

2024
Annual Report

Organization and Corporate Governance



Taiwan Mobile

OPEN POSSIBLE
能所不能

Board of Directors and Executive Management



Board of Directors

1. Board of Directors Profile

The board of directors, acting on behalf of the Company’s shareholders, is charged with the task of supervising the management team. It is composed of nine directors – including five independent directors – 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 10th Board of Directors is detailed below:

As of February 28, 2025

Title	Nationality	Name	Gender Age	Date elected	Term expires	Date first elected	Shareholding when elected		Current shareholding (Note 1)		Shareholding of spouse or minor children		Shareholding by nominee arrangement		Education and experience	Other positions	Executives, directors or supervisors who are spouses or within two degrees of kinship			Remark(s)
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relationship	
Chairman	R.O.C.	Fu Chi Investment Co., Ltd. Representative: Daniel M. Tsai	Male 61~7	2023. 06.13	2026. 06.12	1999. 06.22 *1999. 06.22	5,748,763	0.163	5,748,763 *65,162,715 (Note 2)	0.154 *1.750	4,580,070	0.123	-	-	J. D. honoris causa, National Taiwan University J. D. honoris causa, Fu Jen Catholic University D.B.A. honoris causa, Tunghai University LL.M., Georgetown University (U.S.A.) LL.B., National Taiwan University Chairman, Fubon Financial Holding Co., Ltd. Chairman, Taipei Fubon Commercial Bank Co., Ltd. Chairman, Fubon Insurance Co., Ltd.	Chairman of ESG Steering Committee, Taiwan Mobile Co., Ltd. Director, Fubon Financial Holding Co., Ltd. Director, Fubon Life Insurance Co., Ltd. Chairman, Fubon Bank (Hong Kong) Ltd. Chairman, Fubon Financial Holding Venture Capital Co., Ltd. Chairman, Fubon Sports & Entertainment Co., Ltd. Director, Fubon Bank (China) 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. Chairman, Kuo Chi Investment Co., Ltd. Chairman, Dun Fu Co., Ltd. Director, Lucky Way Ltd. Director, Rainbow Cheer Ltd. Director, Key Gain Ltd. Director, Ultimate Epoch Ltd. Director, Orientland International Ltd. Director, Globotex International Ltd. Director, Cosgrove Global Ltd. Director, Giver Concept Ltd. Chairman, momo.com Inc. Chairman, Taiwan Cellular Co., Ltd. Chairman, Wealth Media Technology Co., Ltd. Chairman, Taiwan Fixed Network Co., Ltd. Chairman, TFN Media Co., Ltd. Chairman, TCCI Investment and Development Co., Ltd. Director, Taiwan Teleservices & Technologies Co., Ltd. Director, Taiwan Digital Service Co., Ltd. Director, Win TV Broadcasting Co., Ltd.	Director	Richard M. Tsai	Brother	-

Title	Nationality	Name	Gender Age	Date elected	Term expires	Date first elected	Shareholding when elected		Current shareholding (Note 1)		Shareholding of spouse or minor children		Shareholding by nominee arrangement		Education and experience	Other positions	Executives, directors or supervisors who are spouses or within two degrees of kinship			Remark(s)
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relationship	
Director	R.O.C.	Fu Chi Investment Co., Ltd. Representative: Richard M. Tsai	Male 61~70	2023. 06.13	2026. 06.12	1999. 06.22 *1999. 06.22	5,748,763	0.163	5,748,763	0.163	5,748,763 *93,310,663	0.154 *2.506	5,086,496	0.137	Honorary Doctorate of Engineering, Yang Ming Chiao Tong University Honorary Doctorate of Medicine, Taipei Medical University Honorary Doctorate of Business Administration, Fu Jen Catholic University MBA, Stern School of Business, New York University BBA, National Taiwan University The Pontifical Order of Pope Saint Sylvester Chairman, Fubon Securities Co., Ltd. Chairman, Fubon Life Insurance Co., Ltd Chairman, Taiwan Mobile Co., Ltd. Chairman, Fubon Bank (Hong Kong) Ltd. Vice Chairman, Fubon Insurance Co., Ltd.	Chairman, Fubon Financial Holding Co., Ltd. Chairman, Taipei Fubon Commercial Bank 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, Kuo Chi Investment Co., Ltd. Director, Cho Pharma, Inc. Director, Himalaya Venture Fund Corp. Director, Everbright Biofund Director, Carnegie Hall Corp. Director, Lucky Way Ltd. Director, Rainbow Cheer Ltd. Director, Key Gain Ltd. Director, Ultimate Epoch Ltd. Director, Orientland International Ltd. Director, Oceana Glory Ltd. Director, Eagle Legacy Ltd. Director, Globotex International Ltd. Director, Cosgrove Global Ltd. Director, Castle Lion Investments Ltd. Director, Taiwan Fixed Network Co., Ltd. Director, TCCI Investment and Development Co., Ltd.	Chairman	Daniel M. Tsai	Brother	-
Director	R.O.C.	Ting An Development Co., Ltd. Representative: Frank Lin (Note 3)	Male 71~80	2024. 06.21	2026. 06.12	2024. 06.21 *2023. 12.01	130,992,705	3.518	130,992,705 *-	3.518 *-	-	-	-	-	EMBA, National Taiwan University and Fudan University BS in Accounting, Soochow University Chief Secretary, Ting Hsin International Group Chairman, Taiwan Star Telecom Co., Ltd. Chief Financial Officer, Vice President and Executive Director, Master Kong Holdings Co., Ltd. Finance Department Associate / Chief Accountant, General Foods, Taiwan and Guangzhou Manager, Accounting Department / Administration Department, Taiwan Nestle Co., Ltd. Vice Manager, Audit Department, Oriental Union Chemical Corp. Head, Accounting Section, Dadechang Petrochemical Co., Ltd.	Director, Wei Chuan Foods Co., Ltd. Chairman, Hexun Investment Co., Ltd. Chairman, He Yang Investment Co., Ltd. Chairman, Konzen Co., Ltd. Chairman, Nice Triumph Investment Ltd. Chairman, Kangfa Investment Ltd. Chairman, Kangqing Co., Ltd. Chairman, Kangchao Co., Ltd. Director, Vigorkobo Co., Ltd.	-	-	-	-

Title	Nationality	Name	Gender Age	Date elected	Term expires	Date first elected	Shareholding when elected		Current shareholding (Note 1)		Shareholding of spouse or minor children		Shareholding by nominee arrangement		Education and experience	Other positions	Executives, directors or supervisors who are spouses or within two degrees of kinship			Remark(s)
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relationship	
Director	R.O.C.	TCCI Investment and Development Co., Ltd. Representative: Jamie Lin (Note 4)	Male 41~50	2023. 06.13	2026. 06.12	2023. 06.13 *2018. 06.12	87,589,556	2.489	87,589,556 *1,387,000	2.352 *0.037	-	-	-	-	MBA, Stern School of Business, New York University BS in Chemical Engineering with a minor in Economics, National Taiwan University Co-founder / Vice President of Products, Social Sauce Co-founder / General Manager of Greater China, Intumit	President, Taiwan Mobile Co., Ltd. Chairman, AppWorks Ventures Chairman, AppWorks Fund II Chairman, AppWorks Fund III Chairman, AppWorks Fund IV(TW) Admin Ltd. Chairman, Chen Feng Investment Chairman, Chen Yun Co., Ltd. Chairman, Chen Men Ltd. Chairman, Fubon Green Power Co., Ltd. Chairman, Li Tong Management Consultant Co., Ltd. Chairman, NTU Ventures Co., Ltd. Director, AppWorks Ventures II Ltd. Director, AppWorks Ventures III Ltd. Director, AppWorks IV Ltd. Director, AppWorks Fund IV Admin Global Ltd. Director, AppWorks Global Ltd. Director, AppWorks Growth Opportunity Ltd. Chairman, AppWorks School Co., Ltd. Director, Winbond Electronics Corp. Director, LINE Bank Taiwan Ltd. Director, 91APP, Inc. Director, Dcard Holdings Ltd. Director, EZTable, Ltd. Director, VIV3 Inc. Director, AWTH Ltd. Director, LetsVibe Pte. Ltd. Director, DotDot Inc. Director, WeMo (Cayman) Corp. Director, WeMo Corp. Director, Bridge Mobile Pte. Ltd. Director, momo.com Inc. Director, Taipei New Horizon Co., Ltd. Director and President, Taiwan Cellular Co., Ltd. Director and President, Wealth Media Technology Co., Ltd. Chairman, Fu Sheng Digital Co., Ltd. Chairman, TWM Power Co., Ltd. Chairman, FullSynergy New Retail Co., Ltd. Chairman, Taiwan Teleservices & Technologies Co., Ltd. Chairman, Taiwan Digital Service Co., Ltd. Chairman, Taihsin Property Insurance Agent Co., Ltd. Chairman, Taiwan Mobile Film Co., Ltd. Chairman and President, Taiwan Stampede Franchise Film 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. 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. President, Taiwan Fixed Network Co., Ltd. President, TCCI Investment and Development Co., Ltd.	-	-	-	-

Title	Nationality	Name	Gender Age	Date elected	Term expires	Date first elected	Shareholding when elected		Current shareholding (Note 1)		Shareholding of spouse or minor children		Shareholding by nominee arrangement		Education and experience	Other positions	Executives, directors or supervisors who are spouses or within two degrees of kinship			Remark(s)
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relationship	
Independent Director	R.O.C.	Char-Dir Chung	Male 61~70	2023. 06.13	2026. 06.12	2017. 06.14	-	-	-	-	-	-	-	-	Ph.D 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 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 Chair, Department of Communication Engineering, National Central University Director, Graduate Institute of Communication Engineering, National Central University	Chairman of Remuneration and Nomination Committee, Member of Audit Committee and ESG Steering Committee, Taiwan Mobile Co., Ltd. Distinguished Professor, Department of Electrical Engineering and Graduate Institute of Communication Engineering, National Taiwan University Independent Director, Auden Techno Corp.	-	-	-	-
Independent Director	R.O.C.	Hsi-Peng Lu	Male 61~70	2023. 06.13	2026. 06.12	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, Remuneration and Nomination Committee and ESG Steering Committee, Taiwan Mobile Co., Ltd. Professor, Department of Information Management, National Taiwan University of Science and Technology Independent Director, 91APP Inc. Independent Director, Lion Travel Service Co., Ltd.	-	-	-	-
Independent Director	Singapore	Tong Hai Tan	Male 61~70	2023. 06.13	2026. 06.12	2020. 06.18	-	-	-	-	-	-	-	-	BS in Electrical Engineering, National University of Singapore President and CEO, StarHub Pte Ltd. (Singapore) President and CEO, Singapore Computer Systems Ltd. President and CEO, Pacific Internet Ltd	Member of Audit Committee, Remuneration and Nomination Committee and ESG Steering Committee, Taiwan Mobile Co., Ltd. Chairman, United Hampshire US REIT (Singapore) Chairman, Nanyang Polytechnic (Singapore) Director, Metis Energy Pte. Ltd. (Singapore) Director, Manhattan Property Development Pte. Ltd.	-	-	-	-
Independent Director	U.S.	Drina Yue	Female 61~70	2023. 06.13	2026. 06.12	2020. 06.18	-	-	-	-	-	-	-	-	BS in Electrical Engineering, MS in Computer Science, University of Illinois Urbana-Champaign Independent Director, Gemalto President, Western Union Asia Managing Director, Motorola Asia Home and Networks Senior Advisor, GSMA Asia Advisory Board Member, Brambles & CHEP Asia CEO, iSteelAsia	Member of Audit Committee, Remuneration and Nomination Committee and ESG Steering Committee, Taiwan Mobile Co., Ltd. Independent Director, Zhejiang Leapmotor Technology Co. Ltd.	-	-	-	-
Independent Director	R.O.C.	Casey K.C. Lai	Male 61~70	2024 06.21	2026. 06.12	2024 06.21	-	-	-	-	-	-	-	-	MBA, National Taiwan University Master in Accounting and Law, Soochow University BBA in Business Administration, National Taipei University CEO, Deloitte & Touche Taiwan	Chairman of Audit Committee, Member of Remuneration and Nomination Committee and ESG Steering Committee, Taiwan Mobile Co., Ltd. Managing Partner, LaiYuan CPA Co. Independent Director, Ruentex Interior Design Inc. Director, TriHealth Enterprise, Inc. Supervisor, Lai Yuan Industrial Co., Ltd.	-	-	-	-

* Date when the individual representative was first elected, his/her personal shareholdings, and percentage of personal shareholding.
Note 1: Zero shareholdings are denoted as “-”.
Note 2: 30,000,000 shares held in trust were not included.

Note 3: Fu Chi Investment Co., Ltd. resigned from the board on June 22, 2024. Ting An Development Co., Ltd. was elected to the board and appointed Frank Lin as its representative on June 22, 2024.
Note 4: Jamie Lin was elected as an independent director on June 12, 2018, and resigned on February 11, 2019. He rejoined TWM's board as a corporate representative on March 31, 2019.
Note 5: Hsueh-Jen Sung resigned as independent director on June 22, 2024, and Casey K.C. Lai was elected to fill the position on the same date.

Table 1. Major shareholders of TWM's institutional investors

As of February 28, 2025

Institutional investor	Major shareholders
Fu Chi Investment Co., Ltd.	Richard M. Tsai (50.25%), Mei-Hui Tsai Ueng (49.75%)
TCCI Investment and Development Co., Ltd.	Taiwan Cellular Co., Ltd. (100%)
Ting An Development Co., Ltd.	Ting Ji Development Co., Ltd. (82.24%), Ho Syun Investment Co., Ltd. (17.76%)

Table 2. Major shareholders of companies mentioned on the right hand side of the table above

As of February 28, 2025

Company	Major shareholders
Taiwan Cellular Co., Ltd.	Taiwan Mobile Co., Ltd. (100%)
Ting Ji Development Co., Ltd.	Fair Result Investments Limited (100%)
Ho Syun Investment Co., Ltd.	Ing Chou Wei (25%), Ying Chiao Wei (25%), Yin Chun Wei (25%), Yin Heng Wei (25%)

2. Qualifications and independence criteria of directors

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	Mr. Daniel M. Tsai, the chairman of Fubon Group and Taiwan Mobile (TWM), possesses extensive experience in the fields of law, finance, fintech and business management. With Mr. Tsai spearheading TWM's transition from a telecom to a next-gen technology company, the Company 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 fields. 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 holds a J. D. honoris causa from National Taiwan University and Fu Jen Catholic University, a D.B.A. honoris causa from Tunghai University, a bachelor's degree in law from National Taiwan University, and a master's degree in law from Georgetown University (U.S.A.). He has been a member of the University of Southern California's Board of Trustees since April 2012, and a member of the Centre for Asian Philanthropy and Society's Board of Governors since 2014.	1.Meets independence criteria Nos. 1, 6, 8, 9 and 11. 2.Serves as a juristic person representative of corporate shareholder Fu Chi Investment Co., Ltd., as well as chairman or director of the Company's subsidiaries.	0
Richard M. Tsai	Mr. Richard M. Tsai, the chairman of Fubon Financial Holding, is a veteran in the fields of finance, fintech and operation management. 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 Harvard Business Review's Taiwan's top 100 best-performing CEOs in 2016, and for four consecutive years 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, an honorary doctorate in medicine from Taipei Medical University and an honorary doctorate in engineering from Yang Ming Chiao Tong University. Mr. Tsai is a chair professor at National Taiwan University and National Yang-Ming University. He is also 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.	1.Meets independence criteria Nos. 1, 6, 8, 9 and 11. 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
Frank Lin	Mr. Frank Lin, who has extensive experience in finance, business, investment, risk management, and mergers and acquisitions, is a board director at Wei Chuan Foods and Vigorkobo. Mr. Lin had served as chief secretary at Ting Hsin International Group; vice president and executive director at Master Kong Holdings; director, finance department, and chief accountant at General Foods Taiwan and Guangzhou; and manager of Nestle Taiwan Ltd.'s accounting and administration departments. Mr. Lin was a board director at Taiwan Star from 2015 to 2023 and was the chairman from 2017 to 2023.	1.Meets independence criteria Nos. 1 to 11. 2.Serves as a juristic person representative of corporate shareholder Ting An Development Co., Ltd..	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	Mr. Jamie Lin, who possesses extensive experience in finance, e-commerce technology, ICT security, software 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. Over the past 6 years, TWM accelerated its transformation into a technology-driven telecom group under Mr. Lin's "5G+" framework and completed the merger with T Star, boosting its market share from 27% to 32%. Alongside strategic partnerships enabled by his Telco+Tech strategy, TWM achieved record-setting revenues and profits. Prior to founding AppWorks, 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 holds a BS in chemical engineering with a minor in economics from National Taiwan University, and an MBA from New York University's Stern School of Business. Mr. Lin is also actively engaged in civil organizations that contribute to social progress. He serves as managing director of the Taiwan Internet and E-Commerce Association, a 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 around the world who are interested in starting a business.	1.Meets independence criteria Nos. 3, 4, 6, 8, 9, 10 and 11. 2.Serves as the president of the Company, juristic person representative of major corporate shareholder TCCI Investment and Development Co., Ltd., as well as chairman, director or president of the Company's subsidiaries.	0
Char-Dir Chung	Mr. Char-Dir Chung, a telecom 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 of 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 has extensive experience in government. He was a minister without portfolio; member, deputy convener and executive secretary of the Board of Science and Technology of the Executive Yuan; member, deputy convener and 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.	1.Meets independence criteria Nos. 1 to 12. 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.	1
Hsi-Peng Lu	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 (Economic Daily News, MANAGER Today and Scientific American). His research covers e-commerce, internet marketing, Ubiquinomics, innovation management, strategy management, artificial intelligence and fintech, among others. A doctorate of 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 served three times as a member of the evaluation committee for the R.O.C. Presidential Innovation Awards.	1.Meets independence criteria Nos. 1 to 12. 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.	2
Tong Hai Tan	Mr. Tong Hai Tan, an expert in the fields of communication, business, technology and operations management, is the chairman of United Hampshire US REIT (Singapore) and Nanyang Polytechnic (Singapore). With more than 20 years of experience in the information and communications technology 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. 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
Drina Yue	Ms. Drina Yue, who possesses extensive experience in the fields of communications, 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, vice president, 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. 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
Casey K.C. Lai	Mr. Casey K.C. Lai, who possesses extensive experience in the fields of accounting, finance, law, business, investment, mergers and acquisitions, and risk management, is a managing partner at LaiYuan CPA Co. From 1988 to 2022, Mr. Lai was with Deloitte & Touche Taiwan, serving as the chief operating officer of the audit department, chief operating officer of the financial advisory department, head of credit and risk management, chairman and CEO. He has a wealth of experience in accounting and auditing, along with a firm background in law and finance. A certified public accountant in Taiwan and the US, Mr. Lai won the trust of Deloitte's clients in the banking, insurance, securities, technology, media and telecommunications industries with his sensitive insights into industry trends and dynamics.	1.Meets independence criteria No. 1 to 12. 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.	1

Meets the conditions specified below within the past 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; 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 provided he/she exercises powers pursuant to the Securities and Exchange Act, 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. Board diversity and independence

TWM's Corporate Governance Best Practice Principles call for the creation of a diverse board of directors. Directors concurrently serving as company officers shall not exceed one-third of the board. An appropriate policy on diversity based on the company's business operations, operating dynamics and development must 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), skills and industry experience

To meet the goals of corporate governance, board directors should possess the following abilities:

- 1. Operational decision-making
- 2. Accounting and financial analysis
- 3. Business management
- 4. Crisis management
- 5. Industry knowledge
- 6. A global market perspective
- 7. Leadership
- 8. Business decision-making

The successor to the board members of the Company should possess the aforementioned knowledge, skills, and qualities.

Specific management goals:

- 1. There should be at least one female director.
- 2. The board should have at least one member who is a specialist in telecommunication services, finance, law, business, technology, investment and M&A, fintech, information technology, risk management, operations management or e-commerce/ marketing.

The board is composed of professionals drawn from various fields, including business, finance, telecommunications and information technology, in line with the Company's established diversity policies and goals:

Board members	Experience in telecommunication services industry (Years)	Tenure of directors/ independent directors (Years)	Top five core competencies									
			Finance	Law	Business	Technology	Investment and M&A	Fintech	Information technology	Risk management	Operations management	E-commerce/ marketing
Daniel M. Tsai	26	26	✓	✓	✓			✓			✓	
Richard M. Tsai	26	26	✓		✓		✓	✓			✓	
Frank Lin	10	1	✓		✓		✓			✓	✓	
Jamie Lin	10	7	✓		✓	✓	✓					✓
Char-Dir Chung	36	8				✓			✓	✓	✓	✓
Hsi-Peng Lu	8	6				✓		✓	✓		✓	✓
Tong Hai Tan	15	5			✓	✓			✓	✓	✓	
Drina Yue	35	5			✓	✓			✓		✓	✓
Casey K.C. Lai	25	0.7	✓	✓	✓		✓			✓		

- Female director: 11.11% (While it is quite challenging to find female talent in the telecommunications and related industries, the Company will continue to search for outstanding female talent at home and abroad and add them to the list of nominees for the next board election.)
- Age of directors: 11.11% between 30 and 50 years old, 88.89% over 50 years old
- Nationality: R.O.C. 77.78%, Singapore 11.11%, U.S. 11.11%

The board is composed of nine directors. Five are independent directors, constituting more than half of the board. A familial relationship within the second degree of kinship exists between the chairman, Daniel M. Tsai, and board director Richard M. Tsai. This does not contravene Article 26-3, paragraph 3 of the Securities and Exchange Act.

Management Team

February 28, 2025

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
President	R.O.C.	Jamie Lin	Male	2019.04.01	1,387,0000.037	-		MBA, Stern School of Business, New York University BS in Chemical Engineering with a minor in Economics, National Taiwan University Co-founder / Vice President of Products, Social Sauce Co-founder / General Manager of Greater China, Intumit	Director, Taiwan Mobile Co., Ltd. Chairman, AppWorks Ventures Chairman, AppWorks Fund II Chairman, AppWorks Fund III Chairman, AppWorks Fund IV (TW) Admin Ltd. Chairman, Chen Feng Investment Chairman, Chen Yun Co., Ltd. Chairman, Chen Men Ltd. Chairman, Fubon Green Power Co., Ltd. Chairman, Li Tong Management Consultant Co., Ltd. Chairman, NTU Ventures Co., Ltd. Director, AppWorks Ventures II Ltd. Director, AppWorks Ventures III Ltd. Director, AppWorks Fund IV Ltd. Director, AppWorks Fund IV Admin Global Ltd. Director, AppWorks Global Ltd. Director, AppWorks Growth Opportunity Ltd. Chairman, AppWorks School Co., Ltd. Director, Winbond Electronics Corp. Director, LINE Bank Taiwan Ltd. Director, 91APP, Inc. Director, Dcard Holdings Ltd. Director, EZTable, Ltd. Director, VIV3 Inc. Director, AWTH Ltd. Director, LetsVibe Pte. Ltd. Director, DotDot Inc. Director, WeMo (Cayman) Corp. Director, WeMo Corp. Director, Bridge Mobile Pte Ltd. Director, momo.com Inc. Director, Taipei New Horizon Co., Ltd. Director and President, Taiwan Cellular Co., Ltd. Director and President, Wealth Media Technology Co., Ltd. Chairman, Fu Sheng Digital Co., Ltd. Chairman, TWM Power Co., Ltd. Chairman, FullSynergy New Retail Co., Ltd. Chairman, Taiwan Teleservices & Technologies Co., Ltd. Chairman, Taiwan Digital Service Co., Ltd. Chairman, Taihsin Property Insurance Agent Co., Ltd. Chairman, Taiwan Mobile Film Co., Ltd. Chairman and President, Taiwan Stampede Franchise Film 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. 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. President, Taiwan Fixed Network Co., Ltd. President, TCCI Investment and Development Co., Ltd.	-	-	-

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 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	-	-	-
Vice President and Chief Enterprise Business Officer / Corporate Affairs	R.O.C.	Shing Chu	Female	2024.05.01	32,751/0.001	—		EMBA, National Taiwan University MS in Communication Management, University of Southern California MBA, National Chiao Tung University BS in Electrical Engineering, National Taiwan University Senior Vice President, Taiwan Star Telecom Co., Ltd. Director, Taiwan Mobile Co., Ltd. Director, Far EastOne Telecommunications Co., Ltd.	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, Cloud Mile (Cayman) Inc	-	-	-
Vice President / Corporate Affairs	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 / Corporate Affairs	R.O.C.	Luke Han	Male	2022.12.01	—	—		LLM, Soochow University BA in Management Science, Tamkang University Assistant Vice President, PChome Online Inc. General Manager, Pi Mobile Technology Inc. Manager, ChinaTrust Commercial Bank Manager, Bank SinoPac	Director and President, Fu Sheng Digital Co., Ltd.	-	-	-
Vice President / Corporate Affairs	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 Mobile Film Co., Ltd. Director, Taiwan Stampede Franchise Film Co., Ltd. Director, Nada Holdings, Inc. Director, Mistake Entertainment Co., Ltd. Director, Tropics Entertainment CO., Ltd	-	-	-
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.	Director and President, Taipei New Horizon Co., Ltd.	-	-	-
Vice President / Corporate Affairs	R.O.C.	Naomi Lee	Female	2015.08.03	—	—		EMBA, Nanyang Executive Centre 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	Director, Tai-Fu Cloud Technology Co., Ltd.	-	-	-
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	-	-	-

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 / Corporate Affairs	R.O.C.	Vincent Wu	Male	2022.08.01	—	—		MS Finance, Illinois Institute of Technology Vice President, BNP Paribas Cardif Chief Strategy Officer, Next Bank Vice President, Chailease Holding Co., Ltd. Vice President, CTBC Bank	None	-	-	-
Vice President / Corporate Affairs	R.O.C.	Eric Lin	Male	2023.05.08	—	—		EMBA , National Taiwan University of Science and Technology BA in Computer Science, Soochow University Vice President, Lin Yuan Property Management Co., Ltd. CEO, Rain Forest Retail Inc. President, Symphox Information Co., Ltd. Vice President, Payeasy Digital Integration Co., Ltd. Junior Manager, Taishin International Bank Co., Ltd.	Director and President, FullSynergy New Retail Co., Ltd.	-	-	-
Vice President / Corporate Affairs	R.O.C.	Webber Cheng	Male	2024.08.01	—	—		EMBA, National Taiwan University MFA in Filmmaking, Taipei National University of the Arts BA in Japanese, Tamkang University President and CSO, MOMOTV CEO, P. LEAGUE+ CEO, Lang Live Inc. Director, Weibo/Sina.com Corporation Planner in Chief, TVBS	None	-	-	-
Vice President/ Corporate Affairs	R.O.C.	Jessica Chen	Female	2025.02.03	—	—		LB, National Taiwan University Legal Head, Pou Sheng Int'l (Shanghai) VP, Far Eastone Telecommunications Co. Ltd Senior Attorney, Lee & Li Attorneys-at-Law Judge, Taipei District Court Prosecutor, Shi-lin District Prosecutors' Office	None	-	-	-
Vice President and Chief Financial Officer / Finance Group	R.O.C.	George Chang	Male	2022.09.01	—	—		MBA, University of Southern California Chief Financial Officer, Egis Technology Inc. Director, FocalTech Systems Co., Ltd. Executive Vice President, Yunta Consulting Director, Citigroup	Independent Director, Wintech Microelectronics Co., Ltd. Director, momo.com Inc. Director, Taipei New Horizon Co., Ltd. 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. Director, Mistake Entertainment Co., Ltd. Supervisor, Taiwan Cellular Co., Ltd. Supervisor, Wealth Media Technology Co., Ltd. Supervisor, TWM Power Co., Ltd. Supervisor, FullSynergy New Retail Co., Ltd. Supervisor, Taiwan Fixed Network Co., Ltd. Supervisor, TCCI Investment and Development Co., Ltd. Supervisor, Taiwan Teleservices & Technologies Co., Ltd. Supervisor, Taiwan Digital Service Co., Ltd. Supervisor, Win TV Broadcasting Co., Ltd. Supervisor, Nada Holdings, Inc.	-	-	-
Vice President / Finance 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 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	-	-	-

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 and Chief Information Officer / Information Technology Group	R.O.C.	Rock Tsai	Male	2022.02.22	—	—		DBA, Central South University MS in Computer Science and Information Engineering, National Cheng Kung University BS in Computer Science, National Chiao Tung University Executive Director and Head of Technology, DBS Taiwan Group CIO, Sinyi Realty Senior Vice President, HSBC China Executive Vice President and COO, G-Bridge Optoelectronics AVP, Citibank Taiwan EVP and Spokesman, Timenet Telecom	Director, Taiwan Web Service Corporation Supervisor, Fu Sheng Digital Co., Ltd Supervisor, TFN Media Co., Ltd.	-	-	-
Vice President and Chief Technology Officer / Technology Group	R.O.C.	C.H. Jih	Male	2024.05.01	—	—		Electronics Engineering, National Taipei Industry of Technology Institute President, Taiwan Star Telecom Co., Ltd. Advisor, Taiwan Mobile Co., Ltd. CEO, Homeplus Digital Co., Ltd. Senior Vice President and Chief Technology Officer, Taiwan Mobile Co., Ltd. Chief Technology Officer, Kbro Co., Ltd. Vice President, TFN Media Co., Ltd. Vice President, Taiwan Fixed Network Co., Ltd. Engineering Vice President, Taiwan Cellular Corp. Vice President, Suretone Telecom Inc. Project Manager, Siemens Telecom, Vietnam Region	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.	-	-	-
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 Consumer Business Officer / Consumer Business Group	R.O.C.	Tony Lin	Male	2022.05.06	—	—		Vice President, Operations Center of AEON Motor Co., Ltd., and Chief Executive Officer of Aeon Motor (Aeon Innovation Co., Ltd.) Founder and CEO, NEXIT Technology Consultancy Channel Manager, NTT Taiwan Solutions Ltd.	Director and President, TWM Power Co., Ltd. Director, Taihsin Property Insurance Agent Co., Ltd. Director, Uspace Tech Co., Ltd. Director, Wei Xiang Corp.	-	-	-
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.	-	-	-

Note 1: 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 (12,249), Eddie Chan (9,103), Shing Chu (781), Joan Hung (13,245), Luke Han (1,329), Daphne Lee (11,875), Iris Liu (7,810), David Lin (7,805), Vincent Wu (3,157), Eric Lin (4,123), George Chang (2,953), Jay Hong (17,600), Shirley Chu (5,979), Rock Tsai (6,865) , C.H. Jih (781), Ming-Tung Wu (14,524), Tony Lin (6,753), Steve Chou (14,098) and Kate Chen (6,865), Webber Cheng (630).