

## **Objective and implementation of board diversify policy**

### **1. Diversify Policy :**

In order to strengthen corporate governance and promote the sound development of the composition and structure of the board of directors, the Company approved the resolution on enacting the “Code of Corporate Governance of Chunghwa Telecom Ltd. Co.,” with a total of 50 articles at the 2<sup>nd</sup> Meeting of the 4th Board of Directors on August 26, 1993. Article 20 of which: The composition of the board members shall be considered in a diversified manner and the appropriate policy on diversity should be based on the Company's business operations, operating dynamics, and development needs. It is advisable that the policy includes, without being limited to the following criteria in two (2) aspects:

- (1). Basic requirements and values: Gender, age, nationality, culture and ethnicity;
- (2). Professional knowledge and skills: Such as legal, accounting, industry, finance, marketing or technology

### **2. Concrete Objectives:**

The board of directors of the Company shall direct company strategies, supervise the management, and be responsible to the Company and its shareholders. The operations and arrangements of its corporate governance system shall be able to ensure that, in exercising its authority, the board of directors complies with the provisions of laws, regulations, its Articles of Incorporation, and the resolutions of its shareholders' meetings. . All the directors of the Company are equipped with the knowledge, skills, literacy, and the capabilities of decision-making and management necessary to perform their duties. The Company continuously arranges a variety of courses for the directors to improve their decision-making quality and supervision skills, thus strengthening the functions of the board of directors. In addition, the Company is also concerned about gender equality, with at least one female director in the composition of the board of directors and plans to reach the target of 20% female directors in the next 5 years.

### **3. The Implementation of the board diversity policy**

The Company's current board of directors consists of 13 directors, including 5 independent directors and 8 directors. Please see below for the expertise and background of the Board of Directors and the Company's implementation of the board diversity policy.

Criteria Name	Gender	Independent Director	An employee/ management of the Company	Age	The date of the appointment as a director	Operational Judgment	Crisis Management	Leadership	Decision- Making	Industry Experiences	Operational Management	Accounting & Finance	Legal	Global market perspective	Risk Management & Audit Capabilities	Information and Communication Technology
Chi-Mau Sheih	M		√	60~70	2017.1.4	√	√	√	√	√	√	√		√	√	√
Shui-Yi Kuo	M		√	50~60	2019.4.26	√	√	√	√	√	√	√		√	√	√
Shin-Yi Chang	M			60~70	2019.6.21	√	√	√	√	*	√	√		√	√	*
Lien-Chuan Lee	M			50~60	2019.9.16	√	√	√	√	√	√	√		√	√	*
Sin-Horng Chen	M			60~70	2019.6.21	√	√	√	√	√	√	*		√	√	√
Yu-Lin Huang	M			50~60	2019.2.13	√	√	√	√	√	√	√		√	√	*
Hung-Yi Hsiao	M			40~50	2019.6.21	√	√	√	√	√	*	*	√	*	*	*
Chin-Tsai Pan	M		√	50~60	2017.3.22	√	√	√	√	√	√	*		√	*	√
Lo-Yu Yen	M	√		60~70	2016.6.24	√	√	√	√	√	√	√		√	√	√
JenRan Chen	M	√		60~70	2016.6.24	√	√	√	√	√	√	√		√	√	√
Yu-Fen Lin	F	√		50~60	2017.6.23	√	√	√	√	√	√	√	√	√	√	*
Chung-Chin Lu	M	√		60~70	2017.6.15	√	√	√	√	√	√	*		√	√	√
Yi-Chin Tu	M	√		40~50	2019.6.21	√	√	√	√	√	√	√		√	√	√

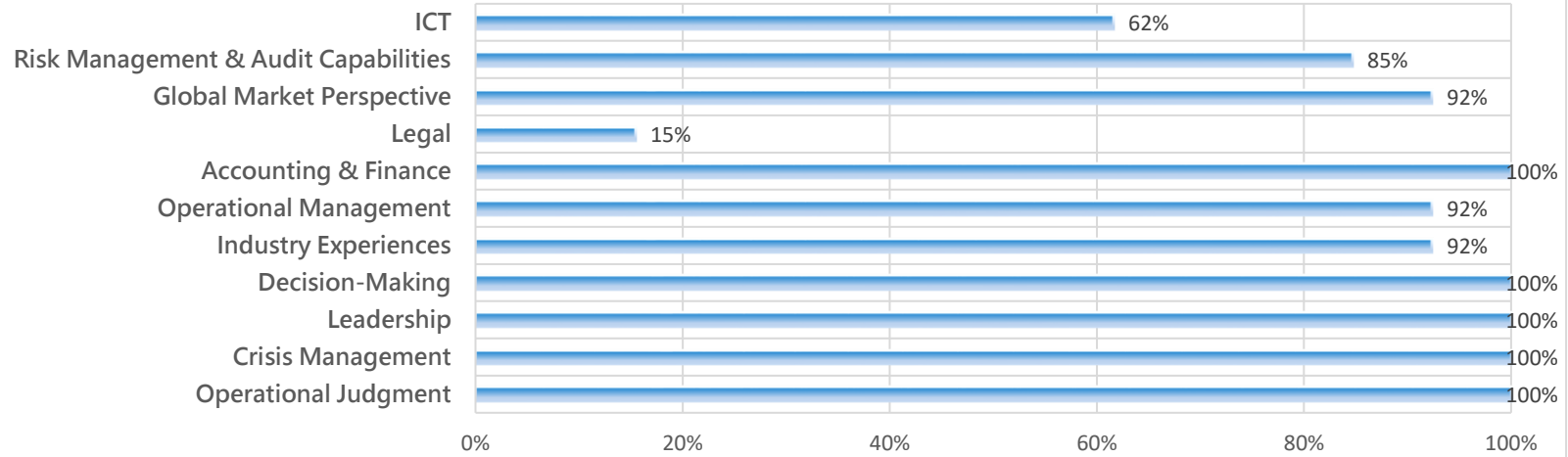
**Note:**

The management and the employee of the Company accounts for 23% of the board.

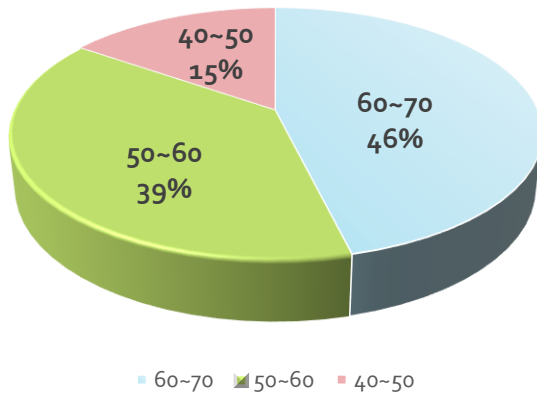
Independent directors account for 38% of the board.

Female director accounts for 8% of the board.

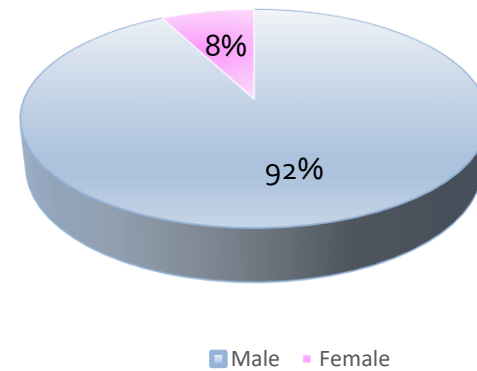
### Directors' expertise and background



### Directors' Age



### Directors' Gender



4. The Board regularly conducts performance assessment once a year and confirms that its members have diverse backgrounds and competence.