

Corporate Governance Report

Directors and Management Team

Director Information(I)

March 28,2025

Title	Nationality/ Place of Incorporation	Name	Gender Age	Date Elected	Term (Years)	Date First Elected	Shareholding when Elected		Current Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangement		Experience (Education)	Other Position	Executives, Directors or Supervisors Who are Spouses or within Two Degrees of Kinship		
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation
Chairman	R.O.C	Chiuan-Dau INVESTMENT Co., Ltd	(N/A)	05/30 2023	3	06/27/ 2008	6,104,668	8.07%	7,463,668	9.86%	0	0	0	0	(N/A)	None	None	None	None
	R.O.C	Chiuan-Dau INVESTMENT Co., Ltd. Representative: Chung-Yi Wu	Male	05/30 2023	3	07/30/ 1998 Newly appointed director	1,310,631	1.73%	1,310,631	1.73%	135,024	0.18%	0	0	(Note : A)	(Note : A)	Director	Yu-Mei Wu	brother and sister
			61~70 years old																
Director	R.O.C	IDEA INVESTMENT Co., Ltd.	(N/A)	05/30 2023	3	05/30 2023	55,000	0.07%	104,000	0.14%	0	0	0	0	(N/A)	None	None	None	None
	R.O.C	IDEA INVESTMENT Co., Ltd. Representative: Chung-Ming Wu (Note 3)	Male	05/30 2023	3	05/30 2023	58,379	0.08%	58,379	0.08%	0	0	0	0	(Note : B)	(Note : B)	None	None	None
			61~70 years old																

Note : A.Chairman: Chiuan-Dau INVESTMENT Co., Ltd. Representative:Chung-Yi Wu

Experience (Education) : U.S.A in the University of California, Los Angeles Business Seminar Program

●Chairman, FINE BLANKING & TOOL CO., LTD. ●Chairman, ALL TRY CORPORATION ●Chairman, GSK Autotech & Furniture ●Chairman, SHIN SAN SHING CO., LTD.

●Chairman, Chiuan-Tai INVESTMENT CORP ●Chairman, GSK INVESTMENT DEVELOPMENT CORP. ●Chairman, GSK CORPORATION

●Independent Director, GIANT MANUFACTURING CO., LTD.

Other Position : ●Chairman, FINE BLANKING & TOOL CO., LTD. ●Chairman, ALL TRY CORPORATION ●Chairman, GSK Autotech & Furniture

●Chairman, SHIN SAN SHING CO., LTD. ●Chairman, Chiuan-Tai INVESTMENT CORP ●Chairman, GSK INVESTMENT DEVELOPMENT CORP. ●Chairman, GSK CORPORATION

●Director. GSK Technologies Inc. ●Director. GSK INTEK CO., LTD. ●Director. Chiuan-Dau INVESTMENT Co., Ltd.

Note : B. Director : IDEA INVESTMENT Co., Ltd. Representative: Chung-Ming Wu

Experience (Education) : Xin-Pu Industrial College.

●Director and General manager, FINE BLANKING & TOOL CO., LTD. ●Director and General manager, GSK VIETNAM CO., LTD. , ●Chairman, Suzhou Fine Blanking & Tool Co., Ltd.

●Executive Director, SUPERIORITY ENTERPRISE CORP ●Executive Director, Propitious International Inc.

Other Position :

●Director and General manager, FINE BLANKING & TOOL CO., LTD. ●Director, GSK VIETNAM CO., LTD. , ●Chairman, Suzhou Fine Blanking & Tool Co., Ltd.

●Executive Director, SUPERIORITY ENTERPRISE CORP ●Executive Director, Propitious International Inc. ●Chairman, IDEA INVESTMENT Co., Ltd.

Title	Nationality/ Place of Incorporation	Name	Gender	Age	Date Elected	Term (Years)	Date First Elected	Shareholding when Elected		Current Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangement		Experience (Education)	Other Position	Executives, Directors or Supervisors Who are Spouses or within Two Degrees of Kinship		
								Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation
Director	R.O.C	Chiuan-Tai INVESTMENT CORP	(N/A)		5/30/2023	3	03/05/1988	14,462,693	19.11%	14,462,693	19.11%	0	0	0	0	(N/A)	None	None	None	None
	R.O.C	Chiuan-Tai INVESTMENT CORP. Representative:Kuan-Hsing Wu	Male 41~50 years old		5/30/2023	3	06/27/2008	135,024	0.18%	135,024	0.18%	0	0	0	0	(Note : C)	(Note : C)	None	None	None
Director	R.O.C	GSK INVESTMENT DEVELOPMENT CORP.	(N/A)		5/30/2023	3	03/05/1988 Newly appointed supervisor 06/22/2011 Newly appointed director	10,352,725	13.68%	10,469,488	13.84%	0	0	0	0	(N/A)	None	None	None	None
	R.O.C	GSK INVESTMENT DEVELOPMENT CORP. Representative:Chung-Wuu Li	Male 61~70 years old		5/30/2023	3	12/27/1999 Newly appointed director 06/28/2002 Newly appointed supervisor 06/22/2011 Re-appointed director	28,948	0.04%	28,948	0.04%	0	0	0	0	(Note : D)	(Note : D)	None	None	None

Note : C.Director : Chiuan-Tai INVESTMENT CORP. Representative:Kuan- Hsing Wu

Experience (Education) : Dayeh University , Director and Head of Production Management, FINE BLANKING & TOOL CO., LTD.

Other Position : Director and General Manager's Office The High Commissioner, FINE BLANKING & TOOL CO., LTD.

Note : D.Director : GSK INVESTMENT DEVELOPMENT CORP. Representative:Chung-Wuu Li

Experience (Education) : U.S.A Virginia State University

●Chairman, GSK Technologies Inc. ●Chairman, Shanghai Yuxing Trading Co., td. ●Director and General Manager , GSK Corporation ●Director, FINE BLANKING & TOOL CO., LTD.

●Director, GSK VIETNAM CO., LTD.

Other Position :

●Chairman, GSK Technologies Inc. ●Chairman, Shanghai Yuxing Trading Co., td. ●Vice Chairman, GSK Corporation ●Director , FINE BLANKING & TOOL CO., LTD.

●Director , GSK VIETNAM CO., LTD. ●Supervisors, SHIN SAN SHING CO., LTD.

Title	Nationality/ Place of Incorporation	Name	Gender Age	Date Elected	Term (Years)	Date First Elected	Shareholding when Elected		Current Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangement		Experience (Education)	Other Position	Spouse & Minor Shareholding		
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation
Director	R.O.C	Fu Yen Investment Co., Ltd.	(N/A)	06/18/2020	3	06/27/2001	774,510	1.02%	774,510	1.02%	0	0	0	0	(N/A)	None	None	None	None
	R.O.C	Fu Yen Investment Co., Ltd. Representative: Jui-Chang Lin	Male 71~80 years old	5/30/2023	3	07/30/1998	0	0	0	0	0	0	0	0	(Note : E)	(Note : E)	None	None	None
Director	R.O.C	Yu-Mei Wu	Female 61~70 years old	5/30/2023	3	06/28/2002 Newly appointed supervisor 06/27/2008 Newly appointed director 06/22/2011 Reappointed supervisor 06/18/2020 Re-appointed director	1,146,484	1.52%	1,146,484	1.52%	0	0	0	0	(Note : F)	(Note : F)	Chairman	Chung-Yi Wu	brother and sister

Note : E.Director :Fu Yen Investment Co., Ltd. Representative: Jui-Chang Lin

Experience (Education) : Soochow University Department of Accounting

● Chairman , Taiwan Fu Hsing Industrial Co., Ltd. ●Director, LAUNCH TECHNOLOGIES CO., LTD. ●Director, TAIFLEX Scientific Co., Ltd. ●Director, FINE BLANKING & TOOL CO., LTD., ●Director, Advanced International Multitech Co.,Ltd.

Other Position :

●Chairman , Taiwan Fu Hsing Industrial Co., Ltd. (9924 TWSE) ●Legal representative of the director, FINE BLANKING & TOOL CO., LTD (4535 TPEX), ●Legal representative of the director, LAUNCH TECHNOLOGIES CO., LTD (8420 TPEX), ●Legal representative of the director, Advanced International Multitech Co.,Ltd. (8938 TPEX), ●Legal representative of the director, TAIFLEX Scientific Co., Ltd (8039 TWSE).

Note : F.Director :Yu-Mei Wu

Experience (Education) : Lizen High School

●Director, GSK Corporation ●Director, ALL TRY CORPORATION ●Director, GSK INTEK CO., LTD. ●Supervisors, FINE BLANKING & TOOL CO., LTD. ●Supervisors, MEDCARE MANUFACTURING INC. ●Supervisors, GSK Autotech & Frurniture INC. ●Supervisors, GSK Technologies Inc. ●Supervisors, Chiuan-Tai INVESTMENT CORP. ●Supervisors, GSK INVESTMENT DEVELOPMENT CORP.

Other Position :

●Director, GSK Corporation ●Director, ALL TRY CORPORATION ●Director, GSK INTEK CO., LTD. ●Director, FINE BLANKING & TOOL CO., LTD. ●Supervisors, MEDCARE MANUFACTURING INC. ●Supervisors, GSK Autotech & Frurniture INC. ●Supervisors, GSK Technologies Inc. ●Supervisors, Chiuan-Tai INVESTMENT CORP. ●Supervisors, GSK INVESTMENT DEVELOPMENT CORP.

Title	National ity/ Place of Incorporation	Name	Gender Age	Date Elected	Term (Years)	Date First Elected	Shareholding when Elected		Current Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangement		Experience (Education)	Other Position	Spouse & Minor Shareholding		
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation
Director	R.O.C	CHING YUAN INVEST MENT Co.,Ltd	(N/A)	5/30/ 2023	3	06/18/20 20	514,000	0.68%	566,000	0.75%	0	0	0	0	(N/A)	None	None	None	None
	R.O.C	CHING YUAN INVEST MENT Co.,Ltd. Representative: Yen-Hsing Wu	Male 41~50 years old	5/30/ 2023	3	06/18/20 20	221,187	0.29%	221,187	0.29%	0	0	0	0	(Note : G)	(Note : G)	Chairman	Chung-Yi Wu	Father and son
Director	R.O.C	Chiuan-Dau INVEST MENT Co., Ltd	(N/A)	(N/A)	(N/A)	03/05/19 88	(N/A) (Note3: Chiuan-Dau INVESTMENT Co., Ltd. Representative: Chung-Ming Wu, was dismissed on May 30, 2023.												
	R.O.C	Chiuan-Dau INVEST MENT Co., Ltd. Representative: Chung-Ming Wu	Male 51~60 years old	(N/A)	(N/A)	06/23/20 14													

Note : G. Director :CHING YUAN INVESTMENT Co.,Ltd. Representative:Yen-Hsing Wu

Experience (Education) : Japan Waseda University The degree of Master of Arts in International

●Commissioner, GSK Information Department ●Sheraton Hotel FO ●Assistant to the Chairman of Kaiya Real Estate Co., Ltd ●GSK Operations Assistant ●GSK Operations General Assistant,
●GSK Operations General Manager

Other Position:

●Director. GSK CORPORATION.●Director. CHING YUAN INVESTMENT Co.,Ltd. ●Director. GSK Technologies Inc.●Director.FINE BLANKING & TOOL CO., LTD. ●Director. Chiuan-Tai INVESTMENT CORP.●Director.GSK INVESTMENT DEVELOPMENT CORP. ●Executive. GSK INTEK CO., LTD. ●Executive Director.UNI AUTO PARTS MANUFACTURE CO.,LTD.

Experience (Education) : Accounting,National Taiwan University

H. Independent Director: Chia-Chi Kuo Experience (Education) : Accounting,National Taiwan University ●Gloria J. C. Kuo & Co., CPAs

●Independent Director, FINE BLANKING & TOOL CO., LTD. ●Independent Director, FORMOSA TAFFETA CO., LTD. ●Director.Fu Hua Innovation CO., LTD.

Other Position: ●Gloria J. C. Kuo & Co., CPAs ●Independent Director, FINE BLANKING & TOOL CO., LTD. ●Independent Director, FORMOSA TAFFETA CO., LTD.

●Director.Fu Hua Innovation CO., LTD.

Title	Nationality/ Place of Incorporation	Name	Gender Age	Date Elected	Term (Years)	Date First Elected	Shareholding when Elected		Current Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangement		Experience (Education)	Other Position	Spouse & Minor Shareholding		
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation
Independent Director	R.O.C	Chia-Chi Kuo	Female 51~60 years old	05/30/2023	3	06/23/2015	0	0	0	0	0	0	0	0	(Note : H)	(Note : H)	None	None	None
Independent Director	R.O.C	Yi-Min Lin	Male 51~60 years old	05/30/2023	3	06/18/2020	0	0	0	0	0	0	0	0	Master of Accounting, National Changhua University of Education FULL-GO & CO., CPAs SINON CORPORATION Audit, Part-time Lecturer, National Taichung University of Science and Technology, Part-time Lecturer, National Changhua University of Education, Part-time Lecturer, Providence University.	<ul style="list-style-type: none"> •FULL-GO & CO., CPAs , •Independent Director,FINE BLANKING & TOOL CO., LTD. •Supervisors, FLAVOR FULL FOODS INC. Supervisors 	None	None	None
Independent Director	R.O.C	Cheng-Shong Hong	Male 61~70 years old	05/30/2023	3	06/18/2020	0	0	0	0	0	0	0	0	Ph.D., Electrical Engineering, National Cheng Kung University National Kaohsiung Normal University Professor, Department of Electronic Engineering ,	<ul style="list-style-type: none"> •National Kaohsiung Normal University Professor, Department of Electronic Engineering •Independent Director, FINE BLANKING & TOOL CO., LTD. 	None	None	None

Note :

1.President or manager of the highest equivalent grade being the same person as or a spouse or first-degree relative of the Chairman: **None**.

Director Information(II)

1. Professional qualifications and independence analysis of directors :

Criteria Name	Professional Qualification and Experience	Independent Directors' Independence Statu	Number of Other Taiwanese Public Companies Concurrently Serving as an Independent Directo
Chairman, Chiuan-Dau INVESTMENT Co., Ltd. Representative: Chung-Yi Wu	<p>● Required work experience in commerce, law, finance, accounting or other fields required by the business of the company Professional qualifications and Experience this Annual Report Director Information(I)</p> <p>● None of the directors had any of the conditions stated in Article 30 of The Company Act (Note 1)</p>	(N/A)	None
Director, Fu Yen Investment Co., Ltd. Representative: Jui-Chang Lin			None
IDEA INVESTMENT Co., Ltd. Representative: Chung-Ming Wu			None
Director, Chiuan-Tai INVESTMENT CORP. Representative: Kuan- Hsing Wu			None
Director, GSK INVESTMENT DEVELOPMEN T CORP. Representative: Chung-Wuu Li			None
Director, Yu-Mei Wu			None
Director, CHING YUAN INVESTMENT Co.,Ltd. Representative: Yen-Hsing Wu			None
Independent Director, Chia-Chi Kuo		<p>All of the following situations apply to each and every of the Independent Directors:</p> <p>1. Satisfy the requirements of Article 14-2 of "Securities and Exchange Act" and "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies" (Note 2) issued by Taiwan's Securities and Futures Bureau</p> <p>2. Independent Director (or nominee arrangement) as well as his/her spouse and minor children do not hold any FBT shares</p> <p>3. Received no compensation or benefits for providing commercial, legal, financial, accounting services or consultation to the Company or to any its affiliates within the preceding two years, and the service provided is either an "audit service" or a "non-audit service"</p>	1
Independent Director, Yi-Min Lin			None
Independent Director, Cheng-Shong Hong			None

Note 1: A person shall not act in a management capacity for a company, and if so appointed, must be immediately discharged if they have been:

1. Convicted for a violation of the Statutes for the Prevention of Organizational Crimes and: has not started serving the sentence; has not completed serving the sentence; or five years have not elapsed since completion of serving the sentence, expiration of probation, or pardon;
2. Convicted for fraud, breach of trust or misappropriation, with imprisonment for a term of more than one year, and: has not started serving the sentence; has not completed serving the sentence; or two years have not elapsed since completion of serving the sentence, expiration of probation, or pardon;

3. Convicted for violation of the Anti-Corruption Act, and: has not started serving the sentence; has not completed serving the sentence; or two years have not elapsed since completion of serving the sentence, expiration of probation, or pardon;
4. Adjudicated bankrupt or adjudicated to commence a liquidation process by a court, and having not been reinstated to his or her rights and privileges;
5. Sanctioned for unlawful use of credit instruments, and the term of such sanction has not expired yet;
6. if she/he does not have any or limited legal capacity; or
7. if she/he has been adjudicated to require legal guardianship and such requirement has not been revoked yet

Note 2: 1. Not a governmental, juridical person or its representative as defined in Article 27 of the Company Law.

2. Not serving concurrently as an independent director on more than three other public companies in total.
3. During the two years before being elected and during the term of office, meet any of the following situations:
 - (1) Not an employee of the company or any of its affiliates;
 - (2) Not a director or supervisor of the company or any of its affiliates;
 - (3) Not a natural-person shareholder who holds shares, together with those held by the person's spouse, minor children, or held by the person under others' names, in an aggregate amount of one percent or more of the total number of issued shares of the company or ranks as one of its top ten shareholders;
 - (4) Not a spouse, relative within the second degree of kinship, or lineal relative within the third degree of kinship, of any of the officer in the preceding (1) subparagraph, or of any of the above persons in the preceding subparagraphs (2) and (3);
 - (5) Not a director, supervisor, or employee of a corporate/institutional shareholder that directly holds five percent or more of the total number of issued shares of the company, ranks as of its top five shareholders, or has representative director(s) serving on the company's board based on Article 27 of the Company Law;
 - (6) Not a director, supervisor, or employee of a company of which the majority of board seats or voting shares is controlled by a company that also controls the same of the company;
 - (7) Not a director, supervisor, or employee of a company of which the chairman or CEO (or equivalent) themselves or their spouse also serve as the company's chairman or CEO (or equivalent);
 - (8) Not a director, supervisor, officer, or shareholder holding five percent or more of the shares of a specified company or institution that has a financial or business relationship with the company; and
 - (9) Other than serving as a compensation committee member of the company, not a professional individual who, or an owner, partner, director, supervisor, or officer of a sole proprietorship, partnership, company, or institution that, provides commercial, legal, financial, accounting services or consultation to the company or to any affiliate of the company, or a spouse thereof, and the service provided is an "audit service" or a "non-audit service which total compensation within the recent two years exceeds NT\$500,000". Board Diversity and Independence TSMC establishes the "Guidelines for Nomination of Directors" that set out the procedures and criteria for the no

2.Board Diversity and Independence :

(1). Board Diversity

According to Article 20 of the Company's "Corporate Governance Code of Conduct," members of the board of directors are required to possess the knowledge, skills, and characters needed to perform their duties.

For ideal corporate governance, the board of directors as a whole shall possess the following capacities:

1. Operational judgment.
2. Accounting and financial analysis.
3. Business administration.
4. Crisis management.
5. Industry knowledge.
6. Global market vision.
7. Leadership.
8. Decision making.

Furthermore, director candidates are selected according to the diversity guidelines while taking into consideration the Company's business model and specific requirements, including but not limited to gender, age, ethnicity, language, cultural background, education, industry experience, and professional experience.

The board of directors has been structured based on the Company's size and major shareholders' shareholding position. It is stated in the Articles of Incorporation that there should be seven to eleven director seats, adjustable depending on the Company's practical requirements.

Composition of the board members should consider diversity in a manner that supports the Company's operations, business activities, and growth requirements, provided that the number of directors who concurrently hold managerial positions does not exceed one-third of the board.

The diversification policy should include, without being limited to, the following two principles:

1. Background and values: Gender, age, nationality, culture etc.

2. Knowledge and skills: Professional background (e.g. law, accounting, industry, finance, marketing, or technology), professional skills, and industry experience.

Implementation of diversity criteria

The Company has specified in the Articles of Incorporation that directors are to be elected using the candidate nomination system in accordance with Articles 30 and 192-1 of The Company Act. The board of directors has been structured based on the Company's size and major shareholders' shareholding position. It is stated in the Articles of Incorporation that there should be seven to eleven director seats, adjustable depending on the Company's practical requirements.

The current board comprises 10 directors (including 3 independent directors) with different genders, ages, professional knowledge, and backgrounds that conform with the diversity criteria. Board members have extensive experience and expertise in terms of business administration, leadership, decision-making, industry knowledge, finance, accounting, and marketing. The Company values the financial and accounting expertise of its board members, and aims to have 30% of board members specialized in this area; out of the 10 existing board members, 5 possess professional background and experience in accounting, representing 50% of the board members. The Company also values gender equality among board members, and aims to have female directors make up at least 20% of the board; out of the 10 existing board members, 2 are female, representing 20% of the board members. The Company has set goals to keep the number of directors with concurrent management roles below one-third; out of the 10 existing board members, 2 hold concurrent positions as employees of the Company, representing 20%. Two out of three independent directors have served for nearly five years, while one has served for nearly ten years. However, considering her professional background as a certified accountant and her experience serving as an independent director for multiple listed companies, the company requires her insight to guide its future direction. The board believes that she continues to maintain the necessary independence in judgment and execution of her duties, without establishing any relationships with the management (or others) that could compromise her ability to make impartial judgments based on the best interests of the company or her ability to carry out her duties without bias. She continues to be re-elected as an independent director of the company. Relevant implementation details can be found in Table on page 19.

(2). Board independence

All directors of the Company have been elected in accordance with the Company's "Articles of Incorporation," "Directors Election Policy," "Corporate Governance Code of Conduct," and "Independent Director Responsibility Principles" and Article 14-2 of the Securities and Exchange Act. In 2006, the Company introduced a candidate nomination system and a cumulative voting system for all independent and non-independent directors, and encouraged shareholders' participation by allowing shareholders with more than a certain ownership percentage to nominate candidates. Each candidate is subjected to an eligibility review, and each director is required to sign a Nominee Statement to declare that they are free of the conditions listed in Article 30 of The Company Act. The nomination proceeds entirely in compliance with laws and is announced to the public to prevent abuse of the nomination system, and thereby protect shareholders' interest. There are no circumstances applicable to any of the directors or independent directors as specified in Paragraphs 3 and 4 of Article 26-3 of the Securities and

Exchange Act. Furthermore, each director is handed a list of important guidelines that they are required to obey (e.g.: the Director/Supervisor Compliance Manual, Notes on Securities Market Regulations for Directors, Supervisors and Major Shareholders of TWSE Listed Companies, Independent Director Compliance Manual etc.) when they assume office to keep them informed of relevant rights and responsibilities.

The board of directors provides guidance for corporate strategies, exercises supervision over the management, and is held responsible to shareholders. The board exercises its authorities in accordance with the Company's "Articles of Incorporation," "Corporate Governance Code of Conduct," "Board of Directors Conference Policy," "Ethical Behavior Guidelines for Directors and Managers," "Ethical Corporate Management Best-Practice Principles," shareholders' meeting resolutions, and relevant laws. In terms of composition, the current board of directors has 3 independent directors representing 30% of the board and 7 non-independent directors representing 70% of the board. Although 3 of the directors have relationships characterized as within the second degree of kinship to each other, the board persistently evaluates the independence of individual directors while taking into account all relevant factors, including whether directors are able to offer constructive criticism to the management and other directors, whether the viewpoints expressed are independent from the management or other directors, and whether their behavior within and outside board meetings is appropriate. Independent, non-standing directors of the Company have acted within expectations under appropriate circumstances. The board places great emphasis on independence and transparency; both independent and non-independent directors exercise authority in their own separate capacity.

The independent directors all meet the regulations set forth by the Financial Supervisory Commission (FSC) regarding independent directors. Their independence is as follows:

Name	Whether oneself, spouse, or relatives within the second degree of kinship serve as directors, supervisors, or employees of the company or its affiliated enterprises.	The number and proportion of company shares held by oneself, spouse, relatives within the second degree of kinship, or held under another person's name.	Whether one serves as a director, supervisor, or employee of companies with specific relationships to the company.	The compensation received for providing business, legal, financial, accounting, or other services to the company or its affiliated enterprises over the past two years.
Chia-Chi Kuo	None	In the absence of such circumstances.	None	In the absence of such circumstances.
Yi-Min Lin	None	In the absence of such circumstances.	None	In the absence of such circumstances.
Cheng-Shong Hong	None	In the absence of such circumstances.	None	In the absence of such circumstances.

The board of directors implements an annual performance evaluation system, which includes self-assessments by the board, individual board members, and assessments within functional committees. The evaluation criteria for the board's performance include : (1)Degree of involvement in company operations,(2)Quality of board decisions,(3)Composition and structure of the board,(4)Selection and ongoing education of directors,(5)Internal controls,(6)Awareness and participation in the company's ESG initiatives. ; The self-assessment for board members covers : (1)Understanding of company goals and missions,(2)Awareness of director responsibilities,(3)Degree of involvement in company operations,(4)Internal relationship management and communication,(5)Professionalism and ongoing education of directors,(6)Internal controls.,The results of these assessments are disclosed in the company's annual report and on its official website after being submitted to the board of directors.

Additionally, to ensure that the investing public fully understands the remaining operations of the board of directors, relevant information has been disclosed in the company's annual report, official website, or on public information platforms:(1)Attendance records of board members at meetings.,(2)Agendas and resolutions of board meetings.,(3)Continuous education status of board members.,(4)Changes in shareholding of board members (including shareholding ratios, share transfers, and establishment of pledges, etc.). (Please refer to the public information platform for details).

Mplementation of the Diversity Policy for Board Members

<div>Diversity criteria</div> <div>Director Name</div>	Basic composition								Operational management	Leadership & decision-making	Industry knowledge	Financial accounting	Marketing	Executives, Directors or Supervisors Who are Spouses or within Two Degrees of Kinship		
	Gender	Concurrent employment at the Company	Age distribution				Independent Director Term/years of service							Title	Name	Relation
			41 - 50	51 - 60	61 - 70	71 - 80	4-6 Years	7-9 Years								
Chairman Chung-Yi Wu	Male				√				√	√	√		√	Director Director	Yu-Mei Wu Yen-Hsing Wu	brother and sister Father and son
Director Chung-Ming Wu	Male	√			√				√	√	√		√			
Director Kuan- Hsing Wu	Male	√	√						√	√	√					
Director Jui-Chang Lin	Male					√			√	√	√	√	√			
Director Hung-Wuu Li	Male				√				√	√	√		√			
Director Yu-Mei Wu	Female				√				√	√	√	√		Chairman	Chung - Yi Wu	brother and sister
Director Yen-Hsing Wu	Male		√						√	√	√			Chairman	Chung - Yi Wu	Father and son
Independent Director Chia-Chi Kuo	Female			√				√	√	√		√				
Independent Director Yi-Min Lin	Male			√			√		√	√		√				
Independent Director Cheng-Shong Hong	Male				√		√					√				

Implementation of Corporate Governance Operations of the Board of Directors

Operations of the Board of Directors

Total of 6 (A) meetings of the Board of Directors were held in 2024. The attendance of director and supervisor were as follows:

Title	Name	Attendance in Person (B)	By Proxy	Attendance Rate (%) 【 B / A 】	Remarks
Chairman	Chiuan-Dau INVESTMENT Co., Ltd. Representative: Chung-Yi Wu	6	0	100%	5/30/2023 Re-election for another term
Director	IDEA INVESTMENT Co., Ltd. Representative: Chung-Ming Wu	6	0	100%	5/30/2023 Re-election for another term
Director	Chiuan-Tai INVESTMENT CORP. Representative: Kuan- Hsing Wu	6	0	100%	5/30/2023 Re-election for another term
Director	Fu Yen Investment Co., Ltd. Representative: Jui-Chang Lin	6	0	100%	5/30/2023 Re-election for another term
Director	GSK INVESTMENT DEVELOPMENT CORP. Representative: Chung-Wuu Li	6	0	100%	5/30/2023 Re-election for another term
Director	Yu-Meu Wu	6	0	100%	5/30/2023 Re-election for another term
Director	CHING YUAN INVESTMENT Co., Ltd. Representative: Yen-Hsing Wu	6	0	100%	5/30/2023 Re-election for another term
Independent Director	Chia-Chi Kuo	6	0	100%	5/30/2023 Re-election for another term
Independent Director	Yi-Min Lin	6	0	100%	5/30/2023 Re-election for another term
Independent Director	Cheng-Shong Hong	6	0	100%	5/30/2023 Re-election for another term

Other information required:

I) For Board of Directors meetings that meet any of the following descriptions, state the date, session, the discussed agenda, independent directors' opinions and how the company has responded to such opinions:

(1) Conditions described in Article 14-3 of the Securities and Exchange Act:

Meeting date (session)	Motion details	Opinions from all independent directors and the Company's response to independent directors' opinions
February 27, 2024 (1st meeting of 2024)	2023 earnings distribution proposal.	Passed by all independent directors
	Discussion on the issuance of the 2023 "Declaration of Internal Control System of Fine Blanking & Tool Co., Ltd."	
	Discussion on the regular assessment of CPAs' independence in accordance with regulations and CPA appointment for 2024.	
May 10, 2024 (2th meeting of 2024)	Authorization regarding the termination of operating rights for the mainland subsidiary Suzhou Fine Blanking & Tool Co., Ltd., discussion.	
December 18, 2024 (6th meeting of 2024)	Review of the 2024 Board of Directors and Employee Compensation Distribution	
	Discussion on the revision of the Company's "Internal Control System" and "Internal Audit Implementation Guidelines"	
February 24, 2025 (1th meeting of 2025)	2024 earnings distribution proposal.	
	Discussion on the issuance of the 2024 "Declaration of Internal Control System of Fine Blanking & Tool Co., Ltd."	
	In accordance with legal requirements, the Company regularly evaluates the independence of its appointed certified public accountants. A discussion and evaluation regarding the appointment of new CPAs for the audit and certification of financial reports, effective from the first quarter of 2025, has been conducted due to internal business adjustments within Ful-Fill & Co., CPAs.	

(2) Any other documented objections or reservations raised by independent director against board resolutions in relation to matters other than those described above: None.

II) Disclosure regarding avoidance of motions involving conflicts of interest, including the names of directors concerned, motion details, the nature of the conflicts of interest, and the voting process.

None of the motions discussed in board of directors meetings in 2024 posed any conflicts of interest for which directors were required to recuse themselves from voting.

III) TWSE/TPEX listed companies are required to disclose the cycle, duration, scope, method, and details of the self (or peer) evaluation of the board performance, and complete Attachment 2 section (2) - Execution of Board Performance Evaluation.

Please see the attached Chart - Execution of Board Performance Evaluation on the next page for details on the board performance evaluation for 2024.

IV) Enhancements to the functionality of the board of directors in the current and the most recent year (e.g. assembly of an Audit Committee, improvement of information transparency etc.), and the implementation of such enhancements.

1. The Company has set up a Remuneration Committee according to regulations and amended its internal control system to include operational guidelines for the Remuneration Committee. The Remuneration Committee held two meetings in 2024 to assist the board of directors with

- various duties, and its presence contributes to overall corporate governance efforts.
2. The Articles of Incorporation require all director elections to be carried out using the candidate nomination system. During the meetings held on February 27, 2024, and February 24, 2025, the board of directors resolved and announced details relating to the motion proposals from shareholders with an ownership interest of 1% . In accordance with regulations, the period for shareholder proposals and the results of the proposals have been announced. No shareholder proposals were submitted.
 3. The company ranked in the top 6% to 20% in the "OTC" group during the 1st to 9th and 11th sessions of the listed company "Corporate Governance Evaluation." In the 10th session, the company ranked in the top 21% to 35% of the "OTC" group.
 4. In the year 2024, the Audit Committee held 5 meetings, assisting the Board of Directors in overseeing the proper representation of the company's financial statements, the selection (and dismissal) of the certified public accountant and their independence and performance, the effective implementation of the company's internal controls, and the management of existing or potential risks to the company.

Board of Directors_Directors' Attendance in 2024

Title	Name	1st	2nd	3rd	4th	5th	6th
		2/27 /2024	5/10 /2024	5/21 /2024	8/7 /2024	10/31 /2024	12/18 /2024
Chairman	Chiuan-Dau INVESTMENT Co., Ltd. Representative: Chung-Yi Wu	●	●	●	●	●	●
Director	IDEA INVESTMENT Co., Ltd. Representative: Chung-Ming Wu	●	●	●	●	●	●
Director	Chiuan-Tai INVESTMENT CORP. Representative: Kuan- Hsing Wu	●	●	●	●	●	●
Director	Fu Yen Investment Co., Ltd. Representative: Jui-Chang Lin	●	●	●	⊙	⊙	⊙
Director	GSK INVESTMENT DEVELOPMENT CORP. Representative: Chung-Wuu Li	⊙	⊙	●	⊙	●	⊙
Director	CHING YUAN INVESTMENT Co.,Ltd. Representative: Yen-Hsing Wu	●	⊙	⊙	⊙	⊙	⊙
Director	Yu-Meu Wu	●	●	●	●	●	●
Independent Director	Chia-Chi Kuo	●	●	●	⊙	●	●
Independent Director	Yi-Min Lin	●	●	●	●	●	●
Independent Director	Cheng-Shong Hong	●	⊙	●	⊙	●	●

Note: ●: Attended in person ⊙: Attended by video ○: Attended by proxy △: Did not attend