

### List of Directors (including Independent Directors)

Type	Name	Education	Current Positions at the Company and other companies
Chairman	United Glory Co., Ltd. Representative:Chiu, Sun-Chien	M.S. in Electrical Engineering, National Taiwan University	Chief Executive Officer of Realtek Semiconductor Corp. Chairman/Director of Realtek Semiconductor Corp. affiliates
Vice Chairman	United Glory Co., Ltd. Representative:Chern, Kuo-Jong	MBA, The City University of New York, USA	Vice Chief Executive Officer & Chief Financial Officer of Realtek Semiconductor Corp. Director/Supervisor of Realtek Semiconductor Corp. affiliates
Director	Cotek Pharmaceutical Industry Co., Ltd Representative: Yeh, Nan-Horng	MBA, Washington University in St. Louis, USA	Director of Yihong Investment Co., Ltd. Chairman of Zu Yuan Industries Co., Ltd. Director of Cotek Pharmaceutical Industry Co., Ltd. Director of Novasiot (Shanghai) Co., Ltd.
Director	Sonnen Limited Representative:Yeh, Po-Len	MSc. & Ph.D. in Material Engineering, Loughborough University of Technology, United Kingdom	Chairman/Director of Realtek Semiconductor Corp. affiliates
Director	Yen, Kuang-Yu	M.S. in Communications Engineering, National Chiao Tung University	President of Realtek Semiconductor Corp. Director of Realtek Semiconductor Corp. affiliates
Director	Huang, Yung-Fang	M.S. in Electrical Engineering, State University of New York, USA	Chief Operating Officer of Realtek Semiconductor Corp. Chairman/Director of Realtek Semiconductor Corp. affiliates
Director	Ni, Shu-Ching	Open Junior College	Director of Realtek Semiconductor Corp.
Independent Director	Chen, Fu-Yen	M.A. in Journalism, National Chengchi University	CEO of Creative Education and Management Foundation Chairman of EZTravel Travel Service Co., Ltd. Chairman of You Hsin Creative Co., Ltd. Chairman of Eland Technologies Co., Ltd. Chairman of Eland Information Co., Ltd.
Independent Director	Tsai, Tyau-Chang	Bachelor degree in College of Law, National Taiwan University	Director of Ming-Der Senior High School Chairman of Jhang Huei Co., Ltd Johnson Law office Lawyer
Independent Director	Lo, Chun-Pa	Master Degree in Business Administration, National Taiwan University	Investment Vice President of De Jie Investment Co., Ltd. Representative of juristic person director of Biofity Pharmaceuticals Inc.

The diversity policy for the Company's board members is as follows:

The structure of the Company's board of directors shall be determined by choosing an appropriate number of board members in consideration of business scale, the shareholdings of major shareholders, and practical operational needs. The composition of the board of directors shall be determined by taking diversity into consideration. An appropriate policy on diversity based on the company's business operations, operating dynamics, and long-term development needs shall be formulated and include, without being limited to, the following two general standards:

1. Basic requirements and values: gender, age, nationality, and culture.
2. Professional knowledge and skills: a professional background (e.g., law, accounting, industry, finance, marketing, or technology), professional skills, and industry experience.

All members of the board shall have the knowledge, skills, and experience necessary to perform their duties. To achieve the ideal goal of corporate governance, the board of directors shall possess the following abilities:

1. Ability to make operational judgments.
2. Ability to perform accounting and financial analysis.
3. Ability to conduct management administration.
4. Ability to conduct crisis management.
5. Knowledge of the industry.
6. International market perspective.
7. Ability to lead.
8. Ability to make policy decisions.

There are ten directors, three of them are independent directors, for the Company. Each director has his or her own professional background, including business management, leadership decision, industry knowledge, financial accounting, international marketing, etc.

The specific management objectives of the Company's board member diversity policy are that each of the eight abilities that the board of directors shall possess is at least possessed by five directors, and at least four of the eight abilities are possessed by individual board members. The management objective of diversity policy is reached by the Company's current board of directors and individual board members.

The abilities possessed by individual board members of the Company

	Gender	Ability to make operational judgments	Ability to perform accounting and financial analysis	Ability to conduct management administration	Ability to conduct crisis management	Knowledge of the industry	International market perspective	Ability to lead	Ability to make policy decisions
Chiu, Sun-Chien	Male	v	v	v	v	v	v	v	v
Chern, Kuo-Jong	Male	v	v	v	v	v	v	v	v
Yeh, Nan-Horng	Male	v	v	v	v	v	v	v	v
Yeh, Po-Len	Male	v	v	v	v	v	v	v	v
Yen, Kuang-Yu	Male	v		v	v	v	v	v	v
Huang, Yung-Fang	Male	v		v	v	v	v	v	v
Ni, Shu-Ching	Female	v	v		v		v		v
Tsai, Tyau-Chang	Male	v		v	v		v	v	v
Chen, Fu-Yen	Male	v	v	v	v		v	v	v
Lo, Chun-Pa	Male	v	v	v		v	v	v	v

## 2. The planning and operation of the succession of board members and senior management:

### 2.1 Succession planning for board members

There are currently 10 directors (including 3 independent directors) for the Company. The nomination and selection of directors take into account the overall capacity and diversity of the board of directors, and adjust the composition of members according to the results of performance evaluation and the need for substantive operations. The succession planning of the board of directors includes the succession of the senior management of the group, and the recruitment of external professionals with background of business management, law, accounting, industry, technology, or marketing.

### 2.2 Succession planning for senior management

The succession planning for senior management of the Company is mainly constructed as follows:

- (1) Based on the future development strategy, define the positions and talent needs of the company, and review the succession planning regularly in response to changes in operations and strategies.
- (2) Develop competent talents with potential and capacities to enter the succession planning talent pool, and establish a comprehensive training mechanism and talent development plan for the talent pool.
- (3) Timely promote the mid-level managers as deputies for the high-level managers, and understand the development of the middle-level management through performance appraisal and as a reference for succession planning.