

# 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 Mar. 2025

Measurement Targets	Progress or Achievements
Increase the share of female directors	<b>Target achieved:</b> One female board member has been added, female director ratio is 14%
The share of directors who serve as the Company's executives concurrently shall not exceed one third of the Board of Directors	<b>Target achieved:</b> 29% of directors also serve as the company's executives

<b>Independent directors shall comprise more than one-third of all directors</b>	<b>Target achieved:</b> independent directors comprised 43% of all directors
<b>Independent directors shall serve no more than three consecutive terms</b>	<b>Target achieved:</b> three independent directors all serve for one three-year term
<b>Possesses different industry experiences, professional knowledge and skills</b>	<b>Target achieved:</b> Please refer to the diversity backgrounds of individual directors

**Note:** The calculation is based on the number of seats (7) held by incumbent directors on the date of March 31, 2025.

### Diversity Backgrounds of Individual Directors

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

As of Mar. 2025

Name of Director	Basic Composition					
	Nationality	Gender	Age	Employee Status	Tenure of Independent Director	Industrial experience (Note)
<b>Chang-Fang Shen</b>	Republic of China	Male	71~80	The Company's General Manager	(non-independent director)	Financials / Information Technology
<b>Che-Hung Yu</b>	Republic of China	Male	61~70	None	(non-independent director)	Information Technology /Legal Service
<b>Ting-Chuan Lee</b>	Republic of China	Male	51~60	The subsidiary's General Manager	(non-independent director)	Information Technology
<b>Shin-Cheng Yeh</b>	Republic of China	Male	51~60	None	Serves for one three-year terms (from May 2023 to May 2026)	Education and Culture / Public Agency
<b>Gin-Ing Hu</b>	Republic of China	Female	61~70	None	Serves for one three-year terms (from May 2023 to May 2026)	Accounting Services / Information Technology /Communication Services
<b>Chun-Chung Chen</b>	Republic of China	Male	51~60	None	Serves for one three-year terms (from May 2023 to May 2026)	Education and Culture

**Note :** Industrial experience is classified according to GICS 1.

Table II. Professional Knowledge and Ability

As of Mar. 2025

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

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