Board Diversity Implementation (I)

December 2026

General Information									Non-executive director conforming to independence criteria as stated in Note I	Industry Experience	
Title	Name	Gender	Age	NTC's Employee	Tenure as NTC's Independent Director					GICS Level 1 (Note II)	Experience acquired by way of functions in
					1 term	2 terms	4 terms	5 terms			
Chairman	Ming-Jen Tzou	M	> 70						●	Materials	Management
Director	Wen-Yuan Wong	M	> 70						●		Management
Director	Susan Wang	F	61~70						●		Management
Director	Chia-Chau Wu	M	> 70						●		Management
Director	Pei-Ing Lee	M	> 70	●						Information Technology	Management
Director	Lin-Chin Su	M	61~70	●							Management
Director	Joseph Wu	M	61~70	●							Management
Director	Rex Chuang	M	61~70	●							Management
Independent Director	Shu-Po Hsu	M	61~70					●	●	Financials	Management
Independent Director	Ching-Chyi Lai	M	> 70				●		●		Academia
Independent Director	Tain-Jy Chen	M	> 70			●			●		Academia
Independent Director	Ming-Ji Wu	M	51~60		●				●	Materials	Management

Note I : 1. A non-executive director is considered independent if he or she meets at least 4 of the following 9 criteria, including at least 2 of the first 3 criteria.

(1) The director must not have been employed by the company in an executive capacity within the last year.

(2) The director must not accept or have a "Family Member who accepts any payments from the company or any parent or subsidiary of the company in excess of US$60,000 during the current fiscal year," other than those permitted by SEC Rule 4200 Definitions.

(3) The director must not be a "Family Member of an individual who is employed by the company or by any parent or subsidiary of the company as an executive officer."

(4) The director must not be (and must not be affiliated with a company that is) an adviser or consultant to the company or a member of the company's senior management.

(5) The director must not be affiliated with a significant customer or supplier of the company.

(6) The director must have no personal services contract(s) with the company and cannot be a member of the company's senior management.

(7) The director must not be affiliated with a not-for-profit entity that receives significant contributions from the company.

(8) The director must not have been a partner or employee of the company's outside auditor during the past year.

(9) The director must not have any other conflict of interest that the board itself determines to not be considered independent.

2. For information regarding director independence under Taiwan's law and regulations, please refer to the relevant disclosures in the company's annual report.

Note II : The GICS (Global Industry Classification Standard) framework effective March 2023 is adopted.

Board Diversity Implementation (II)

December 2026

Title	Name	Diverse Capabilities and Expertise
Chairman	Ming-Jen Tzou	Possesses expertise in business management, leadership and decision-making, communication and coordination, crisis management, and risk management. Oversees the company's initiatives in AI simulation, digital transformation, energy conservation and carbon reduction, occupational safety, and environmental protection.
Director	Wen-Yuan Wong	Possesses expertise in leadership, decision-making, crisis management, and risk management, together with a global perspective and an understanding of international markets. With a strong background in engineering and technology and in-depth knowledge of AI, he leads the company's initiatives in energy conservation and carbon reduction, the circular economy, AI simulation, and digital transformation.
Director	Susan Wang	Possesses expertise in leadership, decision-making, strategic planning, crisis management, and risk management, along with a global perspective and keen insight. Leads the implementation of KPI-based performance management and oversees the company's ongoing ESG initiatives.
Director	Chia-Chau Wu	Possesses expertise in leadership, decision-making, strategic planning, crisis management, and risk management, along with a global perspective and keen insight. Oversees initiatives to enhance wafer value-added, develop proprietary technologies, promote ESG practices, and ensure sustainable business operations.
Director	Pei-Ing Lee	Possesses expertise in business management, leadership and decision-making, crisis management, and risk management, along with a strong understanding of international markets. Leads the company's transformation by focusing on niche markets such as consumer electronics, low-power products, and server applications, while strengthening corporate governance and promoting green technology and environmental sustainability.
Director	Lin-Chin Su	Possesses expertise in leadership, decision-making, crisis management, and risk management. Leads the construction of the company's 12-inch wafer fab, process migration, and technological advancement, while overseeing the implementation of green manufacturing practices to strengthen the company's operational resilience in response to climate change and driving the development of AI-powered smart factories.
Director	Joseph Wu	Possesses expertise in business management, communication and coordination, and risk management. Oversees the company's production and sales coordination, investment project evaluations, human resource management, and investor relations. Leads initiatives to strengthen corporate governance and promote sustainable development, while incorporating evaluation criteria from domestic and international institutions to enhance corporate management and performance.
Director	Rex Chuang	Possesses expertise in business management, communication and coordination, and international market analysis. Keeps abreast of trends in DRAM market demand and product development, and leads the implementation of product marketing and promotion plans for the company's marketing and customized solutions businesses, while refining product positioning and expanding the customer base.
Independent Director	Shu-Po Hsu	Possesses extensive management knowledge, professional expertise in finance and insurance, and broad leadership experience across multiple industries. Previously served as Chairman of the Life Insurance Association of the Republic of China and currently serves as Chairman of the General Chamber of Commerce of the Republic of China.
Independent Director	Ching-Chyi Lai	Possesses expertise in management, accounting, and finance, and holds a CPA certification. Previously served as Deputy Secretary-General of the Executive Yuan and Chairman of Chunghwa Post Co., Ltd. Currently serves as Convener of the Supervisory Board of the Shan Zhen Mei ESG Alliance Association.
Independent Director	Tain-Jy Chen	Possesses expertise in international trade and economic development. Previously served as Minister of the National Development Council and President of the Chung-Hua Institution for Economic Research. Currently serves as an Emeritus Professor at National Taiwan University and a Contract Research Fellow at National Tsing Hua University.
Independent Director	Ming-Ji Wu	Possesses expertise in industrial development, technological innovation, and digital transformation. Previously served as Deputy Chairman of the Council for Economic Planning and Development and Chairman of New Taipei Metro Corporation. Currently serves as a Director of the Walsin Lihwa Sustainability Foundation.