

Mycenax Biotech Inc.

The succession planning and status of board members and key management

1. Board Member Succession Planning

Mycenax considers that the composition of the board should be diverse, with no more than one-third of the directors could also serve as company executives. We also emphasize gender equality and ensure that directors possess the necessary knowledge, skills, and qualifications to effectively execute their duties.

The company actively participates in biotechnology-related associations (for example, on August 16, 2024, Chairperson Chen Pei-jun attended an industry meeting held by the Taiwan Biotechnology Development Association), establishing good interactions with domestic and international professionals and scholars to build a list of potential board successors.

2. Management Succession Planning

Our company firmly believes that talent is one of the key factors for achieving long-term excellence. Therefore, our talent development mechanism aligns with the core values of Mycenax, which focus on "business strategy, upholding integrity and responsibility, empowering employees, creating customer value, and contributing to societal well-being." Mycenax has planned management training programs in line with these values.

Mycenax spares no effort in talent development. The implementation of the succession planning for key management is as follows:

- (1) Monthly senior management meetings are held to review and ensure Mycenax's goals are successfully achieved.
- (2) Monthly internal management meetings are conducted, involving department heads and above. These meetings ensure that all departments are aligned with the company's operational goals, facilitate communication and coordination, and encourage reflection through case sharing, thus enhancing the succession candidates' thinking, team cohesion, and interaction.
- (3) The required competencies, professional knowledge, and communication and management skills for different management levels are defined to standardize the evaluation and selection process for suitable successors.
- (4) A system for job delegation and agent management is established to implement upward or lateral delegation, maintaining operational efficiency while fostering talent development.
- (5) In 2024, the company launched the Individual Development Plan (IDP) for management skills, selecting 5-8 potential internal candidates. These candidates undergo 360-degree assessments to understand their skills, experiences, and potential. Based on the results, mentors are assigned for one-on-one coaching. The development plan includes setting clear individual goals, sharing cases, and more, to improve management capabilities. The human resources department regularly reviews the progress and conducts follow-up interviews.

To expand the management thinking and leadership capabilities of managers at all levels, Mycenax employs various training methods, including task assignments, meeting participation, job rotation, and delegation of responsibilities. This approach helps establish a talent development and succession system. The plan is continuously adjusted based on organizational changes and needs to ensure the company's sustainable growth and development.