

Board Diversity Implementation (I)

December 2025

General Information					Non-executive director conforming to independence criteria as stated in Note I				Industry Experience		
Title	Name	Gender	Age (years old)	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		●				●	Industrials	Management

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

- (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 regulations, please refer to the relevant disclosures in the company's annual report.

Note II : GICS (Global Industry Classification Standard), Version March 2023.

Board Diversity Implementation (II)

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Title	Name	Diverse Capabilities and Expertise of the Board Members
Chairman	Ming-Jen Tzou	Possesses capabilities in business management, leadership and decision-making, communication and coordination, crisis response, and risk management. He oversees AI simulation, digital transformation, energy conservation and carbon reduction, as well as occupational safety and environmental protection.
Director	Wen-Yuan Wong	Possesses capabilities in leadership, decision-making, crisis management, and risk control, along with a strong understanding of international markets. With a background in engineering technology, he has in-depth knowledge of the AI field and leads the company in areas such as energy conservation and carbon reduction, circular economy, AI simulation, and digital transformation.
Director	Susan Wang	Possesses capabilities in leadership and decision-making, strategic planning, crisis management, and risk control, with a global perspective and keen insight. She leads the implementation of KPI performance management and oversees the company's active promotion of ESG initiatives.
Director	Chia-Chau Wu	Possesses capabilities in leadership and decision-making, strategic planning, crisis management, and risk control. He demonstrates a global perspective and keen insight, and plays a supervisory role in enhancing wafer added value, developing proprietary technologies, and promoting ESG practices and sustainable operations.
Director	Pei-Ing Lee	Possesses capabilities in business management, leadership and decision-making, crisis response, and risk control, with a strong understanding of international markets. He has led the company's transformation by focusing on niche markets such as consumer, low-power, and server products, while also strengthening corporate governance and promoting green technology and environmental sustainability.
Director	Lin-Chin Su	Possesses capabilities in leadership and decision-making, crisis management, and risk control. He has led the implementation of the company's 12-inch fab construction, process migration, and technology advancement, while overseeing the execution of green manufacturing to enhance operational resilience amid climate change challenges, and promoting AI-driven smart factory.
Director	Joseph Wu	Possesses capabilities in business management, communication and coordination, and risk control. He oversees the company's production and sales coordination, investment project evaluation, personnel management, and investor relations. Addition, he leads the promotion of corporate governance and sustainable development, and integrates selected domestic and international institutional evaluation criteria to strengthen the company's operations.
Director	Rex Chuang	Possesses capabilities in business management, communication and coordination, and international market insights. He understands the trends in DRAM market demand and product development, and leads the execution of the company's marketing and custom business product promotion plans, adjusting product positioning and expanding the customer base.
Independent Director	Shu-Po Hsu	Possesses extensive knowledge in management, expertise in finance and insurance, and leadership experience across various industries. He previously served as the Chairman of the Life Insurance Association of the Republic of China, and is currently the 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. He previously served as the Chairman of Chunghwa Post Co., Ltd., and is currently a Chair Professor in the Department of Finance at Chung Hua University.
Independent Director	Tain-Jy Chen	Possesses expertise in international trade and economic development. He previously served as the Minister of the National Development Council and the President of the Chung-Hua Institution for Economic Research. Currently, he is an Emeritus Professor at National Taiwan University and a Contract-Based Research Fellow at National Tsing Hua University.
Independent Director	Ming-Ji Wu	Possesses expertise in industry development, technological innovation, and digital transformation. Previously, he served as the Chairman of New Taipei Metro Corporation. Currently, he is the President of Digital Intelligence Development organization at Walsin Lihwa Corporation, responsible for driving the application of smart manufacturing technologies.