▼	▼	▼	▼	▼	▼
Richard Yang	50~59	Male	American Graduate School of International Management, USA △Managing Director of Surfview Capital Ltd	▼	▼	▼	▼	▼	▼	▼	▼
Tonia Katherine Hsu	50~59	Female	Sarah Lawrence College, USA	▼	▼	※	▼	▼	▼	▼	▼
Kwan-Tao Li	Above 70	Male	Kellogg-HKUST, MBA △Chief Senior Counselor, Lee and Li, Attorney-at-law, Director of ACC	▼	▼	▼	▼	▼	▼	▼	▼
Alice Hsu	Above 70	Female	Sheridan College, Retail Management	▼	▼	▼	▼	▼	▼	▼	▼
Champion Lee	Above 70	Male	Texas A&I University, USA, Master in Business Administration △Director of ACC, FET & U-Ming	▼	▼	▼	▼	▼	▼	▼	▼
Bing Shen	Above 70	Male	Harvard University, USA, Master in Business Administration △Independent Director of FEIB and Elite Material Co. Ltd., Director of CTCI Corporation	▼	▼	▼	▼	▼	▼	▼	▼
Johnsee Lee	60~69	Male	Illinois Institute of Technology, USA, Ph.D. in Chemical Engineering △Director of Taiwan HOPAX Chemical MFG. Co. Ltd., Independent Director of Zhen Ding Technology Holding Limited, San Fu Chemical Co., Ltd. & Everlight Electronics Co., Ltd.	▼	▼	▼	▼	▼	▼	▼	▼
Raymond R.M. Tai	Above 70	Male	Fu Jen Catholic University, Taiwan, Honor Ph.D. in School of Law University of Hawaii, USA, Master in Department of American Studies △Ambassador Extraordinary and Plenipotentiary, Embassy of the R.O.C.(Taiwan) to the Holy See	▼	▼	※	▼	▼	▼	▼	▼

※ indicates the member of the Board of Directors who is moderately capable

Five out of thirteen Directors of the Company have employee status.

The tenure of the three Independent Directors: 6~9 years for two Independent Directors and 0~3 years for the rest one.