

Kenda Rubber Industrial Co., Ltd

Diversity and Independence of the Board of Directors

I. Professionalism and independence of the Board of Directors.

The Company adopts the "Candidate Nomination System" for the election of directors, which is approved by the Board of Directors and submitted to the shareholders' meeting for election. In accordance with Article 20 of the Company's Corporate Governance Code, the members of the Board of Directors should generally possess the knowledge, skills and qualities necessary to perform their duties. In order to achieve the desired objectives of corporate governance, the Board of Directors as a whole should have the following capabilities:

1. Operational judgment ability.
2. Accounting and financial analysis skills.
3. Operation and management ability.
4. Crisis handling ability.
5. Industry knowledge.
6. International market outlook.
7. Leadership.
8. Decision-making ability.

II. Diversity of the Board of Directors

Article 20 of the Company's "Corporate Governance Best Practice Principles" stipulates that the composition of the Board of Directors should consider diversity. The Company should formulate appropriate diversity guidelines with respect to the Company's operation, operating style, and development needs, including basic qualifications and values (e.g., gender, age, nationality and culture), professional knowledge and skills (e.g., legal, accounting, industrial, financial, marketing or technology), professional skills, and industry experiences.

The current Board of Directors of the Company consists of 11 directors, including 3 independent directors and 1 female director. The members have extensive experience in finance, management, industry, international, and regulatory fields. The percentage of independent directors is 27.3%; the percentage of female directors is 9.1%. The company values gender equality in the composition of the board of directors, with at least one female director and a goal to achieve a 30% female director ratio by the year 2025.

The Board of Directors of the Company was re-elected in 2024. Originally, there was one female director, but after the re-election, there are now three female directors, accounting for approximately 27% of the board seats. Currently, female directors still do not reach one-third of the board seats,

mainly due to the limited availability of qualified female candidates. However, in 2024, the board added two new female directors and plan to continue actively seeking female directors with the goal of achieving at least one-third female directors by 2027.

Status of Board Diversity

Core item of diversity Name	Information on Directors									Industrial experiences				Professionals Skills				
	Gender	Age					Terms of Office of Independent Director			Chemical Industry	On-Site Flow	Trading	R & D	Business Management	Finance	Risk Management	Law	Leadership
		35-50	51-60	61-70	71-80	81-90	Less than 3 years	3 years to less than 6 years	More than 6 years									
Yang, Chi-Jen	Male				✓						✓	✓		✓	✓	✓	✓	✓
Chang, Hong-Der	Male			✓							✓	✓	✓	✓	✓	✓	✓	✓
Yang, Ying-Ming	Male				✓					✓	✓	✓	✓	✓	✓	✓	✓	✓
Chen, Chao-Jung	Male		✓							✓	✓	✓	✓	✓	✓	✓	✓	✓
Lin, Chien-Liang	Male			✓							✓	✓		✓	✓	✓	✓	✓
Yang, Chia-Ling	Female		✓									✓		✓	✓	✓		✓
Lin, Tsung-Chi	Male	✓										✓		✓	✓			✓
Yang, Ying-Yuan	Female	✓										✓		✓	✓			✓
Cho, Shih-Chao	Male				✓			✓				✓		✓	✓	✓	✓	✓
Weng, Wen-Chi	Male			✓			✓					✓		✓	✓	✓	✓	✓
Yieh, Kaili	Female			✓			✓							✓	✓			