

TIRI

台灣投資人關係協會
Taiwan Investor Relations Institute

2023



COMMEMORATIVE BOOKLET







CONTENTS

•Mission / Vision / Preface	P3
•Service Items	P5
•Founding Chairman’s Message	P7
•Incumbent Chairman’s Message	P8
•Members of Board and Advisor	P9
•Congratulatory Message	P13
•Key Milestone	P21
•Annual Review	P23
•TIRI Awards	P29
•Investor Relations Charter (IRC®)	P37
•Board Performance Evaluation	P39
•Course Services	P40
•Information Sharing	P41
•Recommended Partners	P45
•Donation Information	P55

Mission

Taiwan Investor Relations Institute (TIRI), a non-profit professional association established for Taiwan-listed, OTC, publicly traded, and startup companies, is dedicated to advancing the practice of investor relations in Taiwan. TIRI is committed to enhancing the professional capabilities and status of its members while fostering alignment with international capital markets.



Vision

Elevate the professionalism of investor relations through lectures and courses. Facilitate industry professionals' networking and connections through banquets and social events. Introduce international best practices to align Taiwan's capital market with global standards. Assist in communication with the investment community and regulatory authorities to promote a virtuous cycle.



Preface

In 1962, the Taiwan Stock Exchange officially opened, however, there has never been a formal investor relations association representing Taiwan's alignment with global capital markets and simultaneously elevating the professionalism and status of IR practitioners. Recognizing this gap, in 2018 a group of capital market enthusiasts jointly established the Taiwan Investor Relations Institute, aiming to improve the current situation.

After five years of diligent efforts and with the association's dedication, we are honored to have received support from Taiwan's regulatory authorities, listed companies, the capital market, and relevant overseas entities.

In response to the pandemic, innovative online courses for directors, governance executives, and IROs were introduced in 2020.

In 2021, to strengthen international alignment in IR practices, we collaborated with National Investor Relations Institute (NIRI) to promote the Investor Relations Charter (IRC®) international certification.

In 2022, we hosted the inaugural TIRI Awards for Taiwan-listed companies. The event recognized the best IR companies and individuals, including Taiwan Semiconductor Manufacturing Company (TSMC), through votes from hundreds of institutional investors and media outlets.

We periodically organize courses, lectures, and collaborate closely with regulatory authorities, academic institutions, and industry-related organizations to conduct relevant activities.

Looking ahead, we will continue our efforts and anticipate contributing to the professionalism and elevation of investor relations in Taiwan.

SERVICE ITEMS



**Professional
Training
Courses**

**Board
of Directors
and Supervisors
Continuing
Education
Courses**

**International
Certification**

**Board
Performance
Services**



FOUNDING CHAIRMAN'S MESSAGE



Fu-Fu Shen

The Taiwan Investor Relations Institute (TIRI) celebrates its fifth anniversary. Led by a like-minded team, I have witnessed the Institute continue to make steady progress. I am deeply honored and privileged.

Since the Institute was established in 2018, its membership has continued to grow, professional consulting and training programs have increased, and interpersonal networks have been established, thereby enhancing the relative competitiveness of Taiwan's industry and demonstrating its ambitions.

In recent years, the capital market has continued to increase its requirements for transparency and information disclosure of listed companies' finances, business, ESG, etc. The market is also constantly changing. Investor relations professionals must continue to strengthen communication between relevant professionals and institutional investors and maintain good and open communication channels.

INCUMBENT CHAIRMAN'S MESSAGE



Jonny Kuo

2023 marks the fifth anniversary of the Taiwan Investor Relations Institute (TIRI). On November 16th, we hosted our 2023 TIRI annual conference and international forum. Distinguished leaders and representatives from six international IR associations, including the United States (NIRI), Italy (AIR), Hong Kong (HKIRA), Belgium (BelIR), Germany (DIRK), and Singapore (SGListCos), gathered in Taipei to share and exchange IR practices. Vice Premier of the Executive Yuan, also attended the event and delivered a speech, expressing anticipation for increased cooperation and communication between Taiwan's IR professionals and the international capital markets.

Since last year, TIRI has continued to select the winners of the "Best IR Company" and "Best IR Officer" awards based on criteria such as corporate governance evaluation results, average turnover ratio, and transaction amounts. The selected candidates undergo further voting by institutional investors

and the media. This year marked the second edition of the TIRI Awards, aiming to recognize outstanding IR performance by companies and IROs, setting exemplary standards in the field. TIRI has been actively promoting the IR professional certification since its second year of establishment. Collaborating with NIRI, the National Investor Relations Institute in the United States, four years ago, we initiated the Investor Relations Charter (IRC®). Last year, in response to the pandemic, we introduced an online examination system, allowing all IR professionals to obtain the Investor Relations Charter (IRC®) through online assessments. Over the past five years, with the support of past directors, supervisors, and all members, TIRI has rapidly expanded and rooted the IR profession in Taiwan. We hope that through TIRI's organizational development and international exchanges, Taiwan's IR professionalism can align synchronously with the global capital markets, attracting the attention of investors worldwide.

Reflecting on the founding of TIRI five years ago, as a non-profit organization, this journey has not been easy, and we sincerely thank all our members, directors, and the institutions and advanced players in the capital market that have supported and sponsored TIRI.

Looking ahead to TIRI's future development, we aspire to establish the "TIRI Awards" as the Oscars of the capital market, recognized for its transparency, fairness, and openness. Additionally, we will continue to communicate with regulatory authorities. We aim to extend the requirement for education to "spokespersons" and "agent spokespersons" who play a crucial role in communicating with the capital market. To enhance the professional competence of Taiwan IROs, TIRI is dedicated to promoting IR professional courses and certification exams. We actively participate in global IR organization events to facilitate the efficient dissemination of information and professional knowledge across the global capital markets.

Members of Board and Advisor The 2nd Executive Committee



Honorary Chairman
Elizabeth Sun

TSMC - Former Senior Director of
Corporate Communications Division



Chairman/
Executive Directors
Jonny Kuo

Certified Public Accountant at BigWin
CPA Firm and Director at Walrus Pump
Co., Ltd.



Vice Chairman/
Executive Directors
Kevin Wang

Teco Image Systems (TIS) Co., Ltd.
Vice Chairman

Executive Directors



Freddie Liu

TPK Holding Co., Ltd - Chief Strategy
Officer and Deputy Spokesmen



Jacky Chou

Sitronix Technology Corporation
Strategic Investment Advisor



Jack M. Chang

Allgenesis Biotherapeutics Inc.
Vice President of Finance

Directors



Frank Wang

AVerMedia Technologies, Inc.
Public Relations Office Senior
Manager and Spokesperson



Fu-Fu Shen

Chunghwa Telecom Co., Ltd.
Former Deputy spokesperson
& VP of Finance Department



Nan-Hao Lin

Cross Straits New Technology
Association - Chairman



Cash Hong

JPP Holding Company Limited
Project manager



Tina Chang

Compal Electronics, Inc.
Investor Relations, Director



Peter Chang

Lelon Electronics Corp.
Spokesperson & Assistant of
President



Nancy Hsu

FineTek Co., Ltd.
Special Assistant of Managing
Director & Spokesperson



Tom Haung

Sitronix Technology Corporation
Director of IR & Sustainable
Development and Spokesperson



Andy Chien

TECO Electric & Machinery Co.,
Ltd. Director of Corporate
Governance Center &
Spokesperson



Ant Lan

ALGOLTEK, Inc.
General manager

The 2nd Executive Supervisors and Advisory Board

Executive Supervisors



Emily Tu
Elitegroup Computer Systems
Deputy Spokesperson & Senior Manager

Executive Supervisors



Wen-Chun, Yao
FSP TECHNOLOGY INC.
Special Assistant to Chairman
and Spokesperson



Julia Chen
FOXCONN TECHNOLOGY
CO., LTD. Manager



Paul Yeh
USERJOY TECHNOLOGY
CO., LTD. Assistant
Manager and Spokesperson
of the Management Office



Echo Wan
T3EX Global Holdings Corp.
Former General Manager and
Spokesperson

Honorary Advisor



David Yang
Securities Analysts Association
Executive Director

Chief Advisor



Kevin Yu
Promoter and innovator of investor
relations in Taiwan since 2004

The 1st. Members of Board and Advisor

Honorary Chairman

Elizabeth Sun TSMC Senior Director of Corporate Communications Division

Chairman/ Executive Directors

Fu-Fu Shen Chunghwa Telecom Co., Ltd. Deputy spokesperson & Assistant VP of Public Affairs Department

Vice Chairman/ Executive Directors

Jonny Kuo Pili International Multimedia Co., Ltd. CFO and Deputy Spokesperson

Executive Supervisors

Freddie Liu TPK Holding Co., Ltd Chief Strategy Officer and Deputy Spokesperson

Jacky Chou Sitronix Technology Corporation Spokesperson & Senior Director

Jack M. Chang Allgenesis Biotherapeutics Inc. Vice President of Finance

Directors

Stanley Lu Foxsemicon Integrated Technology Inc. Spokesperson

Peter Chang Lelon Electronics Corp. Spokesperson & Assistant of President

Andy Chien TECO Electric & Machinery Co., Ltd. Spokesperson & Director of Corporate Governance Center

Ant Lan ALGOLTEK, Inc. General manager & Spokesperson

Nancy Hsu FineTek Co., Ltd. Special Assistant of Managing Director & Spokesperson

Tom Haung Sitronix Technology Corporation Senior Manager of IR & Sustainability

Nan-Hao Lin Cross Straits New Technology Association - Chairman

Entien Wu Good Way Technology co. Ltd Senior project manager

Tina Chang Compal Electronics, Inc. Deputy Director of IR

Executive Supervisors

Cash Hong JPP Holding Company Limited Manager of IR

Supervisors

Echo Wan T3EX Global Holdings Corp. General Manager and Spokesperson

Jack Lu IEI Integration Corp. Former CFO & Spokesperson

Emily Tu Elitegroup Computer Systems Deputy Spokesperson & Senior Manager

Selina Hsu Yummy Town (Cayman) Holdings Corporation Senior Manager of IR & Deputy spokesperson

Honorary Advisor

Wan-ju Yu Former Legislator

David Yang Securities Analysts Association Executive Director Chief Advisor

Chief Advisor

Kevin Yu

Promoter and innovator of investor relations in Taiwan since 2004



CONGRATULATORY MESSAGE



Congratulations to the Taiwan Investor Relations Institute on its fifth anniversary, marking a new milestone!

Corporate governance and investor relations are crucial for modern businesses, and their sound development is essential to maintaining financial stability and driving economic growth. High standards of corporate governance ensure effective business operations and risk management, safeguarding the rights of shareholders and stakeholders. Active interaction in investor relations, through timely information disclosure and effective communication, establishes a more trusting relationship, boosting investor confidence and enhancing the efficiency of capital markets. Best wishes to the Taiwan Investor Relations Institute (TIRI) for achieving greater success in the fields of corporate governance and investor relations. The government will continue to offer support and recognition, aiding TIRI in realizing its noble objectives. We look forward to a prosperous future and collaborative efforts for greater prosperity.

Cheng Wen-tsan

Vice Premier
The Executive Yuan of Taiwan R.O.C.



CONGRATULATORY MESSAGE



Congratulations to the Taiwan Investor Relations Institute (TIRI) on its fifth anniversary!

Since TIRI's establishment, it has played a crucial role in advancing investor relations, fostering industry professionalism, aligning local markets with international perspectives, and enhancing the competitiveness of the country and industries. Its extraordinary contributions and achievements are remarkable.

We hereby wish TIRI and its members continued success, reaching new heights with a prosperous future.

Lee, Guei-Min

Finance Committee
Legislative Yuan

立法委員羅致政
敬題

溥益功宏

社團法人台灣投資關係協會五週年誌慶

Chih-Cheng Lo

Foreign and National Defense Committee
Legislative Yuan



CONGRATULATORY MESSAGE



Since its founding, TIRI has been dedicated to promote Investors relations with listed companies, advancing the professional capacity and positioning of its members and strengthening its communication with international capital markets.

On its 5th anniversary, I would like to extend my heartfelt gratitude for its efforts and contributions to Taiwan's Capital Market and look forward to seeing its continuing efforts in furthering corporate governance and ESG to create an interactive and friendly investment environment and a more competitive and attractive capital market.



Chun-Hong Chen
Chairman
Taiwan Securities Association



Securities Investment Trust & Advisory Association of Taipei, R.O.C. extends congratulations to the Taiwan Investor Relations Institute on its fifth anniversary.

Since its establishment, the Taiwan Investor Relations Institute has been dedicated to aligning Taiwan with international standards, elevating industry professionalism, and enhancing the effectiveness of capital market communication. The Institute has significantly contributed to improving corporate governance in Taiwan, and its achievements are evident. We sincerely wish the Taiwan Investor Relations Institute continued success in the next five years, building on past accomplishments and fostering new innovations.



中華民國證券投資信託暨顧問商業同業公會
SECURITIES INVESTMENT TRUST & CONSULTING ASSOCIATION OF THE R.O.C.

Tsung-Sheng Liu
Chairman
Securities Investment Trust & Consulting Association of the R.O.C.



CONGRATULATORY MESSAGE



悠遊卡投資控股股份有限公司
EASYCARD Investment Holding Co., Ltd.

CELEBRATORY MESSAGES FROM EASYCARD Investment Holding Co., Ltd.

Taiwan Investor Relations Institute (TIRI) was established in 2018, founded by investor relations professionals from Taiwan's listed over-the-counter (OTC) companies. Over the years, TIRI has dedicated itself to advancing the practice of investor relations in Taiwan, as well as the professional competence and standing of its members, and to strengthening the connection with the domestic and international capital markets.

Since its establishment, TIRI has made efforts to enhance corporate value to help companies make profits. Dealing with changes during the COVID-19 Pandemic, TIRI provided the innovative services and was the first to launch online courses for directors and supervisors, corporate governance executives, and IROs in 2020.

In order to enhance the professionalism and importance of Taiwan's IR profession and align with the blueprint for the sustainable development of corporate governance, TIRI organized the first TIRI Awards in 2022, which recognized high-performing IR firms and professional managers, and raised the standards of excellence in IR and the importance attached to IR by enterprise.

The Institution now celebrates its 5th anniversary. TIRI is going to publish 5th Anniversary Commemorative Book summarizing its valuable experience in promoting the various professions in Taiwan's IR sector, underscoring the Institution's growing influence in terms of both scale and professionalism.

As the capital market becomes more mature and the IR profession is more recognized, we expect TIRI continuing to be a leader in the profession, and making the growing opportunities in the industry into the next five years. We also believe TIRI will make more links between Taiwan's capital market and the international arena, enhancing the professionalism and importance of Taiwan's IR.



CONGRATULATORY MESSAGE

The establishment of the Taiwan Investor Relations Institute five years ago marked a significant milestone in the continuing development of the investor relations profession. The celebratory atmosphere at the 2023 TIRI Awards Conference showcased the success of your vision, and we are thrilled for your accomplishments. For the past five years, we have been pleased to collaborate with TIRI on promoting professional IR certification through the Investor Relations Charter (IRC®), raising awareness, and improving the standard of excellence of IR. We have been actively sharing knowledge and information in the Chinese language through publications and look forward to continuing our partnership, anticipating substantial progress in 2024.

Matthew D. Bruschi
President and CEO
National Investor Relations Institute



On behalf of the Deutscher Investor Relations Verband, I extend congratulations to the Taiwan Investor Relations Institute on its fifth anniversary celebration. It is an honor to be invited to participate in this grand event and witness the dedication of your association to advancing excellence in investor relations in Taiwan and elevating professional standards within the industry. The TIRI Awards commend and recognize outstanding local Taiwanese companies, fostering international perspectives through forums like this. At this momentous occasion, I sincerely wish the Taiwan Investor Relations Institute and its members continued success and further advancements.

Patrick Kofler
Board Member
Deutscher Investor Relations Verband



First and foremost, congratulations to the Taiwan Investor Relations Institute on its fifth anniversary! We truly understand the hard work and perseverance that have gone into reaching this milestone. Since the second year of TIRI's establishment, HKIRA and TIRI have continuously encouraged and supported each other. Even during the pandemic, we extended our best wishes through videos. In the field of investor relations, we have selflessly shared information and provided online courses, creating an environment where members from both associations can actively participate. This year, we finally had the opportunity to meet in person at the grand event in Taiwan. Looking ahead, we are excited about continuing with new collaborative initiatives. Wishing the Taiwan Investor Relations Institute continued success and more accomplishments in the future.

Dr. Eva Chan
Founding Chairman
Hong Kong Investor Relations Association



I am delighted to congratulate the Taiwan Investor Relations Institute ("TIRI") on celebrating its fifth anniversary. We commend your achievements in advocating for best investor relations practices and promoting the professional development of local companies in Taiwan. We look forward to collaborating on upcoming projects and anticipate achieving great results together in the future.

Matthew Song
Director
Association of Singapore Listed Companies





CONGRATULATORY MESSAGE

On behalf of the Italian Investor Relations Association, I extend sincere congratulations to the Taiwan Investor Relations Institute on its fifth anniversary and commend its significant contributions to investor relations and professional development. We have initiated exchanges since last year, and it is an honor for us to attend this grand event in Taiwan. We look forward to maintaining the competitiveness of TIRI on the global stage together.

Riccardo Fava
Board Member
Associazione Italiana Investor Relations



The Belgian Investor Relations Association extends its congratulations to the Taiwan Investor Relations Institute on its fifth anniversary. This year, we are honored to participate in the TIRI Awards ceremony, witnessing how the Taiwan Investor Relations Institute genuinely encourages local Taiwanese companies excelling in the field of investor relations. It was our first participation in such a significant international forum, and it provided us with valuable insights that we can apply in BELIR. In the future, we hope to maintain friendly connections and enhance positive exchanges internationally. Wishing the Taiwan Investor Relations Institute continued success and further achievements in the years to come.

Wim Allegaert
President & Managing Director
Belgian Investor Relations Association





MILESTONE

2018

Taiwan Investor Relations Institute (TIRI), a registered non-profit organization, was officially established.



2020

Pioneered innovative services by becoming the first to offer online continuing education for directors, supervisors, and IROs.

2019

The Chairman of the Financial Supervisory Commission (FSC) attended the annual conference, and more than 70 courses and lectures were organized throughout the year.



2022

Hosted the 1st.TIRI Awards.



YEAR

2021

Strengthened its alignment with international IR practices, resulting in the emergence of a Taiwanese recipient of an international certification.



2023

First Ever: IR Associations Worldwide Unite for an International Forum



Annual Review

2018

The 1st year, the annual conference received support from prominent institutions such as NYSE, NIRI, TWSE, TPEX and TAIFEX., hundreds of guests from the capital market and industry attended the event.



A joint Investor Relations seminar was organized in collaboration with TWSE.



2019

Introduced courses for IRO, directors and supervisors, hosting more than 70 events throughout the year.



Continued collaboration with the TWSE for IR forums.



Co-organizing seminars on art appreciation and investment with ART TAIPEI.



Collaborated with NIRI to promote the internationalization of the Investor Relations Charter (IRC®) and localization of IR knowledge.



The Chairman of the Financial Supervisory Commission, and president of IR associations from Hong Kong and Singapore at the annual conference.



2020

In response to the pandemic, jointly organized an online IR forum with TWSE.



Co-hosted lectures with the largest association of listed companies in Taichung, the Entrepreneur Club.



Shared insights in lectures with the TWSE and the largest association of listed companies in Tainan, Yizai Club.



Held over 120 courses and lectures throughout the year.



Initiated the Annual Conference and TIRI Awards Ceremony.

2021

Introduced board performance evaluation services.



Invited Cathay Financial Holdings' Chief Investment Officer, Sophia Cheng, to host an ESG lecture.

Co-organized forums with TPEX and ICA.



Annual conference themed "The Future of ESG is NOW."

2022

Co-hosted lectures with Yizai Club.



Organized a seminar with international IR master Dr. Elizabeth Sun.



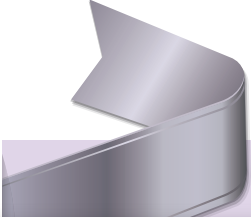
Celebrated the fourth Investor Relations Charter (IRC®) winner in Taiwan.



Co-organized an ESG practical forum with the TWSE.



2023



Collaborated with KPMG to organize an ESG forum in Kaohsiung.



Honorary Chairman and former Senior Director of Corporate Communications at TSMC, Dr. Elizabeth Sun., interviewed for a documentary by France's state-owned television group.



Co-hosted IR, ESG, and corporate governance lectures with Foxconn Technology Group.



Vice Premier of the Executive Yuan attended the annual conference and international forum.



Hosted distinguished guests from IR associations in the United States, Germany, Belgium, Italy, Hong Kong, and Singapore for visits to TWSE, TPEX, and the National Palace Museum.



TIRI Awards

The TIRI Awards, organized by TIRI, is a professional award specifically designed for listed companies in Taiwan.

Goal

- Conduct comprehensive, independent investigations into investor relations, recognizing and commending the best-performing companies and individuals among Taiwan-listed entities or those involved with Taiwan stocks.
- Promote good corporate governance, advocate higher transparency, timely, and fair disclosure, ultimately enhancing shareholder value for all companies.
- Highlight investor relations best practices that other publicly listed companies and IR professionals can emulate.
- Acknowledge the diversity of investor relations activities and practices, ultimately contributing to raising standards in these areas.
- Elevate the standards of IR to position IR functions as an integral part of a company's DNA.

Execution

Executive committee

Comprised of TIRI Board of Directors members.



Voting Mechanism

Votes cast by institutional investors and the media.



Execution

TIRI Secretariat



Overview of Awards

Listed

- **Mega cap of TWSE companies**
Best Investor Relations Company
Best Investor Relations Officer
- **Large cap of TPEX companies**
Best Investor Relations Company
Best Investor Relations Officer
- **Large cap TWSE companies**
Best Investor Relations Company
Best Investor Relations Officer
- **Small & Mid cap of TPEX companies**
Best Investor Relations Company
Best Investor Relations Officer
- **Small & Mid cap of TWSE companies**
Best Investor Relations Company
Best Investor Relations Officer

Evaluation flow

Screening 150 companies based on market capitalization, corporate governance evaluation results, average turnover rate, and trading volume



Notifying the selected companies and inviting them to nominate a candidate for investor Relations Officer(IRO).



Voting conducted by institutional investors and the media



Announcing the winner with the highest number of votes.



Notifying the awardee and arranging for recognition



TIRI A

20

Mega cap of TWSE companies

Best Investor Relations Company



Taiwan Semiconductor Manufacturing Co., Ltd.



台灣積體電路製造股份有限公司
Taiwan Semiconductor Manufacturing Company, Ltd.

Thank you to all investment institutions and financial media for your recognition, TSMC is honored to be selected as the best investor relations company among mega cap TWSE companies. TSMC continues to achieve effective corporate governance by protecting shareholder rights and interests, treating shareholders equitably, enhancing board composition and operation, increasing information transparency, and promoting sustainable development. In addition, TSMC is committed to delivering effective messages and core values and building strong relationships with investors through continuous communication. Going forward, TSMC will continue to work hard to live up to the expectations of all our stakeholders.

Best Investor Relations Officer



Jeff Su, Director (Taiwan Semiconductor Manufacturing Co., Ltd.)



I am honored to receive the best investor relations officer award among mega cap TWSE companies, and I would like to express our gratitude to the investment institutions and financial media for their recognition to TSMC Investor Relations team. In this challenging era, TSMC IR team will continue to play a strategic role as a communication bridge between investors and management of the Company, assisting in making sound business decisions. At the same time, through continuous communication with investors, we establish long-term trusting relationship with our investors, so they are willing to grow together with the Company.



wards

23

Mega cap of TWSE companies

Best Investor Relations Company



Taiwan Semiconductor Manufacturing Co., Ltd.

Sitronix

Sitronix Technology Corp. is delighted to receive the award, and we express our gratitude to investors and the media for their recognition. We will continue to strive for excellence in our profession, creating corporate value that resonates throughout the market via our investor relations efforts.

Best Investor Relations Officer



Tom Huang, Director of IR & Sustainable Development
and Spokesperson
(Sitronix Technology Corp.)



A year ago, I departed from the familiar downstream industry and entered the upstream semiconductor sector from scratch. From the seemingly impossible tasks on the first day to unexpectedly gaining recognition from investors, the journey has been profoundly meaningful to me. I am grateful for the investors who supported my interpretation of Sitronix Technology Corp.'s long-term value in a new way. Sincere thanks to all.



TIRI A

20

Small & Mid cap of TWSE companies

Best Investor Relations Company



Topoint Technology Co., Ltd.



Topoint Technology is very proud to receive the 'Taiwan Investor Relations Excellence Award - Best Investor Relations Company' this year. We are truly thankful to the Taiwan Investor Relations Institute (TIRI) and the judges for recognizing our efforts. This award is a great honor for Topoint and motivates us to keep improving our investor relations.

As a small-cap company based in Shulin District, New Taipei City, and active globally, Topoint Technology has always focused on making our financial information, company management, and plans clear to everyone. We make sure our investors get all the details and a clear picture of how our company is performing and what our long-term goals are.

Looking ahead, Topoint Technology will keep living by our main values of 'Integrity, Gratitude, Discipline, Insistence, and Innovation.' We are committed to always learning and improving our communications with investors. We look forward to working closely with investors and different important partners to build a successful and sustainable future.

Best Investor Relations Officer



Charles Chang, Special assistant to GM (Topoint Technology Co., Ltd.)



I am deeply grateful to the Taiwan Investor Relations Institute (TIRI) and the judging panel for their recognition, as receiving this award is a great honor for me. I also want to express my thanks to my company, Topoint Technology, for its consistent commitment to integrity and transparency in management, and for valuing our relationship with investors. It is only through a commitment to openness, transparency, and aligned goals with investors that a company can establish a strong and enduring investor relationship.

I would also like to thank the investment advisors and media journalists we have worked with over the years. Their professional analysis and timely reporting have been instrumental in presenting our research findings and financial information to investors in an objective and immediate manner.

Finally, I believe that investor relations is not just a matter for a single company or industry, but it requires the participation of the entire Taiwanese industry and market. In an increasingly complex and rapidly changing market environment, no one can succeed alone. We need each other's support and collaboration to face challenges and create value together. Only through joint efforts can we enhance the overall value of Taiwan on the international stage.



wards

23

Large cap of TPEX companies

Best Investor Relations Company



Sensortek Technology Corp.



Sensortek Technology Corp. expresses gratitude for the attention and recognition from investors and the media. The company will continue to maintain transparency and listen to the feedback from the market. We will persevere in our efforts.

Best Investor Relations Officer



Tom Huang, Senior Manager of IR (Sensortek Technology Corp.)



I am pleasantly surprised by the acknowledgment and votes of confidence from investors and analysts. Thank you for embracing my innovative approach to showcasing the company's value and competitiveness. I will continue to move forward.

TIRI Awards
Small & Mid cap
of TPEX
2023

Best Investor Relations Company



Sentelic Corporation



Sentelic Corporation was established in the year 2000 and has a history of over 23 years to date. As a Small & Mid cap IC design enterprise, under the leadership of the chairman and the collective efforts of all colleagues, we have consistently achieved robust development. Recognizing the significance of investor relations, we maintain close interaction with investors, potential investors, and other stakeholders through various channels such as phone calls, emails, meetings, interviews, and corporate briefings. In recent years, our focus has expanded beyond financial matters to encompass non-financial aspects such as ESG performance, social welfare, environmental issues, and employee well-being. These focal points are actively integrated into the company's operational strategy and future indicators, aiming to enhance shareholder value and increase the company's visibility in the capital market. In the future, Sentelic Corporation will continue its original commitment, prioritizing investor rights and considering corporate governance and sustainable ESG development as benchmarks. Under the guidance of regulatory authorities, we will persistently enhance legal compliance and align with international standards. Thank you.



Helen Hsu, CFO (Sentelic Corporation)



It is a great honor to represent Sentelic Corporation in receiving TIRI Awards, the prestigious recognition for Best Investor Relations among listed Small & Mid cap of TPEX companies. We express our gratitude to shareholders, regulatory authorities for their guidance, and to all stakeholders for their advanced support and advice. This accolade holds profound significance for us, symbolizing the recognition of our efforts in maintaining investor relations.

We appreciate the trust placed in us by our investors and commit to continuing our principles of prudent management and transparent communication to safeguard shareholder interests in the future. Sentelic Corporation will remain dedicated to corporate governance and sustainable development, actively addressing investor concerns, including financial and non-financial aspects such as ESG performance, social welfare, and environmental issues, to achieve sustained growth for the company.

Winner of 2022

- Mega cap of TWSE companies - Best Investor Relations Company
Taiwan Semiconductor Manufacturing Co.,Ltd.
- Mega cap of TWSE companies - Best Investor Relations Officer
Jeff Su, Director (Taiwan Semiconductor Manufacturing Co.,Ltd.)
- Large cap of TWSE companies - Best Investor Relations Officer
Asia Lin, Deputy Director of Global Unichip Corp.
- Small & Mid cap of TWSE companies - Best Investor Relations Company
FDC International Hotels Corp.
- Small & Mid cap of TWSE companies - Best Investor Relations Officer
Charles Chang, Special assistant to GM (Topoint Technology Co., Ltd.)
- Large cap of TPEX companies - Best Investor Relations Company
E Ink Holdings Inc.
- Large cap of TPEX companies - Best Investor Relations Officer
Antonio Yu, COO/spokesperson (Phison Electronics Corp.)
- Small & Mid cap of TPEX companies - Best Investor Relations Company
TSH Biopharm Corporation Limited
- Small & Mid cap of TPEX companies - Best Investor Relations Officer
Both candidates tied with the highest number of votes.
Benjamin Wang, CFO (CoAsia Electronics Corp.)
Shuping Huang, Manger (TSH Biopharm Corporation Limited)





Investor Relations Charter

IRC

IRC Certification (IRC)

Investor Relations Charter (IRC®) is a professional investor relations credential introduced by the National Investor Relations Institute (NIRI) in 2016. TIRI collaborates with NIRI to promote best IR practices. From now on, TIRI members can save \$200 USD on the registration fee.

Objective

Cultivate and validate your understanding of basic IR knowledge and core principles while enhancing practical skills in IR strategy concepts.

Benefits

1. New IROs: Rapidly acquire necessary skills.
2. Experienced IROs: Assess the completeness of IR skills and align with international standards.
3. Other benefits:
 - * Quickly grasp international IR practices.
 - * Demonstrate knowledge and skills.
 - * Obtain an international certification beneficial for career advancement and job seeking.

Exam Format

A 4-hour exam with 200 multiple-choice questions, conducted online using your computer. Questions cover basic financial figures, practical scenario simulations, and more. Upon registration, you will receive communication from NIRI providing details about the expected exam time and other specifics.

Eligibility

Meet one of the following education and professional work experience options:

- (1) U.A. bachelor's degree or equivalent (Taiwanese bachelor's degree accepted), at least 3 years of qualified full-time work experience as an IR professional or IR consultant.
- (2) At least 6 years of qualified full-time work experience as an IR professional or IR consultant.
- (3) Having the latest certificate related to IR practices and at least 3 years of qualified full-time work experience as an IR professional or IR consultant.

Holder of Investor Relations Charter (IRC®)

Teddy Tsai - Markis Capital - Founder/CEO



10 years ago, I founded Markis Capital to bring professional IR consulting to the Taiwan market. I have always not focused on certifications and licenses, but more on the passion and talent of my staff. Taiwan's educational system relies heavily on getting as many licenses as possible. In the financial industry, licensing should be the minimum requirement, but not best practice. I've taken exams in the US, Taiwan, HK, and Singapore, and studied for the CFA®. IRC® is the closest to an ideal, focusing on domain knowledge and industry best practices. I urge more Taiwanese IR professionals to take IRC® and together help to promote the professionalism of the IR industry in Taiwan.

Tim Gao - Global Tek Fabrication Co., Ltd. - CFO



In Taiwan, professionals in the capital market, such as securities investment analysts and investment consultants, are required to possess certain educational backgrounds and pass qualifying examinations in order to practice their respective professions. In the domain of issuing companies, there are also specific educational and experience requirements for accounting managers responsible for preparing financial statements, and they must complete annual continuing education hours as mandated by the regulatory authority. Within the cycle of external disclosure of company information, there are distinct qualifications and professional development requirements for spokespersons that are currently missing.

As of the end of November 2023, there are a total of 1,806 companies listed on the Taiwan Stock Exchange and the Taipei Exchange. According to legal requirements, a total of 3,612 spokespersons and deputy spokespersons are needed. The regulatory authorities should consider establishing qualification requirements for these roles in the company's information disclosure framework to further strengthen Taiwan's stock market as a platform for long-term international capital and capital gains creation.

Jack M. Chang - Allgenesis Biotherapeutics Inc. - Vice President of Finance



The IRC® provided a playbook that I never had when I first became an Investor Relations Officer (IRO). Initially, I leaned on my experience as a sell-side analyst, by anticipating what information the investor communities were looking for to prepare for meetings with potential investors. However, external communication is only a small piece of the puzzle, as the responsibilities of the IRO is much broader than just external communication. The IR Competency Framework, which includes eleven subject areas that the IRC® examined is based on, effectively outlines the key foundational knowledge and skillset that even seasoned IROs would find useful. I would strongly encourage current investor relations practitioners, as well as those considering IRO as a potential career, to obtain the IRC®.

Tina Chang — Compal Electronics, Inc. - Director of IR



Investor Relations (IR) is a profession that requires accumulated experience and specialized knowledge. In 2020, TIRI introduced the Investor Relations Charter (IRC®) from the National Investor Relations Institute (NIRI) in the United States. The IRC® Certification exam covers essential knowledge and skills needed for IR work. For newcomers entering the field of IR, participating in the IRC can provide a quick overview of the entire scope of IR work. For seasoned Investor Relations Officers (IROs), I believe that pursuing the IRC® certification and exam can help establish a benchmark for best practices, enabling you to make well-informed judgments and recommendations in the face of rapidly changing markets. This adaptability, tailored to specific circumstances, contributes to enhancing corporate value and reducing risks in the capital markets. Therefore, for those aspiring to have a long-term career in the IR profession, I highly recommend participating in the IRC®. You will discover that it goes beyond a professional certification; it significantly benefits your future practical work in the field. Best wishes for becoming the next IRC® achiever!

Yajou Chang - Cathay Financial Holdings - Senior VP of IR Department

Board Performance Evaluation

TIRI provides comprehensive support services which in accordance with Article 37 of the "Corporate Governance Best Practice Principles for Listed and OTC Companies" and the Article 3 of the reference example in the "Board Performance Evaluation Methods."

Service Superiority

1. Rigorous Research

Reports for the reference of interview committee members

2. Thorough Preparation

Interview committee members are arranged to prepare content for the interview

3. Director Friendly

Ensuring a relaxed yet effective exchange

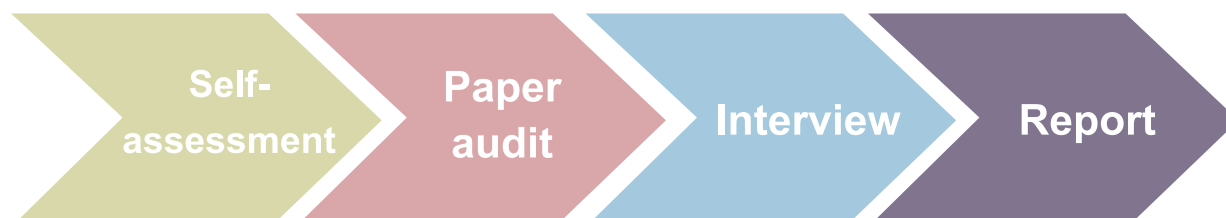
4. Productive More

Gain the most knowledge and solutions after the interviews

5. Affordable Pricing

TIRI offers the most cost-effective pricing in the market

Service Process



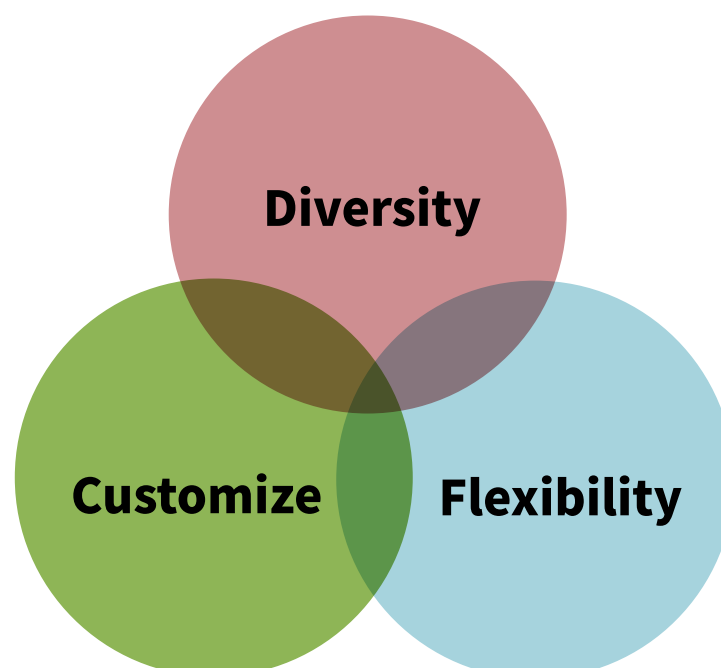
Director and Supervisor, Corporate Governance Executive Education

TIRI is recognized by the TWSE and the TPEX as an institution providing annual continuing education hours for directors and corporate governance executives of listed and OTC-listed companies.

- Available Modes: Online/Onsite
- Class Arrangements: Exclusive Classes/Open Classes

IRO and Executive Training / Corporate Training

Diverse Course Content: Including capital market analysis, the needs of institutional analysts, IR communication document composition, media management, practical application of public speaking and communication, crisis management, financial statement analysis of public information, legal obligations, and responsibilities in the capital market. These courses not only enhance job skills but also strengthen corporate values.



The Taiwan Stock Exchange (the TWSE) started operations on February 9, 1962. The TWSE is responsible for operating and advancing the domestic securities market. TWSE primary business operations include listing, trading, settlement and surveillance. These comprise listing promotion and review, post-listing supervision and corporate governance, maintaining market trading and order, securities firms' services, investor protection, clearing and settlement operations, safeguarding against market defaults and monitoring of illegal transactions. The TWSE provides comprehensive services to the securities market.

TWSE products include stocks, Exchange Traded Funds (ETFs), Exchange Traded Notes (ETNs), warrants, beneficiary securities (Real Estate Investment Trusts, or REITs), and Taiwan Depository Receipts (TDRs). Stocks are the most heavily traded product





Expertise in Fostering SMEs



Since its establishment, Taipei Exchange has assisted more than 2,400 public companies to gain access to the capital market

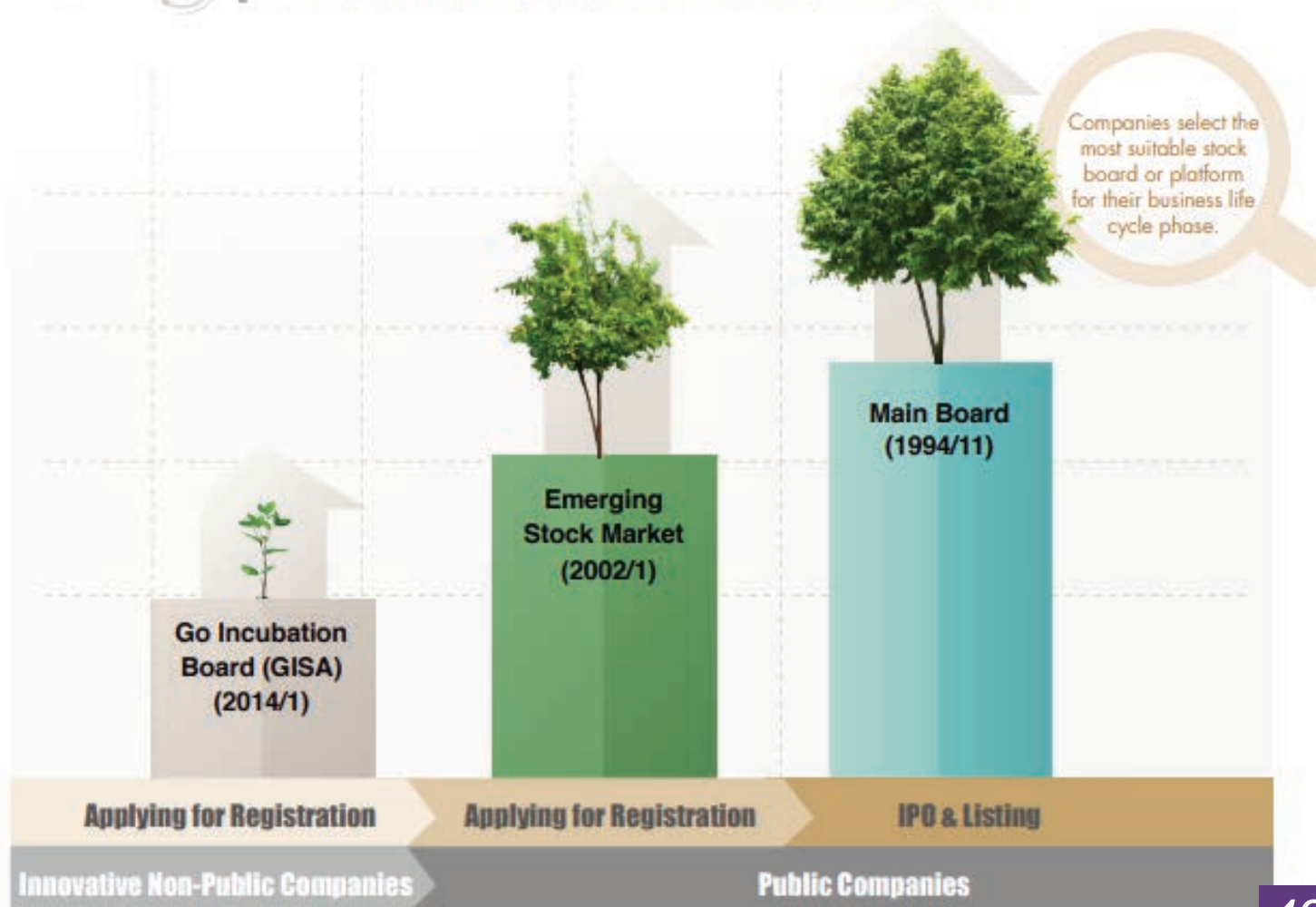
Since its inception in 1994, Taipei Exchange has enabled 1,880 companies to register on the Emerging Stock Board, and 1,370 companies to list on the Main Board.

As of the end of June 2023, the total number of companies listed on the Main Board was 812, with a further 310 firms registered on the Emerging Stock Board. Featuring a legion of over one thousand corporate clients, TPEX was recognized by the World Bank in the latter's January 2015 Policy Research Working Paper as one of the most successful SME exchanges in the world. According to the statistics from WFE at the end of May 2023, the number of stocks listed on the TPEX places us 19 among 76 global exchanges. All indications are that we can expect steady growth in listings to continue over the coming years.



A complete multi-tiered market architecture

By building a multi-tiered market comprised of the Main Board, the Emerging Stock Board and the Go Incubation Board (GISA), Taipei Exchange provides a high-quality environment for financing, nurturing and growing enterprises at all stages of their growth.





TAIFEX PHLX Semiconductor Sector Futures

TAIFEX PHLX Semiconductor Futures:
Pioneering Beyond Borders, Unveiling
Global Possibilities.

Spotlight on Global Giants:
Navigating the US Semiconductor
Landscape with TAIFEX.

Capturing the Pulse of Innovation:
Gain Access to Industry Insights
and Investment Opportunities.


Nasdaq®, PHLX® and PHLX Semiconductor Sector™ Index are trademarks of Nasdaq, Inc., used under license.



集保 一如您對家人的承諾



與你共創永續未來

 臺灣集中保管結算所
TDCC Taiwan Depository & Clearing Corporation



財團法人證券投資人及期貨交易人保護中心
Securities and Futures Investors Protection Center

The securities and futures markets are critical assets for the country and serve as the cornerstone of economic development. With the rapid changes in the economic environment and financial markets, the securities and futures markets are also undergoing significant transformations. There is an increasing focus, both domestically and internationally, on corporate governance issues, and the scope of such concerns continues to expand. In this environment, safeguarding the rights of securities investors and futures traders has become an indispensable part of the overall framework.

Since its establishment in January 2003, the Securities and Futures Investors Protection Center (SFIPC) has diligently worked to protect the rights of securities investors and futures traders in accordance with the Securities Investor and Futures Trader Protection Act (Investor Protection Act). The primary purpose of the The goal is to ensure that investors enjoy a fair, transparent, and secure trading environment in the financial markets.

SFIPC handles complaints and mediation related to securities and futures events. In cases of illegal activities, it registers compensation claims and assists investors in filing class-action lawsuits. With an original holding of 1,000 shares in listed, OTC, and emerging stocks, SFIPC holds shareholder status in listed companies. Through active supervision of significant issues and participation in shareholder meetings, it actively practices shareholder activism.

The types of class-action lawsuits handled by SFIPC mainly include cases related to false financial statements, inaccurate prospectuses, market manipulation, and insider trading. As of the end of November 2023, a total of 291 class-action lawsuits have been filed, involving more than 180,000 entrusted investors. The total compensation sought amounts to over NT\$79.7 billion. In total, more than NT\$7.5 billion has been distributed to investors.

As a shareholder in all listed, OTC, and emerging companies, SFIPC actively exercises shareholder rights. It evaluates significant matters such as private placements, capital reductions, and director and supervisor remuneration, ensuring that companies prioritize shareholder interests in major decision-making processes. Furthermore, it participates in shareholder meetings to express opinions on significant company affairs, promoting corporate social responsibility. In the fiscal year 2023, the Protection Center attended a total of 75 shareholder meetings. Additionally, to strengthen corporate governance mechanisms, SFIPC, authorized by the Protection Act, can bring lawsuits on behalf of companies against directors, supervisors, or managers if significant actions damaging the company, such as stock price manipulation or insider trading, are detected. It can request the court to rule on the dismissal of directors and supervisors to maintain the soundness of corporate governance.

Over the past 20 years, SFIPC has dedicated itself to upholding the rights of investors. In the future, it will continue its unwavering efforts to safeguard investors, actively practice shareholder activism, and steadfastly defend investor rights, providing robust support and a reliable backbone for a wide range of investors.



Innovative Leadership, Co-creating Sustainable New Value

KPMG is a global professional consulting services organization that provides consistent and high-quality professional services, including auditing, tax, and advisory services, in over 140 countries and territories.

In Taiwan, KPMG Taiwan has over 130 practicing accountants and management consultants, as well as more than 2,400 colleagues. Our services are available in major cities across Taiwan, including Taipei, Hsinchu, Taichung, Tainan, and Kaohsiung, making us one of the largest accounting firms and professional advisory service organizations in the country.

KPMG upholds five core values - Integrity, Excellence, Courage, Together, and For Better, accompanying clients in responding to changes, fostering innovation, and advancing towards sustainable business together!



KPMG Taiwan Podcast

Stay Updated with Popular Industry Trends by Listening

KPMG Knowledge Wave is a podcast program featuring accountants and advisory teams from KPMG Taiwan who are well-versed in various industries. They provide insightful perspectives on industry trends and current affairs. New content is released every Tuesday and Friday!



kpmg.com/tw



KPMG Taiwan

WritePath

WritePath is a premier service provider specializing in financial translation and the graphic design of annual/ESG reports. We cater to over 300 listed companies, handling ESG reports for more than 60 renowned corporations.



Professional Translators

Proficient in 35 languages and well-versed in corporate governance, investor relations, finance, and ESG terminology, ensure precise and expert translations.



AI-driven Translation Engine

Fine-tuned Large Language Model, translation memory, and an exclusive terminology database, enhance translation efficiency while upholding accuracy and consistency.



Top-notch Graphic Design and Layout

Award-winning team with one-stop services covering typesetting, design, and printing, guarantee your brand's essence shines.



Comprehensive Value-added Services

Extend the reach of your translated reports to over 5,000 international institutional investors, facilitate company expansion in the global market.

CLIENTELE



WritePath 雲翻譯

+886 227151150

sales@writepath.co



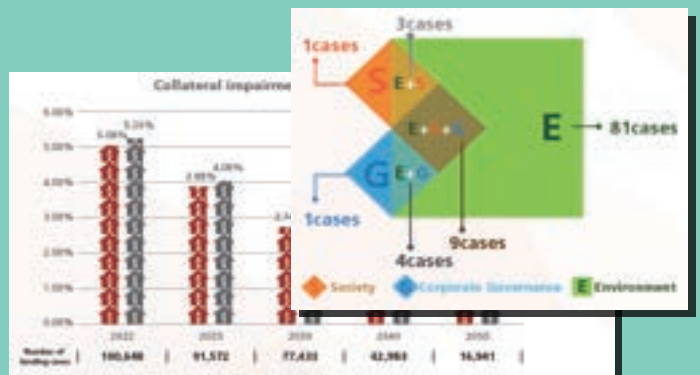
Data Visualization

Enhancing expressiveness and persuasiveness



Diverse Design Styles

Catering to client preferences





FSP Group is one of the global leading power supply manufacturer. Since its establishment in 1993, FSP Group has followed the management conception “service, profession, and innovation” to continuously fulfill its responsibilities as a green energy resolution supplier. With the combination of its leading role in power supply technology and the cultivation of green energy field, FSP Group now provides more competitive quality products and makes itself the most reliable partner for customers, consumers, and suppliers with joint creation of maximized values.

Under the continuous R&D in advanced technology and positioning in ultra-high efficiency, optimal product life, and development of alternative energy, FSP Group will introduce long-term accumulated power supply technology to more application fields to cover innovative products in ICT, consumer electronics, industrial, lighting, medical, and alternative energy. With concerted efforts from everyone at FSP, we have achieved a consolidated operating revenue of NT\$16.65 billion and an earnings per share (EPS) of NT\$4.03 in 2021, a new high in recent years.

FSP Group in pursuit of the vision of sustainable development builds its international green brand image to convey 3S (Safe, Stable, Saving) concept and to fulfill its corporate social responsibilities.



www.fsp-group.com

FSP TECHNOLOGY INC.

No.22, Jianguo E. Rd., Taoyuan Dist., Taoyuan City 330, Taiwan (R.O.C.)

TEL: +886-3-375-9888

FAX: +886-3-375-6966

Email: sales@fsp-group.com.tw



經寶精密控股股份有限公司

Jinpao Precision Industry Co., Ltd.

精密金屬機構件

Jinpao is one of the few providers of cockpit avionics system components in Asia. The majority of our clients are top-tier aerospace equipment providers globally. Jinpao holds numerous certifications in the aerospace industry, including AS9100, Nadcap welding, Nadcap non-destructive testing, Nadcap chemical processing, Nadcap heat treatment, and Nadcap anodize treatment. Additionally, we have successfully expanded our operations into the aerospace maintenance, modification, and component overhaul sector.

In addition to the aerospace industry, we also manufacture structural component products for other industries such as server cabinets, digital drink dispensers, battery swapping stations, charging stations, food inspection instrument, digital medical station and gaming machines.

**我們擁有航太AS9100、Nadcap、汽車TS16949相關製程認證
主要產品跨足航太、通訊、電子，如航電機構件、伺服器、
數位增值機、飲料機、食品檢測儀、數位醫療站、換電站等。**




— SINCE 1973 —
建業法律事務所
CHIEN YEH LAW OFFICES

Chien Yeh Fifty: Integrity Persistence, Perseverance

Founded in 1973, Chien Yeh Law Offices has been providing legal services for over 50 years and is one of the few large and well-established general practice law firms in Taiwan. Over the years, Chien Yeh has handled representative cases in the areas of capital market, public construction, taxation, environmental litigation, major civil and criminal litigation, finance and insurance, start-ups, virtual assets, and ESG, and played a responsible role in the legal services market in Taiwan. In addition to the Taipei and Taichung offices, Chien Yeh has also established an office in Bangkok at the end of 2023, becoming the first Taiwan firm to respond to the Taiwan government's southbound policy by setting up large-scale overseas branch office in a Southeast Asian country. At the same time, Chien Yeh also maintains close business relationships with major law firms around the world to provide cross-border legal services.



TAIPEI OFFICE

62F, No. 7, Sec. 5, Xinyi Rd., Xinyi Dist., Taipei City 110615, Taiwan
Tel +886 2-8101-1973 Fax +886 2- 8101-1972

TAICHUNG OFFICE

21F-1, No. 201, Sec. 2, Wenxin Rd., Xitun Dist., Taichung City 407544, Taiwan
Tel +886 4-2251-1973 Fax +886 4- 2252-1974

BANGKOK OFFICE

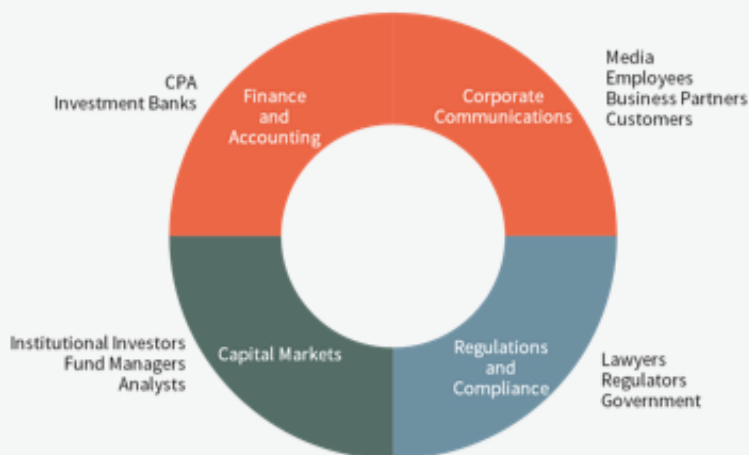
No. 98 Sathorn Square Office Tower, 29 Floor, Room No. 2912, North Sathorn Road,
Silom, Bangrak, Bangkok 10500, Thailand
Tel +66 2-050-8566 Fax +66 2- 050-8688

Learning and Development for Spokespersons

"The secret to maximizing shareholder value is in solid fundamentals and effective communications"

By Markis Capital

Skills Required for IROs



Taiwan's listing regulations requires companies to appoint a spokesperson to represent the company to investors and stakeholders that understand the company's financial affairs and business or be able to coordinate and provide relevant information. In recent years, increased regulations require further strengthening of information disclosure and focus on corporate governance. Listed companies are required to build a website, hold investor briefings, and disclose ESG related information. However, there are no regulations regarding the training courses and skill development required for spokespersons.

The spokesperson is mandated to perform effective two-way communication and is also required to possess professional knowledge and abilities to effectively communicate with experts in various domains. For example, investment institutions, fund managers, and analysts in the capital market have information needs, regulators require information to ensure compliance with relevant laws and regulation, accountants and investment banks engage on financial and accounting matters, and IROs also represent corporate communication to the media, company employees, business partners, and customers.

The National Investor Relations Institute (NIRI) in the United States has developed an IR Competency Framework for the development of the investor relations function, providing eleven domains of practices. Similarly, if spokespersons in Taiwan develop their functions and knowledge along these eleven domains, they can enhance their personal professionalism and core competitiveness. NIRI also promotes the Investor Relations Charter (IRC) certification which encompasses the Body of Knowledge of these 11 domains in its examination questions. The founder of Markis Capital, Teddy Tsai, is a former sell-side analyst and head of research, who was also awarded the IRC, and actively shares professional knowledge and expertise to the IR community in Taiwan. We encourage more professionals to develop skills and knowledge across national borders, and further the expertise of IR in Taiwan. Please visit our website and various social media for continued educational opportunities and knowledge.

IR Competency Framework

1. IR Strategy Formulation
2. IR Planning, Implementation and Measurement
3. Corporate Messaging Development
4. Investor Marketing and Outreach
5. Corporate Financial Reporting and Analysis
6. Business Insight
7. Strategic Counsel and Collaboration (Management & Board)
8. Capital Market & Capital Structure
9. Corporate Regulatory Compliance
10. Corporate Governance
11. Environmental, Social, and Governance (ESG)

Examining Corporate Governance and Stakeholder Communication through Board Performance Evaluation: How Taiwanese Companies Can Stand Out?



Dr. Julia Chen

Taiwan Investor Relations
Institute (TIRI)

- Supervisor.
- Committee Member of Board Performance.
- Professional Instructor.



Maximizing the Synergy of Communication

With the widespread adoption of corporate governance and ESG-related standards, domestic companies in Taiwan are gradually institutionalizing the disclosure of financial, ESG, and corporate governance-related information. This is a welcome development for companies. However, when it comes to external communication, especially with spokespersons and Investor Relations Officers (IROs), it's worth considering how companies can showcase their uniqueness more effectively.

For example, the sustainability report of Cathay Financial Holdings which is a good reference. They place mandatory data at the end of the report, emphasizing current priorities at the beginning. Some companies go beyond the standard annual report, creating a marketing version that uses visuals to highlight key points and strategies. If all companies present information in a standardized format, stakeholders may find it challenging to understand each company's unique features.

Moreover, consider the content of earnings presentation slides. Investors may not only be interested in financial figures; could information be presented in more engaging ways? In addition to traditional presentations or annual reports, think about incorporating short videos on the company website or during presentations. The diversity of digital media provides opportunities for creative presentations, catering to a younger demographic that may appreciate more innovative and diverse approaches.

Beyond the diversity in form, communication content can also be more creative. For example, if a company wishes to portray itself as a happy workplace, could real-life examples be shared? Using a company perceived as having labor issues as an example, despite having fewer than 150 permanent employees in Taiwan, they employ three full-time nurses who actively monitor the health of their colleagues and arrange appropriate health check-ups. Real stories that clarify rumors and misconceptions are more likely to resonate and leave a lasting impression.

From a communication perspective, considering sustainability, stakeholders are seen as part of Investor Relations (IR) efforts. Therefore, we should not limit our thinking to conversations with investors alone. Instead, we can consider various stakeholders and their respective responsible units, such as communication with finance and banks, governance executives dialoguing with the government, sustainability teams collaborating with communities and NGOs, business departments engaging with customers, procurement liaising with suppliers, and HR communicating with employees. Ensuring consistency across all external communication channels is crucial, especially as these stakeholders have diverse professional backgrounds and require consensus-building awareness.

Companies should possess a comprehensive structure when formulating strategies and ensure effective cross-functional communication to facilitate meaningful collaboration at different levels. This involves establishing mutual understanding and resonance between the company and stakeholders, fostering deeper cooperation. Such an integrated approach helps ensure the smooth flow of information between the company and various stakeholders, leading to more robust collaborative relationships.

The Importance of Board Communication

During interviews, I paid special attention to whether the audit executives had effective communication with independent directors, prompting me to further emphasize the importance of board communication.

For example, I interviewed a company where, when facing significant decisions such as building a new factory, the CEO or CFO personally communicated with each independent director. This proactive and thorough communication earned my high praise for their management approach. Especially in industries with unique characteristics or when directors are less familiar with the company's operations, such in-depth communication becomes even more crucial.

Another example involves an independent director in a certain company who reflected that opinions presented in the last board meeting regarding a specific agenda were not implemented, and no explanation was provided. Consequently, in the next board meeting, the independent director refused to review that agenda and requested the company to withdraw it. However, upon subsequent review, it was found that the agenda itself was not problematic. The issue stemmed from the failure of the meeting facilitation to provide feedback, leaving the chairman uninformed and resulting in such an outcome.

Therefore, through the performance evaluation process, we should examine whether board communication is robust. We need to consider how to further improve communication mechanisms to ensure that information is effectively conveyed, fostering a better decision-making process. This helps prevent similar communication deficiencies, thereby enhancing the effectiveness of corporate governance.

Reviewing Each Stage Through Performance

Through performance evaluation, we examine each stage and simultaneously scrutinize the number of talents in the reserve pool during the board's performance evaluation, aligning with the concept of establishing a board succession system. In this regard, companies should be aware that the selection of successors is not limited to family members and should involve multiple candidates. In this process, multiple interviews are necessary. Some large enterprises have already been practicing similar approaches, and we share this perspective with companies during board performance evaluations, providing substantive feedback. This helps prevent the evaluation process from becoming a mere exchange of business cards, while offering meaningful insights to companies, which has always been a goal for TIRI.

In summary, in the current business environment, companies not only need to focus on core operations but also address issues related to ESG and communication with various stakeholders. Therefore, I encourage corporate executives to actively engage in different topics, just like myself, bringing back new ideas to the company. This not only enhances company cohesion but may also uncover new business models. When reaching the pinnacle in a specific professional field, diversifying one's exposure is meaningful and should not be limited to one's own area of expertise. TIRI is committed to integrating various topics and talents from different fields, fostering exchange, and welcomes everyone to participate in various thematic lecture events organized by TIRI.

Interviewing and writing by Jonathan Chiu.



DONATION INFORMATION

Your donation has taken the professionalism of investor relations in the Taiwanese capital market to the next level!

If you also recognize the professional promotion efforts of TIRI!

We look forward to your donation and support.

Making Donation: **TAIWAN INVESTOR RELATIONS INSTITUTE**

RECEIVING BANK: **CATHAY UNITED BANK, TAIPEI, TAIWAN**

SWIFT CODE: **UWCBTWTW**

BANK ADDRESS: **7 SONGREN ROAD, XINYI DISTRICT, TAIPEI, TAIWAN**

BENEFICIARY ACCOUNT NO.: **042035008505**

Contact window of TIRI:

Jonathan Chiou, TIRI Secretary-General

Tel: **886-2-23819248**

E-mail : **jonathan@tiri.tw**





A large white rounded rectangle with horizontal lines, resembling a notepad page. The lines are evenly spaced and extend across the width of the rectangle. The background of the page is a light purple color with small white dots scattered across it, particularly concentrated at the top.



A large white rounded rectangle containing 20 horizontal lines, serving as a writing area.

Special thanks

Reviewer - English parts : **Fu-fu Shen, Nancy Hsu**

Reviewer - Chinese parts : **Jonny Kuo, Echo Wan**



 Official website



 Facebook



 LINE @



 LinkedIn