

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 Company has completed the election of the 24th board members in 2021, continuing its Board succession plan for younger board directors, and changed one Independent Director who already served his third tenure. The Board members are well-experienced in management and leadership decision making and have in-depth industrial knowledge and 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 have one-third of the Independent Directors (currently 3, 23% of the Board seats) and to promote female Directors to one-third of the Board seats (currently 2, 15% of the Board seats), 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 EastTone(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	▼	▼	※	▼	▼	▼	▼	▼
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	▼	▼	▼	▼	▼	▼	▼	▼
Jeff Hsu	40~49	Male	Illinois Institute of Technology, USA Master in Design and Innovation, Institute of Design University of Notre Dame, USA, MBA △Director of FET, Director and Executive Vice President of U-Ming	▼	▼	▼	▼	▼	▼	▼	▼
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	▼	▼	▼	▼	▼	▼	▼	▼
Chen-En Ko	60~69	Male	University of Minnesota, USA, Ph.D. of Department of Accounting △Honorary Professor of Department of Accounting, National Taiwan University, Independent Director of Everlight Electronics Co., Ltd.	▼	▼	▼	▼	▼	※	▼	▼
Johnsee Lee	Above 70	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

The proportion of female Directors of the Company is 2/13.

There are three Independent Directors of the Company. The tenure of two Independent Directors has been 0~3 years; the other one has been 10~12 years.