Overall capabilities of Board members

Corporate governance principles

Taiwan Secom Group values the long-term interests of the Company and all shareholders, and the Board members exercise their powers based on the principles of objectivity and independence. Based on the duty of good faith and the principles of corporate governance, all shareholders vote to assemble a Board, and several Functional Committees are formed under the Board. There are also Independent Directors who reinforce the capacity of the Board to ensure its effective operation and protect the long-term rights and interests of shareholders.

Improve the effectiveness of Board

In this reporting year, there are 11 Directors, including 3 Independent Directors, who account for 27% of the Board seats. The positions of Independent Directors are established to reinforce the independence and diversity of the Board and elaborate on the function of strategic guidance. The Board meeting is held at least once a quarter and chaired by LIN Hsiao-Hsin, who is mainly responsible for improving corporate governance and presiding over the operation of the Board.

According to the Taiwan Secom's Articles of Incorporation and the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies", the selection of Directors takes into account the overall configuration of the Board. The composition of the Board of Directors considers judgment in operations and management capabilities, accounting and financial analysis capabilities, risk management, industry knowledge, international market perspectives, leadership, decision-making ability, etc.

Professional and diverse Board of Directors

In order to achieve the ideal goal of corporate governance, the Board members of Taiwan Secom should have the diverse professional knowledge, skills, and qualities required for their positions, which include judgment on operations, accounting and financial analysis, business management, crisis management, industry knowledge, perspectives on international markets, leadership and decision-making ability, and any Board member shall have at least 7 of the abovementioned 8 capabilities. The Board of Directors had 5 meetings in 2021, and the attendance of Directors is shown as follows:

Board members and their meeting attendance

Title	Name in Chinese	Gender	Age (Note 1)	Education Background	Experience	Number of Attendance	Percentage of Attendance	Term
Chairman	LIN Hsiao-Hsin	Male	Over 71	B. Eng., Tokyo University of Science, Japan	Chairman of Taiwan Secom	4	80%	3 years
Vice Chairman	Representative of Hsin Lan Investment Co., Ltd.: LIN Chien-Han	Male	41-50	MA in Marketing Management, Middlesex University, UK	Vice Chairman of Taiwan Secom	5	100%	3 years
Director	Representative of SECOM CO., Ltd. Sadahiro Sato	Male	61-70	BA in Economics, Waseda University, Japan	Executive Director, SECOM CO., Ltd.	4	80%	3 years
Director	Representative of SECOM CO., Ltd. Takashi Nakata	Male	61-70	Bachelor and Master of Science and Engineering, University of Tsukuba, Japan	GROUP International Business Headquarter Assistant Chief, SECOM CO., Ltd.	5	100%	3 years
Director	Representative of SECOM CO., Ltd. Hirofumi Onodera	Male	61-70	BS in Mechanics, Muroran Institute of Technology, Japan	Head of Chief Executive Officer of Taiwan Secom	5	100%	3 years
Director	Representative of Yuan Hsin Investment Co., Ltd. LIN Ming-Sheng	Male	41-50	Ph.D. In Law, University of California, Hastings College of the Law	Vice Chairman of Goldsun Building Materials Co., Ltd. and CEO of Taiwan Secom Cultural Foundation	5	100%	3 years
Director	Representative of Gold Flora Investment Company: HSU Lan-Ying	Female	60-70	Department of Oriental Languages at Fu Jen Catholic University	Chairman of Goldsun Building Materials Co., Ltd.	5	100%	3 years
Director	TU Heng-Yi	Male	61-70	MBA in Business Administration, Hawaii National University, USA	Chairman, Wan Yuan Textile Co., Ltd.	5	100%	3 years
Independent Director	CHEN Tien-Wen	Male	61-70	MBA in Business Administration,	Chairman, Chia Shih	5	100%	3 years

				University of Southern California, USA	Construction Co., Ltd.			
Independent Director	CHIANG Yung-Cheng	Male	61-70	BL in Law, Soochow University	Lawyer, Chengbang and Chengyang United Law Firm	5	100%	3 years
Independent Director	TUNG Chun-Yi	Male	41-50	MS in LSI, Waseda University, Japan	Chairman, ABICO Group	5	100%	3 years

Note 1: Age ranges are: 21-30 years old, 31-40 years old, 41-50 years old, 61-70 years old, and 71 and older.

Diversity of the board

Name of Director	Gender	Concurrently an employee of the Company	Age			4	5	6	7	8	9
			Professional background (education)	Ability to make operational decisions.	Accounting and financial analysis ability.	Business administration.	Crisis management ability.	Knowledge of the industry.	An international market perspective.	Leadership ability.	Decision making ability.
LIN Hsiao-Hsin	Male		Engineering	✓		✓	✓	✓	✓	✓	✓
LIN Chien-Han	Male		Business marketing	✓	✓	✓	✓	✓	✓	✓	✓
Sadahiro Sato	Male		Business	✓	✓	✓	✓	✓	✓	✓	✓
Takashi Nakata	Male		Engineering	✓		✓	✓	✓	✓	✓	✓
Hirofumi Onodera	Male		Engineering	✓		✓	✓	✓	✓	✓	✓
LIN Ming-Sheng	Male		Jurisprudence	✓	✓	✓	✓	✓	✓	✓	✓
HSU Lan-Ying	Female		Business	✓	✓	✓	✓	✓	✓	✓	✓
TU Heng-Yi	Male		Enterprise management	✓	✓	✓	✓	✓	✓	✓	✓
CHEN Tien-Wen	Male		Enterprise management	✓	✓	✓	✓	✓	✓	✓	✓
CHIANG Yung-Cheng	Male		Jurisprudence	✓	✓	✓	✓	✓	✓	✓	✓
TUNG Chun-Yi	Male		Business/Engineering	✓	✓	✓	✓	✓	✓	✓	✓