



ZDT Drives Smart Factory Maturity Assessments and Industrial Health Checks

Benchmarking Semiconductor Standards for Manufacturing Excellence

In response to the trend of heterogeneous integration between semiconductors and PCBs and the rapid iteration of process technologies, Zhen Ding Tech. Group has fully launched its digital transformation strategy. Chairman Charles Shen emphasized, "The success of our digitalization and intelligence initiatives will determine the company's future." He noted that advancing smart manufacturing and digital transformation is crucial for enhancing competitive advantages and technology leadership. Consequently, Zhen Ding continues to invest in advanced process R&D and global capacity layout to build a highly intelligent production system that meets customer demands.

Led by President Chen-fu Chien, Zhen Ding's digital transformation connects the semiconductor supply chain and optimizes core business processes. It accelerates organizational change through process streamlining, AI empowerment, and digital decision-making. Additionally, the newly established Smart Factory Planning Division has launched the Dr. Fab Industrial Health Check and the "Smart Factory Maturity Assessment." These initiatives establish a complete cycle—from unit self-assessment and preliminary evaluation to on-site reviews and continuous improvement strategies.

Chen-fu Chien noted that the assessment model is based on four key dimensions: People, Technology, Resources, and Manufacturing. "We benchmark against global semiconductor standards to establish the 'One ZDT' management system, ensuring consistency across the entire group," he stated. With the health check reports, Zhen Ding can systematically assess the transformation progress of each factory to pinpoint issues and define improvement strategies. Additionally, through on-site reviews and benchmarking, domain experts can share resources and replicate success stories, thereby boosting Zhen Ding's overall smart manufacturing capabilities and digital competitiveness.

The initiative Industrial Health Check and Smart Factory Maturity Assessment were kick-started at the Leading Semiconductor Plant. Leading Interconnect Semiconductor Technology Co.,Ltd.'s Chairman and CEO DJ Lee led his cross-functional team through the entire on-site review process, fostering deep exchanges based on the initial assessment findings and feedback. "This mechanism goes beyond scoring; it acts as Zhen Ding's digital compass," DJ Lee stressed. "We are optimizing both the mindset and workflows of our factories. Through intelligent data flows, we are transforming production management from being experience-based to being intelligence-driven. This shift allows us to move from relying on personal intuition to building systematic, replicable capabilities, delivering a quantum leap in operational efficiency."

Zhen Ding Tech. Group has brought its first Smart Factory Maturity Assessment

and Health Check to a successful close. The systematic and standardized post-assessment reviews and on-site evaluations have fostered a culture of mutual learning and resource sharing across all factories. Leveraging Best Practice benchmarking and the PDCA cycle, along with academic research and supply chain partnerships, Zhen Ding is committed to enhancing "Manufacturing Excellence." These efforts serve to solidify Zhen Ding's leadership position and competitive edge in the global PCB market.



▲Zhen Ding President Chen-Fu Chien stated that by assessing four core dimensions, Zhen Ding is establishing the "One ZDT" management system. Designed to implement "standardized tracks and unified protocols," this initiative precisely identifies factory pain points to accelerate digital transformation.



▲ DJ Lee, CEO of the Operation Center, stressed that by building a data-core operating model, Zhen Ding is shifting production from personal experience to systematization and replicability, aiming for a leapfrog improvement in operational efficiency.

About Zhen Ding Technology Holding Limited

Zhen Ding Technology Holding Limited (Taiwan Stock Exchange: 4958) specializes in the research, development, production, and sales of a diversified range of products, including flexible printed circuit board (FPC) and surface mount assembly (SMA), substrate-likes PCBs (SLP), high-density interconnect (HDI) PCBs, high-layer-count and high-density (HLC-HDI) boards, multilayer rigid printed circuit boards (RPCB) and IC substrates (ICS). These products are widely used in end products such as computer information, consumer electronics, communications networks, automotive electronics, AI server high-speed computing, optical module and medical applications. The company offers professional one-stop shopping, full-solution services to customer worldwide. According to Prismark's global PCB industry rankings by revenue, Zhen Ding has been ranked the world's largest PCB manufacturer for eight consecutive years, from 2017 to 2024. For more detailed information, please visit the company website: www.zdtco.com.

Spokesperson:

Duen Ling

Corporate Governance & Investor Relations Division

Tel: 886 3 3830101

Email: duen.t.ling@zdtco.com