

Succession Plan and implementation status for the Management Team

In response to the group's organizational development and sustainable operations, the company has implemented a talent development mechanism to coordinate succession planning for key management positions. This mechanism is integrated with the strategic consensus meetings of senior executives. The plans and operations are as follows:

1. Implementation of the Succession/Delegation Plan:

- 1-1 Define the qualifications and potential candidates for critical positions, with at least one to two deputies nominated for each key role.
- 1-2 Conduct talent assessments within the existing organizational framework, review current key management performance, and evaluate accordingly. As of now, there are 3 senior professional managers and 8 senior management team members, with annual performance evaluations conducted.
- 1-3 Annually review the strengths and development needs of potential successors, focusing training resources on their development through programs such as management courses.

2. Annual Operations Meeting and Sustainability Development Seminar for Senior Executives (including CEO) :

2-1 Annual Operations Meeting

At least one operations meeting is held annually to discuss the operational objectives tied to management responsibilities.

- On November 20, 2025, the 2026 Annual Operations Objectives and Budget Meeting will be held.

2-2 Senior Executives Training and Sustainability Development Seminar

At least one senior executive workshop and sustainability development seminar is conducted each year, incorporating educational sessions from the ESG Kick-off Meeting.

- **Five-Year Growth Strategy Workshop:** Held on 22 January 2025, the workshop featured bottom-up presentations of business objectives and strategic directions by division- and department-level managers, followed by top-down guidance from the Chairperson and CEO. Participants included the Chairperson, CTO, CEO, and managers at the division, department, and section levels, with a total of 39 attendees.
- **2025 ESG Kick-off Meeting:** Scheduled for December 22, 2025, with training topics including sustainability trends, sustainability report disclosure frameworks, material topic assessment and ESG Evaluation Indicators. Attendees include the General Manager, division heads, department managers, section chiefs, and staff members, totaling 35 participants.

2-3 Future Strategic Planning

Focus areas include management capabilities, personal development plans, performance management, talent management, organizational change, business growth, leadership succession, and task delegation.

2-4 Leadership and Knowledge Sharing

Drawing on years of leadership experience from mid-to-senior-level executives, the company shares insights on organizational culture and management practices. The aim is to cultivate well-rounded management talent and ensure the transfer of internal corporate knowledge and experience.

- **Weekly Management Meetings:** Performance reports and knowledge sharing sessions are held weekly, with 55 meetings planned for 2025.

The company implements a succession planning program to identify suitable candidates for key positions, continuously recognizing and preparing new talent to succeed in future roles. This ensures a steady pipeline of leadership to support strategic management succession and sustainable corporate development.