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	Chairman/Director of Realtek Semiconductor Corp. affiliates
Vice Chairman	United Glory Co., Ltd. Representative: Huang, Yung-Fang	M.S. in Electrical Engineering, State University of New York, USA	Chief Executive Officer of Realtek Semiconductor Corp. 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	Ni, Shu-Ching	Open Junior College	Director of Realtek Semiconductor Corp.
Director	Taotech Co., Ltd. Representative: Yeh, Po-Len	MSc. & Ph.D., Material Engineering, Loughbourough University of Technology, United Kingdom	Chairman/Director of Realtek Semiconductor Corp. affiliates
Director	Dejia Investment Co., Ltd. Representative: Yeh, Ming-Han	Bachelor, Industrial Design, Tatung University	Special Assistant of Realtek Semiconductor Corp. Chairman of Dejia Investment Co., Ltd. Director of HIXUAN Co., Ltd. Representative of juristic person director of Shiteh Organic Pharmaceutical Co., Ltd. Representative of juristic person director of Unitech Computer Co., Ltd. Representative of juristic person director of Unitech Electronics Co., Ltd.
Independent Director	Yang, Pan-Chyr	Ph.D., Graduate Institute of Clinical Medicine, College of Medicine, National Taiwan University	Representative of juristic person director of Microbio Co., Ltd. Professor, Department of Internal Medicine, College of Medicine, National Taiwan University Academician and researcher jointly recruited by Institute of Biomedical Sciences, Academia Sinica Executive Secretary, NTU Center of Genomic Medicine Program Director, Microarray Core Facility, National Research Program for Genomic Medicine President, Taiwan Society of Pulmonary and Critical Care Medicine Lung Cancer Program Co-Director of National Research Program for Genomic Medicine Professor, the Graduate Institute of Oncology of National Taiwan University, College of Medicine Dean, NTU YongLin Institute of Health Independent Director, Acer Incorporated
Independent Director	Ko, Fu-Hwa	Ph.D., Electrical Engineering & Computer Science, University of California, Berkeley, USA	Managing Owner of SEMI DA Advisory LLC
Independent Director	Hsieh, Yin-Ching	Bachelor, College of Law, National Taiwan University	Founder of Shay & Partners and leader of the TMT team Independent Director, Taiwan Cooperative Financial Holding Co., Ltd. Advisory committee , Mainland Affairs Council Taiwan(Republic of China) General Counsel, ASVDA (Asia Silicon Valley Development) Managing director (2008-2010), Executive director (2011-2018), Taiwan Communications Society

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 (including professional knowledge and capabilities in corporate sustainability, such as environmental protection, social responsibility, and corporate governance), 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 nine 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 four 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
Huang, Yung-Fang	Male	v		v	v	v	v	v	v
Yen, Kuang-Yu	Male	v		v	v	v	v	v	v
Ni, Shu-Ching	Female	v	v		v	v	v		v
Yen, Po-Len	Male	v	v	v	v	v	v	v	v
Yeh, Ming-Han	Male	v		v	v	v	v		v
Yang, Pan-Chyr	Male	v		v	v	v	v	v	v
Ko, Fu-Hwa	Male	v	v	v	v	v	v	v	v
Hsieh, Yin-Ching	Male	v	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 9 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.

2.3 Operational situation

Currently there are many senior managers within the group who possess the management and professional abilities required to serve as directors. At the same time, the Company will also seek professional talents from outside and appoint independent directors in accordance with legal requirements to further enhance the function of corporate governance.

The Company has gradually implemented a succession plan for key management levels, including comprehensive training for senior managers and the implementation of a job agent system, and regular promotion of employees who meet the conditions for management positions. Trainings through job assignments and project tasks are offered to cultivate their judgment, management capabilities, and problem-solving abilities. This is aimed at improving the decision-making quality of the management level and preparing high-quality human resources for the Company's long-term development.