

Compensation to Directors and Management Executives

1. Directors' compensation

Unit: NT\$

Title	Name	Representative	Directors' compensation								A+B+C+D *as a % of net profit		Compensation as an employee								A+B+C+D+E+F+G *as a % of net profit		Compensation from investees other than subsidiaries
			Cash compensation (A)		Pension (B)		Director's remuneration (C)		Professional fee (D)				Performance-based salary (E)		Retirement pay of employees (F)		Earnings paid as bonus to employees (G)						
			Stand-alone	Consolidated	Stand-alone	Consolidated	Stand-alone	Consolidated	Stand-alone	Consolidated	Stand-alone	Consolidated	Stand-alone	Consolidated	Stand-alone	Consolidated	Stand-alone		Consolidated		Stand-alone	Consolidated	
																Cash	Stock	Cash	Stock				
Chairman	Fu-Chi Investment Co., Ltd.	Daniel M. Tsai	47,143,696	47,623,696	-	-	14,482,421	14,482,421	3,641,870	3,962,870	65,267,987	66,068,987	20,488,529	20,488,529	-	-	4,939,700	-	4,939,700	-	90,696,216	91,497,216	6,214,412
Director	Fu-Chi Investment Co., Ltd.	Richard M. Tsai																					
Director	Fu-Chi Investment Co., Ltd.	Chris Tsai																					
Director	TCC Investment Co., Ltd.	Jamie Lin																					
Independent Director	Hsueh-Jen Sung		7,200,000	7,200,000	-	-	21,723,630	21,723,630	2,020,000	2,020,000	30,943,630	30,943,630	-	-	-	-	-	-	-	-	30,943,630	30,943,630	400,000
Independent Director	Char-Dir Chung																						
Independent Director	Hsi-Peng Lu																						
Independent Director	Tong Hai Tan																						
Independent Director	Drina Yue																						

Note 1: According to the Company's Articles of Incorporation and the Rules for Setting Director's Remuneration, directors' remuneration is determined based on their duties, risks and involvement. The Remuneration and Nomination Committee reviews the compensation mechanism periodically.

Note 2: The figures in the table include expenses for company cars and gasoline reimbursement, but do not include compensation paid to company drivers, which totaled NT\$728,896.

Note 3: In addition to the above table, remuneration paid to directors for their services to all consolidated entities (such as consultants who are not employees) totaled NT\$5,163,918.

2. Range of compensation to directors

Range of compensation to directors	Name of directors			
	Director's compensation		Director's compensation + Compensation as an employee	
	On a stand-alone basis	On a consolidated basis	On a stand-alone basis	On a consolidated basis
NT\$0~NT\$999,999	Chris Tsai, Jamie Lin	Chris Tsai, Jamie Lin	Chris Tsai	Chris Tsai
NT\$1,000,000~NT\$1,999,999	Richard M. Tsai	Richard M. Tsai	Richard M. Tsai	Richard M. Tsai
NT\$2,000,000~NT\$3,499,999	TCC Investment Co., Ltd.	TCC Investment Co., Ltd.	TCC Investment Co., Ltd.	TCC Investment Co., Ltd.
NT\$3,500,000~NT\$4,999,999	—	—	—	—
NT\$5,000,000~NT\$9,999,999	Hsueh-Jen Sung, Char-Dir Chung, Hsi-Peng Lu, Tong Hai Tan, Drina Yue	Hsueh-Jen Sung, Char-Dir Chung, Hsi-Peng Lu, Tong Hai Tan, Drina Yue	Hsueh-Jen Sung, Char-Dir Chung, Hsi-Peng Lu, Tong Hai Tan, Drina Yue	Hsueh-Jen Sung, Char-Dir Chung, Hsi-Peng Lu, Tong Hai Tan, Drina Yue
NT\$10,000,000~NT\$14,999,999	Fu-Chi Investment Co., Ltd.	Fu-Chi Investment Co., Ltd.	Fu-Chi Investment Co., Ltd.	Fu-Chi Investment Co., Ltd.
NT\$15,000,000~NT\$29,999,999	—	—	Jamie Lin	—
NT\$30,000,000~NT\$49,999,999	Daniel M. Tsai	Daniel M. Tsai	Daniel M. Tsai	Daniel M. Tsai, Jamie Lin
NT\$50,000,000~NT\$99,999,999	—	—	—	—
NT\$100,000,000 and above	—	—	—	—
Total	11	11	11	11

3. Management executives' compensation

Unit: NT\$

Title and name	President, Jamie Lin; Executive Vice President and Chief Financial Officer, Rosie Yu; Senior Vice President and Chief Technology Officer, Tom Koh; Vice President and Chief Data Officer, Eddie Chan; Vice President, C.H. Wu; Vice President, Steve Chou; Vice President, Tim Lee; Vice President, Kate Chen; Vice President, Jay Hong; Vice President, Shirley Chu; Vice President, Joan Hung; Vice President, Ming-Tung Wu; Vice President, David Lin; Vice President, Naomi Lee; Vice President, Iris Liu; Vice President, Daphne Lee; Vice President, Michael Teng Resigned managers: Vice President and Chief Information Officer, James Chang		Total
Salary (A)	Stand-alone	88,564,878	
	Consolidated	88,924,878	
Pension (B) *	Stand-alone	1,728,000	
	Consolidated	1,728,000	
Performance-based salary (C)	Stand-alone	57,781,233	
	Consolidated	58,166,937	
Earnings paid as bonus to employees (D)	Stand-alone	Cash	28,982,400
		Stock	—
	Consolidated	Cash	28,982,400
		Stock	—
A+B+C+D *as a % of net profit	Stand-alone	177,056,511 *1.6113%	
	Consolidated	177,802,215 *1.6181%	
Compensation from investees other than subsidiaries			6,214,412

Note 1: The Company's contribution to employees' pension account, not actual amount paid.

Note 2: Figures do not include compensation paid to company drivers, which totaled NT\$2,172,636.

4. Range of compensation to management executives

Range of compensation to management executives	Name of management executives	
	On a stand-alone basis	On a consolidated basis
NT\$0~NT\$999,999	—	—
NT\$1,000,000~NT\$1,999,999	—	—
NT\$2,000,000~NT\$3,499,999	—	—
NT\$3,500,000~NT\$4,999,999	—	—
NT\$5,000,000~NT\$9,999,999	Eddie Chan, C.H. Wu, Steve Chou, Kate Chen, Jay Hong, Shirley Chu, Joan Hung, Ming-Tung Wu, David Lin, Naomi Lee, Iris Liu, Daphne Lee, Michael Teng	Eddie Chan, C.H. Wu, Steve Chou, Kate Chen, Jay Hong, Shirley Chu, Joan Hung, Ming-Tung Wu, David Lin, Naomi Lee, Iris Liu, Daphne Lee, Michael Teng
NT\$10,000,000~NT\$14,999,999	Tom Koh, Tim Lee, James Chang,	Tom Koh, Tim Lee, James Chang
NT\$15,000,000~NT\$29,999,999	Jamie Lin, Rosie Yu	Rosie Yu
NT\$30,000,000~NT\$49,999,999	—	Jamie Lin
NT\$50,000,000~NT\$99,999,999	—	—
NT\$100,000,000 and above	—	—
Total	18	18

Note: Compensation paid to managers in the above table was based on tenure. Compensation paid to managers who also served as directors is detailed in the "Directors' compensation" table.

5. Compensation mix of management executives

Title and name	Salary and pension	Performance-based salary	Earnings paid as bonus to employees
President, Jamie Lin	37.4%	43.2%	19.4%
Executive Vice President and Chief Financial Officer, Rosie Yu	46.0%	32.9%	21.1%
Senior Vice President and Chief Technology Officer, Tom Koh	46.3%	33.4%	20.3%
Vice President and Chief Data Officer, Eddie Chan	47.6%	33.2%	19.2%
Vice President, C.H. Wu	53.2%	31.8%	15.0%
Vice President, Steve Chou	46.7%	33.3%	20.0%
Vice President, Tim Lee	88.7%	11.3%	0.0%
Vice President, Kate Chen	32.0%	42.6%	25.4%
Vice President, Jay Hong	53.7%	31.2%	15.1%
Vice President, Shirley Chu	46.2%	35.1%	18.7%
Vice President, Joan Hung	48.1%	32.3%	19.6%
Vice President, Ming-Tung Wu	31.5%	43.5%	25.0%
Vice President, David Lin	51.9%	34.5%	13.6%
Vice President, Naomi Lee	48.8%	32.5%	18.7%
Vice President, Iris Liu	52.9%	33.4%	13.7%
Vice President, Daphne Lee	48.3%	33.9%	17.8%
Vice President, Michael Teng	47.7%	34.8%	17.5%
Vice President and Chief Information Officer, James Chang*	84.6%	15.4%	0.0%

* Resigned

6. Employee profit sharing paid to management executives

Unit: NT\$

Title and name	Stock bonus	Cash bonus	Total	As a % of net profit
President, Jamie Lin Executive Vice President and Chief Financial Officer, Rosie Yu Senior Vice President and Chief Technology Officer, Tom Koh Vice President and Chief Data Officer, Eddie Chan Vice President, C.H. Wu Vice President, Steve Chou Vice President, Tim Lee Vice President, Kate Chen Vice President, Jay Hong Vice President, Shirley Chu Vice President, Joan Hung Vice President, Ming-Tung Wu Vice President, David Lin Vice President, Naomi Lee Vice President, Iris Liu Vice President, Daphne Lee Vice President, Michael Teng	-	28,982,400	28,982,400	0.2638%

Compensation of directors and management executives as a percentage of net income over the past two years and guiding principles

1. Directors' compensation

Unit: NT\$

Type	Year	Directors' compensation	Net income	As a % of net income
On a stand-alone basis	2020	107,127,543	11,286,553,218	0.9492%
	2021	121,639,846	10,988,164,899	1.1070%
On a consolidated basis	2020	113,161,971	11,286,553,218	1.0026%
	2021	129,055,258	10,988,164,899	1.1745%

Guiding principles for compensation of directors

Remuneration policies, standards and package

- Directors' (including independent directors) remuneration and compensation are paid according to the Company's Articles of Incorporation and Rules for Setting Director's Remuneration as approved by the board. Remuneration or other equivalent allowance for directors is based on their involvement in the Company's operations, contribution to the Company, and industry norms. Compensation paid to directors is pursuant to the ratio specified in the Company's Articles of Incorporation, when the company makes a profit.
- Transportation allowances are paid based on attendance in board meetings and for services rendered as the chairman or a member of the Audit Committee or Remuneration and Nomination Committee.

Procedures for setting remuneration

- (1) In accordance with the Company's Articles of Incorporation, compensation paid to directors shall not exceed 0.3% of the Company's annual profit after deducting losses from previous years.
- (2) Directors' remuneration and transportation allowances are determined in accordance with the Rules for Setting Director's Remuneration.

Performance factor

According to the Company's Articles of Incorporation, directors' remuneration shall be based on the Company's operating profit. Directors' remuneration is assessed based on their contribution to the operations of the Company and the board. The Company also has Rules for Setting Director's Remuneration, and the Remuneration and Nomination Committee reviews the compensation mechanism periodically, taking future operating risks, environmental conservation and corporate social responsibility into consideration.

2. Compensation of management executives

Unit: NT\$

Type	Year	Compensation of management executives	Net profit	As a % of net profit
On a stand-alone basis	2020	156,777,681	11,286,553,218	1.3891%
	2021	177,056,511	10,988,164,899	1.6113%
On a consolidated basis	2020	162,706,813	11,286,553,218	1.4416%
	2021	184,016,627	10,988,164,899	1.6747%

Guiding principles for compensation of management executives

Remuneration policies, standards and package

- (1) Compensation paid to the president and vice presidents comprises a fixed monthly salary and performance bonus.
- (2) Performance bonuses are determined based on the president's or the vice president's contribution to the Company and the results of an annual performance appraisal. The above-mentioned bonuses have been proposed by the Remuneration and Nomination Committee for approval at the board meeting.

Procedures for setting performance bonuses

- (1) In accordance with the Company's Articles of Incorporation, employee profit sharing shall come from a pool of 1% to 3% of the Company's annual net income after deducting losses from previous years.
- (2) Year-end bonuses are set based on the Company's performance and the annual budget approved by the board and the chairman.

Performance factor

- (1) Variable compensations in the form of employee profit sharing and performance-based bonuses account for approximately 40% to 50% of the remuneration and are determined based on the president's or vice president's contribution to the Company's operations. The Company shall review the compensation mechanism periodically, taking future operating risks, environmental conservation and corporate social responsibility into consideration. To strengthen the link between corporate social responsibility and managers' compensation, if the president or vice president fails to meet all CSR metrics, his/her annual performance ranking may drop by one level, or his/her employee profit sharing and performance-based bonus may be cut by up to 10%.
- (2) The Human Resources Division is tasked with preparing the annual compensation for the president and vice presidents, and submitting a report to the Remuneration and Nomination Committee.