

Board of Directors and Executive Management

Board of Directors

The board of directors, acting on behalf of the Company's shareholders, is charged with the task of supervising the management team. Composed of nine experienced directors, the board includes five independent directors, or more than half of the board, who are well-known in the business, financial, telecommunications and information technology fields. The Audit Committee, composed entirely of independent directors, replaced board supervisors. Information on the Company's Ninth Board of Directors is detailed below:

As of February 23, 2022

Title	Nationality	Name	Gender Age	Date Elected	Term expires	Date First Elected	Shareholding when Elected		Current Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangement		Education and experience	Other Position	Executives, Directors or Supervisors Who are Spouses or within Two Degrees of Kinship			Remark(s)
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation	
Chairman	R.O.C	Fu Chi Investment Co., Ltd. Representative: Daniel M. Tsai	Male 61~70	2020. 06.18	2023. 06.17	1999. 06.22 *1999. 06.22	5,748,763	0.164	5,748,763 *95,162,715	0.163 *2.704	4,580,070	0.130	-	-	LLM, Georgetown University LLB, National Taiwan University Chairman, Fubon Financial Holding Co., Ltd. Chairman, Taipei Fubon Commercial Bank Co., Ltd. Chairman, Fubon Insurance Co., Ltd.	Director, Fubon Financial Holding Co., Ltd. Managing Director, Taipei Fubon Commercial Bank Co., Ltd. Chairman, Fubon Bank (Hong Kong) Ltd. Director, Fubon Bank (China) Co., Ltd. Chairman, Fubon Financial Holding Venture Capital Corp. Director, Fubon Sports & Entertainment Co., Ltd. Chairman, Ming Dong Co., Ltd. Chairman, Dao Ying Co., Ltd. Chairman, Tien Chien Co., Ltd. Chairman, Ti Kun Co., Ltd. Chairman, Hsi Po Lai Co., Ltd. Chairman, Yi Fu So Co., Ltd. Chairman, Chung Shing Development Co., Ltd. Chairman, Fubon Realtors Co., Ltd. Director, Fubon Construction Co., Ltd. Chairman, Kuo Chi Investment Co., Ltd. Director, Leading Mark Limited Chairman, Dun Fu Co., Ltd. Chairman, Taipei New Horizon Co., Ltd. Chairman, Taiwan Cellular Co., Ltd. Chairman, Wealth Media Technology Co., Ltd. Chairman, Taiwan Fixed Network Co., Ltd. Chairman, TWM Venture Co., Ltd. Director, Taiwan Teleservices & Technologies Co., Ltd. Chairman, TCC Investment Co., Ltd. Director, Taiwan Digital Service Co., Ltd. Chairman, Taihsin Property Insurance Agent Co., Ltd. Chairman, TFN Media Co., Ltd. Director, Win TV Broadcasting Co., Ltd. Chairman, TFN Union Investment Co., Ltd. Chairman, TCCI Investment and Development Co., Ltd. Supervisor, Tai Yu Industrial Corporation Limited Director, Lucky Way Limited Director, Rainbow Cheer Limited Director, Key Gain Limited Director, Ultimate Epoch Limited Director, Orientland International Limited Director, DRJ Development Limited Director, Globotex International Limited Director, Cosgrove Global Limited Director, Vantage Horizon Global Limited Director, Star Top Ventures Co., Limited Director, Primerose Development Group Limited Director, Giver Concept Limited Ltd. Director, Fame Dynasty Enterprises Limited Director, ABG-WTT Global Life Science Capital Partners GP Limited	Director	Richard M. Tsai	Brother	—

Title	Nationality	Name	Gender Age	Date Elected	Term expires	Date First Elected	Shareholding when Elected		Current Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangement		Education and experience	Other Position	Executives, Directors or Supervisors Who are Spouses or within Two Degrees of Kinship			Remark(s)
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation	
Director	R.O.C	Fu Chi Investment Co., Ltd. Representative: Richard M. Tsai	Male 61~70	2020. 06.18	2023. 06.17	1999. 06.22 *1999. 06.22	5,748,763	0.164	5,748,763 *93,310,663	0.163 *2.651	5,086,496	0.145	-	-	Chairman, Fubon Financial Holding Co., Ltd. Chairman, Fubon Life Insurance Co., Ltd. Vice Chairman, Fubon Bank (Hong Kong) Ltd. Director, Ming Dong Co., Ltd. Director, Dao Ying Co., Ltd. Director, Tien Chien Co., Ltd. Director, Ti Kun Co., Ltd. Director, Hsi Po Lai Co., Ltd. Director, Yi Fu So Co., Ltd. Director, Chung Shing Development Co., Ltd. Director, Fubon Realtors Co., Ltd. Director, Fubon Construction Co., Ltd. Director, Kuo Chi Investment Co., Ltd. Director, Cho Pharma, INC. Director, TWM Venture Co., Ltd. Director, Taiwan Fixed Network Co., Ltd. Director, TCC Investment Co., Ltd. Director, TFN Union Investment Co., Ltd. Director, TCCI Investment and Development Co., Ltd. Director, Carnegie Hall Corporation Director, Lucky Way Limited Director, Rainbow Cheer Limited Director, Key Gain Limited Director, Ultimate Epoch Limited Director, Orientland International Limited Director, Oceana Glory Limited Director, Eagle Legacy Limited Director, DRJ Development Limited Director, Globotex International Limited Director, Cosgrove Global Limited Director, Vantage Horizon Global Limited Director, Total Formation Inc. Director, Star Top Ventures Co., Ltd. Director, Castle Lion Investments Limited Director, Fame Dynasty Enterprises Limited Director, ABG-WTT Global Life Science Capital Partners GP Limited	Chairman Director	Daniel M. Tsai Chris Tsai	Brother Son	—	

Title	Nationality	Name	Gender Age	Date Elected	Term expires	Date First Elected	Shareholding when Elected		Current Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangement		Education and experience	Other Position	Executives, Directors or Supervisors Who are Spouses or within Two Degrees of Kinship			Remark(s)
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation	
Director	R.O.C	Fu Chi Investment Co., Ltd. Representative: Chris Tsai	Male 31~40	2020.06.18	2023.06.17	1999.06.22 *2019.05.01	5,748,763	0.164	5,748,763 *3,130,427	0.163 *0.089	-	-	-	-	Bachelor of Science in Economics, Wharton School of the University of Pennsylvania Special Assistant of Chief Investment Officer, Fubon Financial Holding Co., Ltd. Special Assistant of President, Fubon Life Insurance Co., Ltd. President, Fubon Sports & Entertainment Co., Ltd. Coordinator of Innovation and Technology Office, Fubon Financial Holding Co., Ltd.	Deputy CIO & EVP, Fubon Financial Holding Co., Ltd. Director and President, Fubon Financial Holding Venture Capital Corp. Chairman, Fubon Sports & Entertainment Co., Ltd. Chairman, Fubon Stadium Co., Ltd. Director, momo.com Inc. Director, Taiwan Professional Basketball Development Co., Ltd. Vice Chairman, Shenzhen Tengfu Investment Co., Ltd. Director, Immanuel Investment Ltd. Director, Xinyao Biofund Inc. Director, Diamond Biofund Inc. Director, Eternal Hope Limited. Director, One Hope Limited. Director, Jing Ying Investment Co., Ltd. Supervisor, Levi Industrial Corporation Limited. Supervisor, Mo Xi Industrial Corporation Limited.	Director	Richard M. Tsai	Father	-
Director	R.O.C	TCC Investment Co., Ltd. Representative: Jamie Lin (Note 2)	Male 41~50	2020.06.18	2023.06.17	2009.09.19 *2018.06.12	200,496,761	5.713	200,496,761 *163,000	5.697 *0.005	-	-	-	-	MBA, NYU Stern School of Business BS in Chemical Engineering with a minor in Economics, National Taiwan University Co-founder/VP of Products, Social Sauce Co-founder/GM of Great China, Intumit	President, Taiwan Mobile Co., Ltd. Chairman, AppWorks Ventures Chairman, AppWorks Fund I Chairman, AppWorks Fund II Chairman, AppWorks Fund III Chairman, Chen Feng Investment Chairman, Chen Yun Co., Ltd. Chairman, Chen Men Ltd. Director, AppWorks Ventures II Limited Director, AppWorks Ventures III Limited Director, Winbond Electronics Corporation Director, 91APP, Inc. Director, Dcard Holdings Ltd. Director, EZTable, Ltd. Director, VIV3 Inc. Chairman, AppWorks School Co., Ltd. Director, LINE Bank Taiwan Limited Director, Bridge Mobile Pte Ltd. Director and President, Taiwan Cellular Co., Ltd. President, TWM Venture Co., Ltd. Director and President, Wealth Media Technology Co., Ltd. Director, Taipei New Horizon Co., Ltd. President, Taiwan Fixed Network Co., Ltd. Chairman, Taiwan Teleservices & Technologies Co., Ltd. President, TCC Investment Co., Ltd. Chairman, Taiwan Digital Service Co., Ltd. Director, Taihsin Property Insurance Agent Co., Ltd. Director and President, TFN Media Co., Ltd. Chairman and President, Global Forest Media Technology Co., Ltd. Chairman and President, Global Wealth Media Technology Co., Ltd. Chairman, Win TV Broadcasting Co., Ltd. Director, momo.com Inc. President, TFN Union Investment Co., Ltd.	-	-	-	-

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							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation	
															President, TCCI Investment and Development Co., Ltd. Chairman, Taiwan Kuro Times Co., Ltd. Chairman, Yeong Jia Leh Cable TV Co., Ltd. Chairman, Phoenix Cable TV Co., Ltd. Chairman, Union Cable TV Co., Ltd. Chairman, Globalview Cable TV Co., Ltd. Chairman, TWM Film Co., Ltd.					
Independent Director	R.O.C	Hsueh-Jen Sung	Male 61~70	2020.06.18	2023.06.17	2014.06.12	-	-	-	-	-	-	-	-	MBA, Harvard University MBA, National Chengchi University BS in Management Science, National Chiao Tung University Vice Chairman and Member of Global Partnership Committee and Asian Management Committee, Goldman Sachs (Asia) Ltd. President and CEO, Grand Cathay Securities Corp. Country Manager, Westpac Banking Corp.	Chairman of Audit Committee and Member of Remuneration and Nomination Committee, Taiwan Mobile Co., Ltd. Chairman, Song Quan Company Limited Chairman, Vaucluse Capital Management Ltd.	-	-	-	-
Independent Director	R.O.C	Char-Dir Chung	Male 51~60	2020.06.18	2023.06.17	2017.06.14	-	-	-	-	-	-	-	-	PhD and MS in Electrical Engineering, University of Southern California BS in Electrical Engineering, National Taiwan University Minister without Portfolio, Executive Yuan Member / Deputy Convener / Executive Secretary, Board of Science and Technology, Executive Yuan Member / Deputy Convener / Executive Secretary, National Information and Communications Initiative Committee, Executive Yuan Deputy Executive Secretary, Science and	Chairman of Remuneration and Nomination Committee and Member of Audit Committee, Taiwan Mobile Co., Ltd. Distinguished Professor, Department of Electrical Engineering and Graduate Institute of Communication Engineering, National Taiwan University	-	-	-	-

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							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation	
														Technology Advisory Group, Executive Yuan Convener, Performance Evaluation Committee of Technology Development Program, Ministry of Economic Affairs IEEE Fellow SIS Chair Professor, National Taiwan University Chairman, Department of Communication Engineering, National Central University Director, Graduate Institute of Communication Engineering, National Central University						
Independent Director	R.O.C	Hsi-Peng Lu	Male 51~60	2020.06.18	2023.06.17	2019.06.12	-	-	-	-	-	-	-	-	Ph.D. in Industrial Engineering, University of Wisconsin Madison Dean, Management School, National Taiwan University of Science and Technology Dean, Honor College, National Taiwan University of Science and Technology Dean, Student Affairs Office, National Taiwan University of Science and Technology Chair, Department of Information Management, National Taiwan University of Science and Technology	Member of Audit Committee and Remuneration and Nomination Committee, Taiwan Mobile Co., Ltd. Professor, Department of Information Management, National Taiwan University of Science and Technology, ROC Independent Director, Yuen Foong Yu Investment Holding Co., Ltd. Independent Director, Shui-Mu International Co., Ltd. Independent Director, 91APP Inc.	-	-	-	-
Independent Director	SG	Tong Hai Tan	Male 51~60	2020.06.18	2023.06.17	2020.06.18	-	-	-	-	-	-	-	Bachelor of Electrical Engineering National University of Singapore President & CEO, StarHub Pte Ltd. (Singapore) President & CEO, Singapore Computer Systems Ltd. President & CEO, Pacific Internet Ltd	Member of Audit Committee and Remuneration and Nomination Committee, Taiwan Mobile Co., Ltd. Executive Director, SEAX Global Pte Ltd. (Singapore)	-	-	-	-	

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							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation	
Independent Director	U.S.	Drina Yue	Female 61~70	2020. 06.18	2023. 06.17	2020. 06.18	-	-	-	-	-	-	-	-	BS in Electrical Engineering, MS in computer Science, University of Illinois Urbana-Champaign Gemalto Independent Board of Director President of Western Union Asia Managing Director of Motorola Asia Home and Networks GSMA Asia Senior Advisor Brambles & CHEP Asia Advisory Board Member CEO of iSteelAsia	Member of Audit Committee and Remuneration and Nomination Committee, Taiwan Mobile Co., Ltd. Director, Christian Action Asia Inc. Independent Director, Zhejiang Leapmotor Technology Co. Ltd.	-	-	-	-

* Date when the individual representative was first elected, his/her personal shareholdings, and percentage of personal shareholdings

Note 1: Shareholding percentage was calculated based on outstanding shares of 3,519,233,603 as of February 23, 2022. Zero shareholdings are denoted as "-".

Note 2: Jamie Lin was as an independent director from June 12, 2018 to February 11, 2019.

Major shareholders of TWM's institutional investors

As of February 23, 2022

Institutional investor	Major shareholders
Fu-Chi Investment Co., Ltd.	Richard M. Tsai (50.25%), Mei-Hui Ueng Tsai (49.75%)
TCC Investment Co., Ltd.	Taiwan Cellular Co., Ltd. (100%)

Major shareholders of companies mentioned on the right hand side of the table above

As of February 23, 2022

Company	Major shareholders
Taiwan Cellular Co., Ltd.	Taiwan Mobile Co., Ltd. (100%)

2. Qualifications and independence criteria of directors

As of February 23, 2022

Name	CV (Qualifications and Experience)	Independence analysis (note)	No. of public companies in which he or she also serves as an independent director
Daniel M. Tsai	<p>Mr. Daniel M. Tsai, who possesses extensive experience in the fields of law, finance, fintech and business management, is the chairman of Fubon Group and Taiwan Mobile (TWM). Mr. Tsai is spearheading TWM's transition from a telecom company to a next-gen technology company. TWM has adopted a Super 5G strategy, creating synergies with cable TV giant, Kbro, leading e-commerce retailer momo, and start-up accelerator AppWorks, and developing a long-term Super 5G ecosystem and environmental sustainability to gain a foothold in Southeast Asia. Fubon Group's business scope includes financial services, property, media, cable TV, e-commerce, cultural and creative industries, and charity. It includes three listed companies – Fubon Financial, TWM and momo – all of which are leaders in their respective industries. Mr. Tsai was recognized as an Outstanding Corporate Sustainability Professional at the Taiwan Corporate Sustainability Awards in 2017 and ranked 13th in Harvard Business Review's Taiwan's top 100 best-performing CEOs in 2020. Mr. Tsai has a bachelor's degree in law from National Taiwan University and a master's degree in law from Georgetown University. He has been a member of the University of Southern California's Board of Trustees since April 2012, a member of the Centre for Asian Philanthropy and Society's Board of Governors since 2014 and chairman of the Asia Business Council's Board of Trustees since March 2021.</p>	<p>1. Meets independence criteria Nos. 1, 6, 8,9 and 11 (see note). 2. Serves as a juristic person representative of corporate shareholder Fu Chi Investment Co., Ltd., as well as chairman ordirector of the Company's subsidiaries.</p>	0

Name	CV (Qualifications and Experience)	Independence analysis (note)	No. of public companies in which he or she also serves as an independent director
Richard M. Tsai	<p>Mr. Richard M. Tsai, a veteran in the fields of finance, fintech and operation management, is the chairman of Fubon Financial Holding. During his tenure as TWM's chairman, he led the Company's rise as a leader in digital convergence. Mr. Tsai was a recipient of the Asia Innovator Award at the 10th Asia Business Leaders Awards in 2011 – the only Taiwanese entrepreneur honored that year. He was also named on <i>Harvard Business Review's</i> Taiwan's top 100 best-performing CEOs in 2016, and for four consecutive years (from 2017 to 2021) received an Asian Corporate Director Recognition Award at the Asian ESG Awards. Mr. Tsai has a bachelor's degree in business administration from National Taiwan University and an MBA from New York University's Stern School of Business. He is also a recipient of an honorary doctorate in business from Fu Jen Catholic University and an honorary doctorate in medicine from Taipei Medical University. Mr. Tsai is a chair professor at National Taiwan University and National Yang-Ming University. He is also a member of the International Advisory Board of the New York Philharmonic, a director at Carnegie Hall Corp, an executive director at China Finance 40 Forum, and a member of New York University's President's Global Council, as well as the executive board of the university's Stern School of Business.</p>	<ol style="list-style-type: none"> 1. Meets independence criteria Nos. 1, 6, 8,9 and 11 (see note). 2. Serves as a juristic person representative of corporate shareholder Fu Chi Investment Co., Ltd., as well as director of the Company's subsidiaries. 	0
Chris Tsai	<p>Mr. Chris Tsai, who has profound experience in finance, fintech and business management, graduated from The Wharton School of the University of Pennsylvania. He was a securities researcher at JPMorgan Chase in New York and holds a chartered financial analyst (CFA) license. After returning to Taiwan at the end of 2013, he joined Fubon Life Insurance Co., Ltd. and successively served as the chief investment officer, vice chairman and executive assistant to the president. At the same time, he took on the responsibility of developing Fubon's sports and new businesses. In 2014, he served as the president of Fubon Sports and Entertainment Co., Ltd., managing the Fubon Braves basketball team and the Fubon Guardians baseball team, bringing the concept of sports science into the teams, and leading Fubon Braves in winning its first championship in 2019.</p>	<ol style="list-style-type: none"> 1. Meets independence criteria Nos. 1, 3, 5,6, 8, 9 and 11 (see note). 2. Serves as a juristic person representative of corporate shareholder Fu Chi Investment Co., Ltd., as well as director of the Company's subsidiaries. 	0

Name	CV (Qualifications and Experience)	Independence analysis (note)	No. of public companies in which he or she also serves as an independent director
Jamie Lin	<p>Mr. Jamie Lin, who possesses extensive experience in finance, e-commerce technology, investment, mergers and acquisitions, and business management, is the president of TWM, as well as the chairman and a partner at AppWorks, which he founded in 2009. AppWorks, the largest start-up accelerator and one of the most active venture capital institutions in Southeast Asia, formed a strategic alliance with TWM in January 2019. As an entrepreneur, Mr. Lin was also the founder of e-commerce start-up Hotcool, AI enterprise software start-up Intumit, travel community start-up Sosauce.com, and 3D game production start-up Muse Games in Taipei and New York. Mr. Lin has a BS in chemical engineering and minor in economics from National Taiwan University and obtained an MBA from New York University's Stern School of Business. Mr. Lin is the managing director of the Taiwan Internet and E-Commerce Association, the co-convenor of the Asia Silicon Valley Civil Advisory Committee and a member of the Executive Yuan's Digital Innovation and Governance Initiative Committee. Since 2009, he has regularly published articles on the MR JAMIE blog, providing inspiration to millions of readers interested in starting a business around the world. In his spare time, Mr. Lin also actively contributes to society</p>	<ol style="list-style-type: none"> 1. Meets independence criteria Nos. 3, 4, 6, 8, 9, 10 and 11 (see note). 2. Serves as the president of the Company, juristic person representative of major corporate shareholder TCC Investment Co., Ltd., as well as chairman, director or president of the Company's subsidiaries. 	0
Hsueh-Jen Sung	<p>Mr. Hsueh-Jen Sung is well-versed in the fields of finance, investment, mergers and acquisitions, and operations management. After graduating from National Chengchi University with an MBA, Mr. Sung received a Fulbright Scholarship for foreign students, which is awarded to only 10 people per year in Asia, and went on to obtain an MBA from Harvard University. Mr. Sung worked in financial centers such as Hong Kong, Tokyo and London. He served as the president of Grand Cathay Securities in 1992, and joined Goldman Sachs in 1994, becoming the first Taiwanese partner, executive director and principal of the Taiwan office in 1998. After retiring as vice chairman at Goldman Sachs Asia, Mr. Sung established an investment company to focus on the investment field. Numerous profitable investments have proved his unique and precise investment vision.</p>	<ol style="list-style-type: none"> 1. Meets independence criteria Nos. 1 to 12 (see note). 2. Has no direct or indirect interest in the Company, and meets the independence qualifications stipulated in Article 3 of the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies." 	0

Name	CV (Qualifications and Experience)	Independence analysis (note)	No. of public companies in which he or she also serves as an independent director
Char-Dir Chung	<p>Mr. Char-Dir Chung, a telecommunications specialist, is a distinguished professor at National Taiwan University's Department of Electrical Engineering and Telecommunications and a fellow of the International Society of Electrical and Electronics Engineers. A doctorate in electrical engineering graduate from the University of Southern California, Mr. Chung's expertise lies in communication systems and theory, wireless communication and spread spectrum communication. Mr. Chung served extensively in government. He was appointed a minister without portfolio, and also served as a member/deputy convener/executive secretary of the Board of Science and Technology of the Executive Yuan, member/deputy convener/executive secretary of the National Information and Communications Initiative Committee of the Executive Yuan, and deputy executive secretary of the Science and Technology Advisory Group of the Executive Yuan. He was also the convener of the Performance Evaluation Committee of the Ministry of Economic Affairs' Technology Development Program. In academia, Mr. Chung was SIS chair professor at National Taiwan University, as well as chairman of National Central University's Department of Communication Engineering and the director of its Graduate Institute of Communication Engineering.</p>	<p>1. Meets independence criteria Nos. 1 to 12 (see note).</p> <p>2. Has no direct or indirect interest in the Company, and meets the independence qualifications stipulated in Article 3 of the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies."</p>	0
Hsi-Peng Lu	<p>Mr. Hsi-Peng Lu, an expert in the fields of e-commerce, information technology, fintech and operations management, is a distinguished professor at National Taiwan University of Science and Technology, an independent director of enterprises, and a newspaper and magazine columnist (<i>Economy Daily News</i>, <i>MANAGER Today</i> and <i>Scientific American</i>). His research covers e-commerce, internet marketing, Ubiquinomics, innovation management, strategy management, artificial intelligence and fintech, among others. A doctorate in industrial engineering graduate from the University of Wisconsin-Madison, Mr. Lu was the former chairman of Liang Shing Eclife. He was also the dean of National Taiwan University of Science and Technology's School of Management and Honors College, as well as head of the Department of Information Management. Mr. Lu also served three times as a member of the evaluation committee for the R.O.C. Presidential Innovation Awards.</p>	<p>1. Meets independence criteria Nos. 1 to 12 (see note).</p> <p>2. Has no direct or indirect interest in the Company and meets the independence qualifications stipulated in Article 3 of the "Regulations Governing Appointment of Directors and Compliance Matters for Public Companies."</p>	3

Name	CV (Qualifications and Experience)	Independence analysis (note)	No. of public companies in which he or she also serves as an independent director
Tong Hai Tan	Mr. Tong Hai Tan, an expert in the fields of communication, business, technology and operations management, is the executive director of SEAX Global Pte (Singapore). With more than 20 years of experience in the ICT industry, Mr. Tan had served as the CEO of StarHub Pte (Singapore), Singapore Computer Systems and Pacific Internet. During his tenure, he established numerous strategic partnerships with well-known enterprises, and was instrumental in transforming loss-making companies into profitable ones.	1. Meets independence criteria Nos. 1 to 12 (see note). 3. Has no direct or indirect interest in the Company and meets the independence qualifications stipulated in Article 3 of the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies."	0
Drina Yue	Ms. Drina Yue, who possesses extensive experience in the fields of communication industry, business, technology, and operations management, is an independent director of Zhejiang Leapmotor Technology. Ms. Yue has been engaged in the communications industry for more than 40 years, serving as the director, president, vicepresident, chief of staff or senior adviser at Gemalto, Western Union, Motorola, GSMA, Brambles, CHEP, iSteelAsia, GTS and AT&T.	1. Meets independence criteria No. 1 to 12 (see note). 2. Has no direct or indirect interest in the Company, and meets the independence qualification stipulated in Article 3 of the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies."	0

Note: Meets the conditions specified below within two years

Criterion 1: Not an employee of the Company or its affiliates

Criterion 2: Not a director or supervisor of the Company or its affiliates (unless the person is an independent director of the Company, the Company's parent company or any subsidiary of the Company)

Criterion 3: Not a shareholder whose total holdings, including those of his/her spouse and minor children, or shares held under others' names, reach or exceed 1 percent of the total outstanding shares of the Company or rank among the top 10 individual shareholders

Criterion 4: Not a spouse, relative within the second degree of kinship, or lineal relative within the third degree of kinship, of a manager under subparagraph 1 or any of the persons in the preceding two subparagraphs

Criterion 5: Neither a director, supervisor, or employee of an entity that directly and/or indirectly holds more than 5% of the Company's shares, nor one of the Company's top five shareholders, or director, supervisor or employee of a corporate shareholder who appoints a representative as a director or supervisor of the Company in accordance with Article 27, paragraph 1 or 2 of the Company Act

Criterion 6: Not a director, supervisor, or employee of a company in which the majority of board seats or voting shares is controlled by a person who also controls the same of the company

Criterion 7: Not a director, supervisor, or employee of a company or institution in which the chairman, president (or equivalent) himself/herself or his/her spouse also serves as the company's chairman, president (or equivalent)

Criterion 8: Not a director, supervisor, manager, or shareholder owning more than 5% of the outstanding shares of any company that has financial or business relations with the Company

Criterion 9: Not a professional, owner, partner, director or supervisor, or officer of a sole proprietorship, partnership, company, or institution that provides auditing services to the Company or any affiliate of the Company, or that provides commercial, legal, financial, accounting or related services to the Company or any affiliate of the Company for which the provider in the past two years has received cumulative compensation exceeding NT\$500,000, or a spouse thereof; provided, this restriction does not apply to a member of the remuneration committee, public tender offer review committee, or special committee for merger/consolidation and acquisition, who exercises powers pursuant to the Act or to the Business Mergers and Acquisitions Act or related laws or regulations.

Criterion 10: Not a spouse or relative within second degree by affinity to other directors

Criterion 11: Not in contravention of Article 30 of the Company Act

Criterion 12: Not an institutional shareholder or its representative pursuant to Article 27 of the Company Act

3. Diversified board of directors

TWM's "Corporate Governance Best Practice Principles" call for the creation of a diversified board of directors. The composition of the board of directors shall be determined by taking diversity into consideration. It is advisable that directors concurrently serving as company officers do not exceed one-third of the total number of board members, and that an appropriate policy on diversity based on the company's business operations, operating dynamics and development needs be formulated and include, without being limited to, the following two guidelines:

1. Basic requirements: Gender, age, nationality and culture
2. Professional knowledge and skills: A professional background (e.g., law, accounting, industry, finance, marketing and technology), professional skills and industry experience

All members of the board should have the knowledge, skills and experience necessary to perform their duties. To achieve the goals of corporate governance, board directors should possess the following abilities:

1. Make judgments about operations
2. Accounting and financial analysis
3. Business management
4. Crisis management
5. Knowledge of the industry
6. A global market perspective
7. Leadership
8. Make business decisions

Board members	Communication industry experience (Years)	Tenure of directors/independent directors (Years)	Top five core competencies									
			Finance	Law	Business	Technology	Investment and M&A	Fintech	Information technology	Risk management	CEO/Senior management	Consumer discretionary (e-commerce/marketing)
Daniel M. Tsai	23	23	√	√	√			√			√	
Richard M. Tsai	23	23	√		√		√	√			√	
Chris Tsai	3	3	√		√			√			√	√
Jamie Lin	7	4	√		√	√	√					√
Hsueh-Jen Sung	8	8	√		√		√	√			√	
Char-Dir Chung	33	5				√			√	√	√	√
Hsi-Peng Lu	5	3				√		√	√		√	√
Tong Hai Tan	12	2			√	√			√	√	√	
Drina Yue	32	2			√	√			√		√	√

- Female director: 11.11%
- Age of directors: 22.22% between 30 and 50 years old, 77.78% over 50 years old
- Nationality: R.O.C. 77.78%, Singapore 11.11%, U.S. 11.11%

There are five independent directors and four non-independent directors in the company. Independent directors constitute more than half of the board at 56%. A familial relationship within the second degree of kinship exists between the chairman, Daniel M. Tsai, and directors Richard M. Tsai and Chris Tsai, which does not contravene Article 26-3, paragraph 3 of the Securities and Exchange Act.

Management Team

As of February 23,2022Title / Division	Nationality	Name	Gender	Effective date	Shareholding / %	Shareholding of spouse or minor children / %	Education and experience	Current position(s) in other companies	Manager is a spouse or consanguineous within two degrees		
									Title	Name	Relationship
President	R.O.C.	Jamie Lin	Male	2019.04.01	163,000 0.005	-	MBA, Stern School of Business, New York University BS in Chemical Engineering with a minor in Economics, National Taiwan University Co-founder/VP of Products, Social Sauce Co-founder/GM of Greater China, Intumit	Director, Taiwan Mobile Co., Ltd. Chairman, AppWorks Ventures Chairman, AppWorks Fund I Chairman, AppWorks Fund II Chairman, AppWorks Fund III Chairman, Chen Feng Investment Chairman, Chen Yun Co., Ltd. Chairman, Chen Men Ltd. Director, AppWorks Ventures II Ltd. Director, AppWorks Ventures III Ltd. Director, Winbond Electronics Corp. Director, 91APP, Inc. Director, Dcard Holdings Ltd. Director, EZTable, Ltd. Director, VIV3 Inc. Chairman, AppWorks School Co., Ltd. Director, Bridge Mobile Pte Ltd. Director, LINE Bank Taiwan Ltd. Director and President, Taiwan Cellular Co., Ltd. President, TWM Venture Co., Ltd. Director and President, Wealth Media Technology Co., Ltd. Director, Taipei New Horizon Co., Ltd. President, Taiwan Fixed Network Co., Ltd. Chairman, Taiwan Teleservices & Technologies Co.,Ltd. President, TCC Investment Co., Ltd. Chairman, Taiwan Digital Service Co., Ltd. Director, Taihsin Property Insurance Agent Co., Ltd. Director and President, TFN Media Co., Ltd. Chairman and President, Global Forest Media TechnologyCo., Ltd. Chairman and President, Global Wealth Media TechnologyCo., Ltd. Chairman, Win TV Broadcasting Co., Ltd. Director, momo.com Inc. President, TFN Union Investment Co., Ltd. President, TCCI Investment and Development Co., Ltd. Chairman, Taiwan Kuro Times Co., Ltd. Chairman, Yeong Jia Leh Cable TV Co., Ltd. Chairman, Phoenix Cable TV Co., Ltd. Chairman, Union Cable TV Co., Ltd. Chairman, Globalview Cable TV Co., Ltd. Chairman, TWM Film Co., Ltd.			

As of February 23, 2022 Title / Division	Nationality	Name	Gender	Effective date	Shareholding / %	Shareholding of spouse or minor children / %	Education and experience	Current position(s) in other companies	Manager is a spouse or consanguineous within two degrees		
									Title	Name	Relationship
Executive Vice President and Chief Financial Officer / Finance and Administration Group	R.O.C.	Rosie Yu	Female	2014.04.29	-	-	BS in Business Administration, National Taiwan University Senior Vice President and Chief Financial Officer, Taiwan Mobile Co., Ltd. Chairman, Global Investment Advisory (HK) Ltd. President, Global Investment Holdings Co., Ltd. General Manager, Credit Lyonnais Securities (Asia) Ltd., Taipei Branch General Manager, Citicorp International Securities Ltd., Taipei Branch Executive Vice President, China Securities Co., Ltd.	Director, momo.com Inc. Director, Global Forest Media Technology Co., Ltd. Director, Global Wealth Media Technology Co., Ltd. Director, Yeong Jia Leh Cable TV Co., Ltd. Director, Phoenix Cable TV Co., Ltd. Director, Union Cable TV Co., Ltd. Director, Globalview Cable TV Co., Ltd. Director, TWM Holdings Co., Ltd. Supervisor, Taiwan Cellular Co., Ltd. Supervisor, Wealth Media Technology Co., Ltd. Supervisor, TWM Venture Co., Ltd. Supervisor, Taiwan Fixed Network Co., Ltd. Supervisor, Taiwan Teleservices & Technologies Co., Ltd. Supervisor, TCC Investment Co., Ltd. Supervisor, Taiwan Digital Service Co., Ltd. Supervisor, TFN Media Co. Ltd. Supervisor, Win TV Broadcasting Co., Ltd. Supervisor, TFN Union Investment Co., Ltd. Supervisor, TCCI Investment and Development Co., Ltd. Supervisor, Taiwan Kuro Times Co., Ltd. Supervisor, TWM Communications (Beijing) Co., Ltd.	-	-	-
Vice President / Finance and Administration Group	R.O.C.	Jay Hong	Male	2004.05.06	-	-	EMBA, National Sun Yat-sen University President, Taiwan Teleservices & Technologies Co., Ltd. Vice President, Direct Store Division, Taiwan Mobile Co., Ltd. Vice President, Customer Service Division, TransAsia Telecommunications Inc. Director, Procurement Division, TransAsia Telecommunications Inc.	Supervisor, Yeong Jia Leh Cable TV Co., Ltd. Supervisor, Phoenix Cable TV Co., Ltd. Supervisor, Union Cable TV Co., Ltd. Supervisor, Globalview Cable TV Co., Ltd.	-	-	-
Vice President / Finance and Administration Group	R.O.C.	Shirley Chu	Female	2019.07.01	-	-	MBA, Fuqua School, Duke University BA Economics, National Taiwan University Director, Equity Research, UBS Analyst, Equity Research, Credit Lyonnais Securities (Asia)	None	-	-	-
Vice President / Finance and Administration Group	R.O.C.	Joan Hung	Female	2019.07.01	-	-	MS in HRD, Georgia State University Senior Director of Human Resources and Administration, Taiwan Mobile Co., Ltd. Senior Manager of Human Resources, Mobitai Communications Co., Ltd. Assistant Manager, Tsannkuen Co., Ltd.	None	-	-	-
Vice President and Chief Data Officer / Corporate Affairs	R.O.C.	Eddie Chan	Male	2019.01.31	-	-	MBA, The Anderson School of Management, UCLA BS in Mechanical Engineering, National Taiwan University Senior Director, Taiwan Mobile Co., Ltd. Executive Director, Aplix Corp. General Manager, Wireless Business Unit, Quanta Computer Engagement Manager, McKinsey & Co.	None	-	-	-

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									Title	Name	Relationship
Vice President / Corporate Affairs	R.O.C.	C.H. Wu	Male	2016.09.26	-	-	MS in Electrical and Computer Engineering, University of Rochester BS in Electrical Engineering, National Taiwan University Vice President, Applied Computing Group, Advantech Co., Ltd. General Manager, Taiwan, Symantec Corp. General Manager, Taiwan, Cisco Systems, Inc. System Engineer/Sales Manager, IBM Corp.	Officer-in-charge, System Integration Branch Office, Taiwan Mobile Co., Ltd. Chief Business Officer, Taiwan Fixed Network Co., Ltd. Chairman and President, Tai-Fu Cloud Technology Co., Ltd. Director, Taihsin Property Insurance Agent Co., Ltd. Director, Yeong Jia Leh Cable TV Co., Ltd. Director, Phoenix Cable TV Co., Ltd. Director, Union Cable TV Co., Ltd. Director, Globalview Cable TV Co., Ltd. Director, TWM Communications (Beijing) Co., Ltd.	-	-	-
Vice President / Corporate Affairs	R.O.C.	Tim Lee	Male	2020.03.09	-	-	MBA, The Wharton School University of Pennsylvania VP, Government of Singapore Investment Corp. (GIC) Associate, ABN AMRO Research Executive, ACNielsen	Director, TWM Communications (Beijing) Co., Ltd. Director, TWM Film Co., Ltd. Director, Nada Holdings, Inc.	-	-	-
Vice President / Corporate Affairs	R.O.C.	David Lin	Male	2016.05.03	-	-	MS in Communication Convergence and Innovative Management, Shih Hsin University General Manager, YMS/CPT/HTP/DWS CATV, Kbro Co., Ltd. Vice President, Business and Operations and Special Assistant to Chairman, Kbro Co., Ltd. Special Assistant to Chairman, Vibo Telecom Vice President, Asia Pacific Telecom	None	-	-	-
Vice President / Corporate Affairs	R.O.C.	Naomi Lee	Female	2015.08.03	-	-	LLB, National Taiwan University General Counsel, Kbro Co., Ltd. Attorney, InfoShare Tech Law Office Legal Director and Vice President, Taiwan Broadband Communications Senior Legal Manager, Lucent Technologies Attorney, Lee and Li Attorneys-at- Law Attorney, Russin & Vecchi International Legal Counselors	None	-	-	-
Vice President / Corporate Affairs	R.O.C.	Iris Liu	Female	2014.07.14	-	-	EMBA, National Chengchi University BA in Information Communication, Tamkang University Vice President, Taiwan Television Enterprise Ltd. Chairman, TTV Cultural Enterprise Ltd.	Vice President, Taipei New Horizon Co., Ltd.	-	-	-
Senior Vice President and Chief Technology Officer / Technology Group	R.O.C.	Tom Koh	Male	2019.07.25	-	-	PhD in Electrical and Computer Engineering, Johns Hopkins University Senior Director, Qualcomm Senior Technical Marketing Engineer, Cisco-Linksys Senior Sales Engineer, Ensemble Communications Senior Technologist, Motorola Member of Tech Staff, Bellcore	Chairman and President, TWM Communications (Beijing) Co., Ltd. Director, Yeong Jia Leh Cable TV Co., Ltd. Director, Phoenix Cable TV Co., Ltd. Director, Union Cable TV Co., Ltd. Director, Globalview Cable TV Co., Ltd.	-	-	-

As of February 23, 2022 Title / Division	Nationality	Name	Gender	Effective date	Shareholding / %	Shareholding of spouse or minor children / %	Education and experience	Current position(s) in other companies	Manager is a spouse or consanguineous within two degrees		
									Title	Name	Relationship
Vice President / Technology Group	R.O.C.	Ming- Tung Wu	Male	2021.07.01	–	–	PhD in Electrical Engineering, National Taiwan University MS in Electrical Engineering, National Taiwan University Deputy Director, Taiwan Fixed Network Co., Ltd. Manager, Howin Technology Manager, Taiwan Fixed Network Co., Ltd. A.M., Suretone Telecom Inc.	None	–	–	–
Vice President and Chief Information Officer / Information Technology Group	R.O.C.	Rock Tsai	Male	2022.02.22	–	–	DBA, Central South University Executive Director & Head of Technology, DBS Taiwan Group CIO, Sinyi Realty Senior Vice President, HSBC China Executive VP & COO, G-Bridge Optoelectronics AVP, Citibank Taiwan EVP & Spokesman, Timenet Teleco.	None	–	–	–
Vice President / Consumer Business Group	R.O.C.	Steve Chou	Male	2011.04.25	–	–	MBA, Southern Methodist University, Texas Senior Vice President, Customer Service, HSBC Bank General Manager, Secured Lending, Standard Chartered Bank Vice President, Customer Service, Sparq Telecom Vice President, Customer Service, TransAsia Telecommunications Inc. Assistant Vice President, Credit Card, Citibank, N.A.	President, Taiwan Teleservices & Technologies Co., Ltd.	–	–	–
Vice President / Consumer Business Group	R.O.C.	Kate Chen	Female	2021.07.01	–	–	MA in Advertising, Marquette University Director, TransAsia Telecommunications Inc A.M., D.Y.R A.M., Leo Burnett.	President, Taiwan Digital Service Co., Ltd.	–	–	–
Vice President / Consumer Business Group	R.O.C.	Daphne Lee	Female	2014.07.07	–	–	MBA, National Chengchi University Director, Alibaba Group Director, Yahoo! Taiwan Vice President, Citibank Taiwan	Director and President, Taiwan Kuro Times Co., Ltd. Director and President, TWM Film Co., Ltd. Director, Mistake Entertainment Co., Ltd. Director, Nada Holdings, Inc	–	–	–
Vice President / Consumer Business Group	R.O.C.	Michael Teng	Male	2017.01.03	–	–	BS in Industrial Engineering, Chung Yuan Christian University Senior Director, Taiwan Mobile Co., Ltd. Vice President, Taiwan Tele-Shop Co., Ltd.	None	–	–	–

Note 1: Shareholding percentage was calculated based on outstanding shares of 3,519,233,603 as of February 23, 2022. Shareholdings of less than 0.001% are denoted as "0.000" and zero shareholdings are denoted as "–".

Note 2: Shares purchased through the employee share ownership trust (ESOT) program are not included in the table.

Shares held by the management team through the ESOT program are listed as follows: Jamie Lin - 1,935 shares, Rosie Yu - 4,639 shares, Jay Hong - 13,929 shares, Joan Hung - 6,242 shares, Eddie Chan - 3,729 shares, Tim Lee – 1,183 shares, David Lin - 771 shares, Iris Liu - 2,428 shares, Ming-Tung Wu - 7,529 shares, Steve Chou - 7,101 shares, Daphne Lee - 4,866 shares, Michael Teng - 13,929 shares.