



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	Target achieved: 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	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 43% of all directors
Independent directors shall serve no more than three consecutive terms	Target achieved: three independent directors all serve for one three-year term
Possesses different industry experiences, professional knowledge and skills	Target achieved: 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)
Chang-Fang Shen	Republic of China	Male	71~80	The Company's General Manager	(non-independent director)	Financials / Information Technology
Che-Hung Yu	Republic of China	Male	61~70	None	(non-independent director)	Information Technology /Legal Service
Ting-Chuan Lee	Republic of China	Male	51~60	The subsidiary's General Manager	(non-independent director)	Information Technology
Shin-Cheng Yeh	Republic of China	Male	51~60	None	Serves for one three-year terms (from May 2023 to May 2026)	Education and Culture / Public Agency
Gin-Ing Hu	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
Chun-Chung Chen	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							Decision-making capabilities
	Sustainable Development	Risk Management	Information Technology	Law	Accounting	Finance	Asset Management	
Chang-Fang Shen	✓	✓	✓	✓	✓	✓	✓	✓
Che-Hung Yu						✓		✓
Ting-Chuan Lee								✓
Shin-Cheng Yeh								✓
Gin-Ing Hu				✓	✓	✓		✓
Chun-Chung Chen			✓		✓	✓		✓

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