

# Kwong Fong Industries Corporation

## Status of Diversity and Independent of Board of Director Members

### I. Disclosure of information on directors' professional qualifications and independent directors' independence

Name \ Criteria		Professional qualifications and experience	Status of independence	Number of concurrent duties as an independent director at a public company
Chairperson	Leo Ho	Chairperson, Leo Ho, graduated from the University of California with a bachelor's degree in applied mathematics. He joined the Kwong Fong Group as the vice President in 2008 and was promoted to be the chairperson in 2021. He has participated in the business of various departments and the management of "Kwong Fong Plaza" shopping mall and is serving as an independent director of the East Tender Optoelectronics Corporation. He has the accounting and financial practical experience, strategic management and leadership skills and has the knowledge, skills and accomplishments to perform the duties and industry management experience to contribute corporate governance management expertise.	<p>The chairperson of the Company is not an independent director.</p> <p>The director of an affiliated company (100% subsidiary) of the Company.</p> <p>One of the top ten natural person shareholders of the Company.</p> <p>The chairperson of Hemisphere Industries Corp., &amp; De Fong Investment Co., Ltd. a juridical person shareholder holding more than 5% of the Company's issued shares.</p> <p>The rest have been verified in accordance with the independence requirements listed in the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies" by the Financial Supervisory Commission and still meet the relevant independence requirements.</p>	1
Director	Ho Ming-Hong	Vice Chairperson, Ho Ming-Hong, graduated from the University of Washington with a master's degree in business administration. He used to be the chairperson of the Taiwan Securities Association and the Chinese National Futures Association and the chairperson of Yuanta Futures/Securities Co., Ltd. He has practical experience, strategic management and leadership skills, with abundant knowledge, skills and	<p>The vice chairperson of the Company is not an independent director.</p> <p>The director of an affiliated company (100% subsidiary) of the Company.</p> <p>The director is the representative of the juridical person director of the Company (Luo Sheng Tai Co., Ltd.), not an independent director.</p>	None

<div> <div>Criteria</div> <div>Name</div> </div>		Professional qualifications and experience	Status of independence	Number of concurrent duties as an independent director at a public company
		industry management experience for performing the duties and also serves as director in related industry companies to contribute his corporate governance management expertise. He has practical abilities in financial accounting, business and securities and futures industry-related operating planning, operations and management.	The rest have been verified in accordance with the independence requirements listed in the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies" by the Financial Supervisory Commission and still meet the relevant independence requirements.	
Director	Lee Ming-Huei	<p>Director Lee Ming-Huei graduated with a Master of Science-Management from Stevens Institute of Technology USA. Since 2000, he has held the position of President at Hua Nan Securities Co., Ltd./Taiwan International Securities Co., Ltd. and has served as the Chairman of Masterlink Securities (Hong Kong) Corp. Ltd./MasterLink Securities Investment Advisory Co., Ltd. He is also a board member of the Taiwan Securities Association, and an independent director and member of the Remuneration Committee at Taisun Enterprise Co., Ltd.</p> <p>He has extensive practical experience in the financial industry, along with strategic management and leadership skills. He possesses the necessary knowledge, skills, and competence for executing his duties, and has substantial experience in business management, financial accounting, commerce, marketing, and related industry operational planning, management, and administration.</p>	<p>The director is the representative of the juridical person director of the Company (Luo Sheng Tai Co., Ltd.), not an independent director.</p> <p>The rest have been verified in accordance with the independence requirements listed in the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies" by the Financial Supervisory Commission and still meet the relevant independence requirements.</p>	None
Director	Liu Shiang	Director, Liu Shiang, graduated from Harvard University with a Bachelor's degree of Arts. He used to be the general manager of the Asian region of Tiffany & Co. International, Taiwan	The director is the representative of the juridical person director of the Company (Hann Fong Investments	None

<div> <div>Criteria</div> <div>Name</div> </div>		Professional qualifications and experience	Status of independence	Number of concurrent duties as an independent director at a public company
		Branch (U.S.A.). He has practical experience, strategic management and leadership skills in the sales management industry, with abundant knowledge, skills and accomplishments to perform duties, and industry management experience. He has practical abilities in financial accounting, business, marketing and industry-related operational planning, operation and management.	Co., Ltd.), not an independent director. The rest have been verified in accordance with the independence requirements listed in the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies" by the Financial Supervisory Commission and still meet the relevant independence requirements.	
Director	Huang Szu-Ying	Director Huang Szu-Ying holds a Master's degree in Shipping and Transportation Management and graduated from the Department of Maritime Science and Management at National Taiwan Ocean University. She served as the Corporate Governance Officer, Acting Spokesperson, and Assistant Manager in the Management Department of China Container Terminal Co., Ltd. With practical industry experience, strategic management expertise, and leadership capabilities, she possesses the requisite knowledge, skills, competencies, and experience in operations and management. She has practical ability in financial accounting, business operations, marketing, and industry-related operational planning and management.	The director is the representative of the juridical person director of the Company (Hann Fong Investments Co., Ltd.), not an independent director. The rest have been verified in accordance with the independence requirements listed in the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies" by the Financial Supervisory Commission and still meet the relevant independence requirements.	None
Independent director	Ho Chin-Chih	Independent director, Hou Chin-Chih, graduated from the University of Illinois with a master's degree in business administration. He was the director and supervisor of the Chinese National Futures Association /senior vice president of Yuanta Futures/general manager of Fubon	The three independent directors listed on the left have met the qualifications in the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies" issued by the Financial Supervisory Commission and Article	None

<div> <div>Criteria</div> <div>Name</div> </div>		Professional qualifications and experience	Status of independence	Number of concurrent duties as an independent director at a public company
		Futures. He has the practical experience, strategic management and leadership skills in the securities and futures industry and is equipped with abundant knowledge, skills and industry management experience to perform his duties. He was also a director in related industry companies to contribute his corporate governance management expertise. He has practical abilities in financial accounting, business and securities and futures industry-related operating planning, operations and management.	14-2 of the Securities and Exchange Act, during the two years before the election and during their tenure and all independent directors have been given the power to fully participate in decision-making and express opinions in accordance with Article 14-3 of the Securities Exchange Act, and as the basis of performing relevant powers independently.	
Independent director	Kuan Chi-Jui	Independent director, Kuan Chi-Jui, graduated from the Department of Architectural Engineering of the National United University. He used to be the chief engineering consultant of Te Chang Construction Co., Ltd. and Kang he construction Co., Ltd. He has practical experience, strategic management and leadership skills in the construction real estate management industry and has the knowledge, skills and accomplishments to perform his duties, as well as industry management experience. He has practical abilities in business, construction and industry-related operational planning, operations and management.		None
Independent director	Cheng Yu-Wei	Independent director, Cheng Yu-Wei, Doctor of Scientiae Juridicae (S.J.D.), University of Pennsylvania, USA, as Associate Dean of the College of Management and the Professor at the Graduate Institute of Industrial Economics of National Central University. With experience as Director		1

Name	Criteria	Professional qualifications and experience	Status of independence	Number of concurrent duties as an independent director at a public company
		of the Graduate Institute of Industrial Economics at National Central University, He has legal and business experience, strategic management, and leadership skills and has the knowledge, skills, and accomplishments to perform his duties, as well as industry management experience. He has practical abilities in business, legal, and industry-related operational planning, operation, and management.		

Note: All Directors or Independent directors with no any of the circumstances under Article 30 of the Company Act.

## II. Diversity of the Board of Directors and Independence

### 1. The Board of Directors Diversity Policy:

The composition of the board of directors shall be determined by taking diversity into consideration. In addition to the directors concurrently serving as company managers not exceed one-third of the total number of board members and that an appropriate policy on diversity based on the company's business operations, operating type and development needs to be formulated and includes but not limited to the following two general standards:

- (1) Basic requirements and values: gender, age, nationality and culture; it is advisable that the number of female directors accounts for at least one-third of all the directors.
- (2) Professional knowledge and skills: A professional background (e.g., law, accounting, industry, finance, marketing, construction ), professional skills and industry experience.

All members of the board shall have the knowledge, skills and experience necessary to perform their duties. To achieve the ideal goal of corporate governance, the board of directors shall possess the following abilities:

- i. Ability to make operational judgments.
- ii. Ability to perform accounting and financial analysis.
- iii. Ability to conduct management administration.
- iv. Ability to conduct crisis management.
- v. Knowledge of the industry.
- vi. An international market perspective.
- vii. Ability to lead.

viii. Ability to make decisions.

2. The specific management goals and achievements of the diversity policy are as follows:

Management Objectives	Achievement Status
Directors who are also employees: 2	Proportion: 25.0%
Directors who have served as chairpersons of listed companies: 2	Proportion: 25.0%
Directors of foreign nationality: 1	Proportion: 12.5%
Age distribution	35 - 72 years
Female director ratio should reach one-third of director seats	Proportion: 12.5% One female director joined the Board in 2024
The directors concurrently serving as company managers do not exceed one-third of the director seats	Achieving
Independent directors account for at least one-third of all the director seats	Achieving
Independent director tenure does not exceed three terms	Achieving
Diversity in professional knowledge and skills Directors possess diverse backgrounds including: law, accounting, industry, finance, marketing, construction, professional skills, and industry experience.	Achieving

### 3. The implementation of the relevant diversity policy is as follows.

Diversified corety  Name of Director	Basic composition								Core item of diversity								
	Nationality	Gender	An employee of the Company	Age				Seniority of being an independent director or Under 3 years	Finance and futures and securities	Real estate investment and development and construction	Professional service and marketing	Law	Management administration	Leadership and decision making	Crisis management	International market perspective	Risk management
				aged 31-50	aged 51-60	aged 61-70	aged 71-80										
Leo Ho	Canada	Male	V	V					V		V		V	V	V	V	V
Ho Ming-Hong	ROC	Male	V			V			V				V	V	V	V	V
Lee Ming-Huei	ROC	Male				V			V		V		V	V	V	V	V
Liu Shiang	ROC	Male					V				V		V	V	V	V	V
Huang Szu- Ying	ROC	Female		V					V		V		V	V	V	V	V
Independent director Ho Chin-Chih	ROC	Male				V		V	V				V	V	V	V	V
Independent director Kuan Chi-Jui	ROC	Male				V		V		V			V	V	V	V	V
Independent director Cheng Yu-Wei	ROC	Male		V				V	V			V	V	V	V	V	V

The 19th Board of Directors comprises 8 members, including three independent directors. The members of the board possess diverse professional backgrounds in law, industry, accounting, marketing, and finance. Each member brings specialized capabilities based on their professional background, including operational management and leadership decision-making, operational judgment and crisis management, accounting and financial analysis, industry knowledge, and an international market perspective. This diversity demonstrates complementary and multifaceted effectiveness.