

Zhen Ding Technology Holding Limited

Board Diversity and Competencies

Board Diversity Policy

In accordance with Article 20 of the company's "Corporate Governance Best Practice Principles", the composition of the Board of Directors shall take diversity into account. In addition to the number of directors who are also serving as managers of the company not exceeding one-third of the Board, appropriate diversity guidelines shall be formulated with respect to the operations, business models, and development needs, but without being limited to the following two general standards:

- (1) Basic qualifications and values shall include gender, age, nationality, or cultural culture, etc. In addition, woman shall comprise more than one-third of all directors.
- (2) Professional competencies shall include background (e.g., law, accounting, industry, finance, marketing, or technology), skills, and industry experience.

Each board member shall have the necessary knowledge, skills, and experience to perform their duties. To achieve an ideal level of corporate governance, the Board of Directors should be equipped with the following abilities:

- (1) Judgment capabilities on company operation
- (2) Accounting and financial analysis capabilities
- (3) Business management skills
- (4) Crisis management skills
- (5) Industrial knowledge
- (6) Insights on international markets development
- (7) Leadership skills
- (8) Decision-making capabilities

Targets of Board Diversity Management:

As of June 2023

Measurement Targets	Progress or Achievements
The share of directors who serve as the Company's executives concurrently shall not exceed one third of the Board of Directors	Target achieved: 29% of directors also serve as the company's executives
Independent directors shall comprise more than one-third of all directors	Target achieved: independent directors comprised 57% of all directors
Possesses different industry experiences, professional knowledge and skills	Target achieved: please refer to "Table II : Professional Knowledge and Governance Ability " For the diversity backgrounds of individual directors

Independent directors shall serve no more than three consecutive terms	Target achieved: three independent directors serve for one three-year term and one independent director serves for two consecutive three-year terms
Increase the share of female directors	Target achieved: one female director in the Board of Directors.

Diversity Backgrounds of Individual Directors

Table I. Composition (i.e. gender, age, tenure of independent directors and employee status)

As of June 2023

Name of Director	Basic Composition				
	Nationality	Gender	Age	Employee Status	Tenure of Independent Director
Chang-Fang Shen	Republic of China	Male	71~80	The Company's Chairman	(non-independent director)
Ting-Chuan Lee	Republic of China	Male	51~60	The Company's General Manager	(non-independent director)
Che-Hung Yu	Republic of China	Male	51~60	Not an employee	(non-independent director)
Chen-Fu Chien	Republic of China	Male	51~60	Not an employee	Serves for two consecutive three-year terms (from June 2019 to May 2026)
Shin-Cheng Yeh	Republic of China	Male	51~60	Not an employee	Serves for one three-year terms (from May 2023 to May 2026)
Gin-Ing Hu	Republic of China	Female	61~70	Not an employee	Serves for one three-year terms (from May 2023 to May 2026)
Chun-Chung Chen	Republic of China	Male	51~60	Not an employee	Serves for one three-year terms (from May 2023 to May 2026)

Table II. Professional Knowledge and Governance Ability

(e.g. Practical Experience in the Industry, Professional Capability)

As of June 2023

Name of Director	Professional Knowledge										
	Insurance	Banks	Securities	Business Management	Asset Management	Finance	Accounting	Law	Information Technology	Risk Management	Sustainable Development
Chang-Fang Shen		✓	✓	✓	✓	✓	✓		✓	✓	
Ting-Chuan Lee				✓					✓	✓	
Che-Hung Yu				✓				✓		✓	
Chen-Fu Chien				✓					✓	✓	
Shin-Cheng Yeh				✓						✓	✓
Gin-Ing Hu				✓	✓	✓	✓		✓	✓	
Chun-Chung Chen				✓		✓	✓			✓	

Name of Director	Governance Ability							
	Judgment capabilities on company operation	Accounting and financial analysis	Business management	Crisis management	Industrial knowledge	Insights on international markets development	Leadership skill	Decision-making capabilities
Chang-Fang Shen	✓	✓	✓	✓	✓	✓	✓	✓
Ting-Chuan Lee	✓		✓	✓	✓	✓	✓	✓
Che-Hung Yu	✓		✓	✓		✓	✓	✓
Chen-Fu Chien	✓		✓	✓	✓	✓	✓	✓
Shin-Cheng Yeh	✓		✓	✓		✓	✓	✓
Gin-Ing Hu	✓	✓	✓	✓		✓	✓	✓
Chun-Chung Chen	✓	✓	✓	✓		✓	✓	✓