

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.
9. Knowledge and Skills in Risk Management.

II. Diversity of the Board of Directors

Article 20 of the Company's "Kenda Rubber Industrial Co., Ltd. Corporate Governance Practice", including basic requirements and values, taking into account gender, age, nationality and culture. In addition, the professional knowledge with skills and expertise required to execute the duties include operational judgement, accounting and financial analysis skills, business management, crisis management, leadership and decision-making skills, as well as industry knowledge and international market perspective.

There are total 11 members on the Board of Directors; of which 18% (2 directors) are employees of the Company, 27% are independent directors (3 independent directors), 27% are female directors (3 female directors), 2 independent directors have served for less than 3 years, 1 independent director has served for 3-6 years, 3 directors are over 70 years old, 4 directors are between the ages of 61 to 70, 2 directors are between the ages of 51 to 60 and 2 are under the age of 50. The directors are all qualified and experienced in conducting the Company's business; the professional background of the Company's directors include: approximately 18% of the directors with a background in the chemical engineering, 9% in finance, 36% in business management, and 36% in both business management and chemical

engineering.

The Board of Directors of the Company consists a wide range of professional backgrounds, and we have recruited a wide range of talents to achieve the diversity in the Board. The composition of the Board included the chemical, mechanical and marketing professionals who are related to the Company's business. The Company selects its directors on the merit basis and without any discrimination. The Company emphasizes gender equality in the composition of the Board of Directors, and plans to achieve the goal of at least 2 female directors and female directors accounting for at least one-third of all 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			✓			✓						✓	✓				