



## Diversity and Inclusion at TSMC

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TSMC believes strongly in the value of a diverse workforce. Developing future semiconductor talent in an inclusive fashion allows the industry to unlock the full potential of the human resources available to the world. TSMC hires and promotes without regard to gender, religion, race, nationality, or political affiliation because we respect differences, and believe that equal employment opportunity strengthens our competitiveness.

In addition, TSMC believes the workforce should reflect society. Diversity among our management and employees gives us an advantage by enabling the Company to better understand all segments of society and the marketplace, and better address their needs and demands.

A handwritten signature in black ink, appearing to read 'Mark Liu'.

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Mark Liu  
Chairman  
September 16, 2019