

## Board of Directors of Chunghwa Telecom and its Implementation of Diversification Policy



The Company's Board of Directors currently consists of 13 directors, including 2 executive directors, 1 labor director, 5 non-executive directors and 5 independent directors.

The Company ensures a diverse Board that reflects its business operations, dynamics, and development needs by considering factors like gender, age, nationality, culture, and ethnicity. In addition, the Company values gender equality and aims to achieve female representation of over one-third among its directors by 2025.

In accordance with Article 20 of the Company's Code of Corporate Governance, the Board shall possess overall competence which includes operating judgment, accounting and finance, operating management, crisis management, industry knowledge, global market knowledge, leadership and decision-making ability.

The members of the Company's board possess extensive industry experience and expertise in the MSCI GICS industry sectors of Information Technology (Software and Services) and Communication Services (Telecommunication Services, Media and Entertainment), which aligns with the requisite professional capabilities necessary for the development and promotion of the Company's core and emerging businesses, including but not limited to, telecommunications, information and communication technology, broadband, 5G and wireless broadband networks, artificial intelligence of things, big data, artificial intelligence, cybersecurity, cloud technology, financial technology, block chain, and digital business. Overall, the Company's Board of Directors possesses the necessary expertise and experience to effectively govern and guide the Company.



Directors' Name	Date of Appointment	Terms of Office (Note)	Gender	Age	Industry Experiences (years)	Industry Experiences							Professional Knowledge & Skills		Committees				
						Business Management	Sustainable Development (ESG)	ICT	Fintech	Audit & Risk Management	Marketing & Commerce	Audiovisual & Music Culture Creativity	Human Resources Management & Development	Legal	Accounting & Finance	Audit Committee	Compensation Committee	Sustainable Development & Strategy Committee	Risk Management Committee
Shui-Yi Kuo	2019.4.26		M	51~60	23	V	V	V		V	V			V				◎	
Chau-Young Lin	2023.7.4		M	61~70	35	V	V	V	★	V	V							V	V
Hsiang-Ling Hu	2022.5.27		M	61~70	3	V	V	V		V	★	★		★	★				
Ching-Hwi Lee	2022.5.27		F	51~60	2	V	V					V	★						
Shin-Yi Chang	2019.6.21		M	61~70	6.4	V	V	★	★	V	V				V			V	V
Sin-Horng Chen	2019.6.21		M	61~70	45			V											
Hsiu-Chuan Tsai	2022.5.27		F	51~60	2	V	V			V	V		V						
Shih-Hung Tseng	2021.4.6		M	61~70	45		V	V					V					V	
Su-ming Lin	2022.5.27	1	M	61~70	2	V	V	★	★	V	★		★	V	V	◎	V	V	V
Chia-Chung Chen	2022.5.27	1	M	61~70	2	V	V		V	V	V		V		V	V	V	V	◎
Yu-Fen Lin	2017.6.23	3	F	51~60	6.8	V	V		V	V			V		V	◎	V	V	V
Chung-Chin Lu	2018.6.15	3	M	61~70	36	★	V	V		V					V			V	V
Yi-Chin Tu	2019.6.21	2	M	41~50	29	V	V	V	V		V				V			V	V
Total						10	12	7	3	9	6	1	3	2	3	5	3	9	7

★ Stands for partial competence

◎ Stands for Chairperson of the Functional Committee

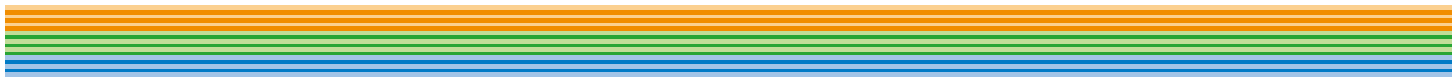
Note: The best practice of board tenure for independent directors in Taiwan is to serve no more than 3 terms. If appointed for additional terms, then explanations of independence are needed.

Position	Name	Industry and Audit Experiences (Telecommunication Services, Media & Entertainment)			
		Management Experiences	Academic Background	Advisors	Research
Chairman	Shui-Yi Kuo	Chairman of Chunghwa Telecom			
Director	Chau-Young Lin	President of Chunghwa Telecom	Ph.D., Electronic Engineering, National Taiwan University of Science and Technology		
Director	Hsiang-Ling Hu	Political Deputy Minister, Ministry of Transportation and Communications (MOTC)			
Director	Ching-Hwi Lee	Deputy Minister, Ministry of Culture (MOC) (Media and Entertainment)			
Director	Shin-Yi Chang	Director, Department of Accounting, Ministry of Transportation and Communications (MOTC)		Lecturer on risk management and crisis management at the National Academy of Civil Service and former Executive Secretary of the Internal Control Project Promotion Team at the Ministry of Economic Affairs (MOEA)	
Director	Sin-Horng Chen	★Former CEO of National Science and Technology Program of Telecommunication and Network Communication at the National Science Council ★Former Acting President of National Yang Ming Chiao Tung University	Ph.D., Electrical Engineering, Texas Tech University in Lubbock, Texas, USA		Chair Professor, Department of Electrical Engineering, National Yang Ming Chiao Tung University



Position	Name	Industry and Audit Experiences (Telecommunication Services, Media & Entertainment)			
		Management Experiences	Academic Background	Advisors	Research
Director	Hsiu-Chuan Tsai			Former Supervisor, Central News Agency (Media)	
Director	Shih-Hung Tseng	President, Chunghwa Telecom's Corporate Union, Tainan Branch	Electronic Engineering Department of Kun Shan Institute of Technology		
Independent Director	Chung-Chin Lu		Ph.D., Electrical Engineering, University of Southern California, USA	Director, National Science & Technology Center for Disaster Reduction	Professor, Electrical Engineering Department, National Tsing Hua University
Independent Director	Yi-Chin Tu	★Chairman of Taiwan AI Labs & Foundation ★Former Chief R&D Officer, Microsoft AI and Research Group, Asia Pacific Region	Master, Computer Science and Information Engineering, National Taiwan University	Director, Taiwan Creative Content Agency (Media)	
Independent Director	Su-ming Lin			Chairperson of the Audit Committee	
Independent Director	Chia-Chung Chen			Chairperson of the the Risk Management Committee and	
Independent Director	Yu-Fen Lin			Chairperson of the Compensation Committee	

Name	Industry Work Experiences
<b>Executive Directors</b>	
Shui-Yi Kuo	<p>Shui-Yi Kuo is the Chairman and Chief Executive Officer of the Company. Before assuming his current role, he served as the President of the Company from May 2019 to May 2023. In addition, he held the key positions of Senior Executive Vice President and Chief Financial Officer from August 2017 to September 2020, and Senior Executive Vice President of Investment at the Company from March 2017 to August 2017.</p> <p>Throughout his 20-year career with the Company and its affiliate, Mr. Kuo occupied various managerial roles within the Corporate Planning, Accounting, and Investment Departments. He attained a master's degree in Accounting from National Chengchi University and holds a CPA certificate in the ROC.</p>
Chao-Young Lin	<p>Dr. Chao-Young Lin currently holds the position of President at the Company, bringing with him over 37 years of dedicated service. Prior to assuming the role of President in July 2023, he served as the President of the Company's Information Technology Group (ITG) from 2020 to June 2023. During his tenure at ITG, Dr. Lin demonstrated unwavering commitment to advancing internal cybersecurity measures and spearheading the development of cybersecurity-related products and services through the subsidiary, CHT Security Co., Ltd. Under his leadership, CHT Security garnered prestigious awards such as the 'Cybersecurity Product and Service Award' from CIO Taiwan 2024 and recognition as "Taiwan's Most Trusted Cybersecurity Service Provider" by World Business Outlook 2023.</p> <p>Before his role as President of ITG, Dr. Lin served as the Executive Vice President of Administration from 2019 to 2020, and as President of the Company's Southern Business Group from 2018 to 2019. With extensive experience in the ICT industry, Dr. Lin excels in large-scale information system development, project management, and systems engineering. Additionally, he possesses exceptional skills in strategic business planning, transformative strategy formulation, and market exploration.</p> <p>Currently, President Lin serves as a director at the Institute for Information Industry (III), where he actively contributes to fostering innovation and application within Taiwan's ICT industry and advancing the information security sector.</p> <p>Holding a Ph.D. in Electronics Engineering from National Taiwan University of Science and Technology, President Lin's expertise is further underscored by obtaining the AWS Certified Cloud Practitioner certification in 2023, which includes the "Well-Architected Framework".</p>



## Labor Director

Shih-Hung Tseng	Mr. Tseng has been with the Company for over 40 years, and currently serves as the labor director. He specializes in Customer Network Access and the Labor Standards Act. As a member of the Board, he ensures that employees' voices are heard and their rights are protected. Mr. Tseng holds a degree in Electronic Engineering from Kun Shan Institute of Technology.
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## Non-Executive Directors

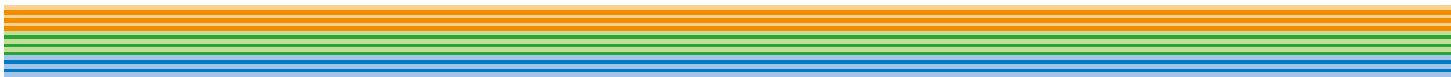
Hsiang-Ling Hu	Mr. Hu has extensive experience in the transportation industry and has practical management experience in corporate governance, business management, and risk management. Mr. Hu holds a bachelor's degree in the Department of Transportation and Management from National Chiao Tung University.
Ching-Hwi Lee	Ms. Lee specializes in cultural administration, cross-boundary governance, performing arts, as well as the audiovisual and music-related creative content industry. Given her extensive industry experience in media and entertainment, she is well-equipped to contribute to the Company's efforts in continuously promoting the development of its Media-on-Demand (MOD) service and other digital content businesses. Ms. Lee holds a Bachelor's degree in History from National Taiwan Normal University.
Shin-Yi Chang	Mr. Chang is an accounting expert who has served as the Head of the Accounting Department in various government organizations. He was also a lecturer on risk management and crisis management at the National Academy of Civil Service Examination Yuan and served as the Executive Secretary of the Internal Control Project Promotion Team at the Ministry of Economic Affairs for six years. Mr. Chang holds an MBA degree from National Taiwan University.
Hsiu-Chuan Tsai	Dr. Tsai previously held the positions of Political Deputy Minister and Spokesperson at the Ministry of Civil Service, where she had significant responsibilities in risk management. She is an expert in government governance, performance management, public human resources management, anti-corruption, transparent governance, risk management, and the marketing of government and policy. Currently, Dr. Tsai serves as a board member of Transparency International Chinese Taipei, an organization with a crucial mission to promote government transparency and integrity in Taiwan. The organization aims to raise public awareness of corruption through the development of anti-corruption education programs and social marketing campaigns. Her extensive professional expertise and work experience have consistently provided valuable insights to the Company's Board, particularly in the areas of anti-corruption measures and organizational development. Dr. Tsai holds a Ph.D. in Public Administration from National Chengchi University.

## Non-Executive Directors

<p>Sin-Horng Chen</p>	<p>Dr. Chen has an impressive background in academia and industry. He served as the Acting President of one of Taiwan's most prestigious universities, National Yang Ming Chiao Tung University, and has conducted extensive research in speech processing, speech recognition and synthesis, with a current focus on advanced technology development and application system development in Information &amp; Communication Technology.</p> <p>Furthermore, Dr. Chen brings substantial practical industry experience to the table. He has held positions such as CEO of the National Networked and Communications Program and Convener of the Communications Engineering Program (CEP) at the Department of Engineering and Technologies, National Science and Technology Council (NSTC), Taiwan. Additionally, he worked as an engineer in the Telecom Lab of Chunghwa Telecom from 1978 to 1980. Dr. Chen's academic credentials include a Ph.D. in Electrical Engineering from Texas Tech University, USA, further demonstrating his qualifications and expertise in the field.</p>
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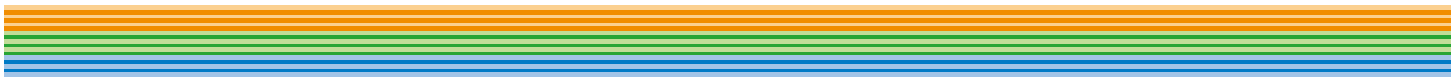
## Independent Directors

<p>Yu-Fen Lin</p>	<p>Ms. Lin is a transactional attorney with extensive experience in international investments, banking and electronic payment legal affairs, as well as corporate compliance and finance transactions. Ms. Lin holds a double degree of L.L.B. and B.A. from National Taiwan University.</p>
<p>Chung-Chin Lu</p>	<p>Dr. Lu is an independent director of our company. Dr. Lu has been a professor in the Department of Electrical Engineering at National Tsing Hua University since August 2000. Dr. Lu has been teaching and researching in the areas of communication systems, networks, and information theory for more than 35 years and specializes in digital communications, error-correcting codes, systems bioinformatics, quantum computation, as well as machine learning. Further to Dr. Lu's academic efforts, he has been selected and appointed by the Premier of the Executive Yuan as a director of the National Science and Technology Council since July 2020, based on his expertise in the field of disaster reduction research. The Council is established to enhance the competence of Taiwan in the research and development of science and technology for disaster reduction, and promote the implementation and application of the outcomes and technologies of the science and technology for disaster reduction. Dr. Lu holds a Ph.D. degree in Electrical Engineering from the University of Southern California.</p>



## Independent Directors

Yi-Chin Tu (a.k.a. Ethan Tu)	<p>Mr. Tu is the founder of PTT, which is a non-profit open-source organization and the largest BBS (Bulletin Board System) site in Taiwan. Before that, he worked at Microsoft, where he served as the Principal Development Manager in the Microsoft AI and Research Group, and later as the Chief R&amp;D Officer, leading the artificial intelligence services development in the Asia Pacific region. In 2017, he left Microsoft to return to Taiwan and founded the Taiwan Artificial Intelligence Lab, which focuses on healthcare, smart cities, and human-machine interfaces as its three AI research and development cores. Mr. Tu specializes in AI data governance, software platform R&amp;D, and digital talent incubation. His expertise will be valuable for helping the Company expand its emerging businesses and acquire corporate customers. Mr. Tu holds a master's degree in Computer Science and Information Engineering from National Taiwan University and is recognized by MSCI as an industry expert on the Audit Committee.</p>
Su-ming Lin	<p>Dr. Lin has been currently a professor in the Department of Accounting, National Taiwan University since August 2001. Dr. Lin is a Certified Public Accountant of the R.O.C. and specializes in accounting, finance, tax laws, as well as international taxation. He has participated in Taiwan's tax reforms and served as the board member and member of the Risk Management Committee and Audit Committee in the airlines and insurance sectors for many years. Dr. Lin holds a Ph.D. degree in Accounting from Arizona State University.</p>





## Independent Directors

Chia-Chung  
Chen

Mr. Chen is currently the independent director of MOSPEC Semiconductor Corp. and Dimerco Data System Corp. Prior to this, Mr. Chen had over 30 years of experience in banking and finance, specializing in digital finance. Before retiring, Mr. Chen served as the Chief Executive Officer of E.SUN Bank (China) Co., Ltd. and E.SUN Commercial Bank, Ltd., as well as the Chairman of E.SUN Securities Co., Ltd. He led a team that launched the first internet banking service in 1992, earning him the title of the “pioneer of internet banking in Taiwan.” Additionally, in 2000, he initiated and promoted the first E-coin in Taiwan, and in 2012, Mr. Chen led a team in establishing the cross-strait payment platform for third-party payments. Mr. Chen is also well-versed in strategic planning, operational management, and risk management, with extensive experience in corporate governance. He has served as an information consultant for the Taiwan Academy of Banking and Finance and as an executive director of the Taiwan Internet and E-Commerce Association. Mr. Chen's expertise is crucial to the Company's digital banking development, and he holds a master's degree in Agricultural Economics from National Taiwan University.

**Note:**

1. Independent director, Mr. Chia-Chung Chen is of Hakka descent, which is a sub-ethnic group in Asia.
2. Mr. Chen is recognized by MSCI as the Company's independent director with risk management expertise. Please see below for his prior experiences.

### Independent Director Mr. Chia-Chung Chen's prior experiences in risk management

Employment History			Specific Duties to Risk Management
2000~2005	e-Banking Division / E.SUN Commercial Bank	Executive Vice President (EVP)	In 2000, Mr. Chen led the e-banking team to initiate and promote a new and innovative business in Taiwan called E-coin. He was also responsible for relevant risk management and anti-money laundering mechanisms.
2005	E.SUN Securities Co., Ltd.	Deputy President	As the Deputy President of E. Sun Securities, Mr. Chen was responsible for overseeing corporate risk management.
2007~2008	Wealth Management Division/E.SUN Commercial Bank	Deputy President	During the financial crisis of 2007~2008, working as the Deputy President of the Wealth Management Division of E.Sun Bank and a member of its executive-level risk management committee, Mr. Chen was tasked with the duty of monitoring the Bank's risk management indicators on a daily basis.
2012~2015	Personal Consumer Division/E. Sun Commercial Bank	Deputy President	Mr. Chen, as the Deputy President of E. Sun Bank's Personal Consumer Division and a member of its executive-level risk management committee concurrently, worked on cross-strait third-party payment, and was responsible for reporting risk management and anti-money laundering mechanisms to the local authorities for obtaining its business licenses.



## Introductions of the Board Members

Name	Education	Past Experiences	Current Position	Expertise
Shui-Yi Kuo	Master, Accounting, National Chengchi University	President, Chunghwa Telecom	Chairman & CEO, Chunghwa Telecom	Accounting & Finance, ICT, ESG, Strategy Management, Corporate Risk Management, Merger & Acquisition, Audit
Chau-Young Lin	Ph.D., Electronic Engineering, National Taiwan University of Science and Technology	President, Information Technology Group, Chunghwa Telecom	President, Chunghwa Telecom	Cloud Services, Cybersecurity, Artificial Intelligence (AI), Data Governance, ESG, Large Scale Information System, Project Management, System Engineering, Risk Management
Hsiang-Ling Hu	Bachelor, Transportation and Management, National Chiao Tung University	Director-General, Railway Bureau, MOTC	Political Deputy Minister, MOTC	Transportation Planning and Management, Transportation System Analysis, Railway Act, Railway Operation Management and Supervision, Railway Risk Management, Intelligent Railway Transportation
Ching-Hwi Lee	Bachelor, History, National Taiwan Normal University	Deputy Director, National Palace Museum	Deputy Minister, Ministry of Culture (MOC)	Cultural Administration, Cross -Boundary Governance, Creative Content Industry

Name	Education	Past Experiences	Current Position	Expertise
Shin-Yi Chang	MBA, National Taiwan University	Director, Accounting Department, Ministry of Economic Affairs (MOEA)	Director, Accounting Department MOTC	Accounting, Risk Management, Crisis Management
Sin-Horng Chen	Ph.D., Electrical Engineering, Texas Tech University, USA	Acting President, National Chiao Tung University	Chair Professor, Institute of Communications Engineering, National Yang Ming Chiao Tung University	Advanced Technology Development and Application System Development in Information & Communication Technology, Speech Signal Processing, Speech Recognition, Speech Synthesis
Hsiu-Chuan Tsai	Ph.D., Public Administration, National Chengchi University	Political Deputy Minister, Ministry of Civil Service	Chairperson & Professor, Department of Political Science, Soochow University, Taiwan	Government Governance, Performance Management, Public Human Resources Management, Marketing of Government and Policy, Risk Management, Anti-Corruption and Transparent Governance
Shih-Hung Tseng	Electronic Engineering Department of Kun Shan Institute of Technology	Member of CHT's Workers' Union & President of CHT's Corporate Union, Tainan Branch	Engineer, Tainan Branch, Chunghwa Telecom	ICT, Customer Network Access, Labor Standards Act, Labour Dispute Mediation

Name	Education	Past Experiences	Current Position	Expertise
Yu-Fen Lin	Double Degree of L.L.B. and B.A., National Taiwan University.	Partner, Kao & Partners, Attorneys-at-Law	Managing Partner, Lex & Honor, Attorneys-at-Law	International Commercial Investment, Corporate Investment Law, Administrative and Public Laws related Legal Consultancy, Risk Management
Chung-Chin Lu	Ph.D., Electrical Engineering, University of Southern California, USA	Chairperson, Department of Electrical Engineering, National Tsing Hua University	Professor, Department of Electrical Engineering, National Tsing Hua University	Digital Communications, Error-Correcting Codes, Systems Bioinformatics, Quantum Computation and Quantum Communications, Machine Learning, Audit
Yi-Chin Tu	Master, Computer Science and Information Engineering, National Taiwan University	Founder, Taiwan AI Labs	Chairman & Founder, Taiwan AI Labs & Foundation	Artificial Intelligence (AI), AI Data Governance, Software Platform R&D and Digital Talent Incubation
Chia-Chung Chen	Master, Agricultural Economics, National Taiwan University	CEO, E. SUN Bank (China)	Independent Director, MOSPEC Semiconductor Corp.	Digital Finance, Strategic Planning, Business Management, Risk Management and Corporate Governance
Su-ming Lin	Ph.D., Accounting, Arizona State University, USA	Chairperson, Department of Accounting, National Taiwan University	Emeritus Professor, Department of Accounting, College of Management, National Taiwan University	Financial Accounting, Tax Laws, International Taxation, Audit and Risk Management