

Advantech Co., Ltd.

Board Diversity, Independence, and Governance Objectives

1. Board Diversity

To strengthen corporate governance and enhance the structure and development of the Board of Directors, Advantech has adopted the Corporate Governance Best Practice Principles, under which Article 20 specifies that the composition of the Board should consider diversity. In addition to the rule that directors concurrently serving as company executives should not exceed one-third of the Board seats, the Company has formulated appropriate diversity policies based on its operational mode and development needs. These include, but are not limited to, basic attributes and values (such as gender, age, nationality, ethnicity, and culture — with a principle that female directors should comprise no less than 10%), as well as professional knowledge and skills (such as in law, accounting, industry, finance, marketing, or technology), professional background, and industry experience.

2. Diversity of Professional Backgrounds

Considering the diversity of vertical markets covered by Advantech, the professional backgrounds of Board members are expected to closely align with Advantech's business domains and the GICS (Global Industry Classification Standard). A summary is provided as follows:

Title	Name	Key Academic and Professional Background	Industry Experience	GICS Category
Chairman	K.C. Liu	<ul style="list-style-type: none"> Current Positions : Founder and CEO of Advantech 、Honorary Director of Intelligence Industry Computer IoT Association Experience : Former sales engineer of Instruments Dept. of Hewlett-Packard. Since Advantech establishment, Advantech Technology has been deeply rooted in the industrial computer field for over 40 years. KC Liu lead Advantech into the new era of IoT, leveraging information and technology to drive the global IoT revolution and deeply cultivate related vertical industry applications. Education : Department of Telecommunications Engineering, National Chiao Tung University 	Information Technology	1. Intelligent Systems 2. Smart Manufacturing 3. Energy and Utilities 4. Intelligent Healthcare 5. Smart Retail and Services
Director	Jeff Chen	<ul style="list-style-type: none"> Experience: VP of Stanley Black & Decker and President of Asia Region Education : EMBA, Northwestern University 	Industrials	1. Smart Manufacturing 2. Intelligent Systems

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Director	Ji-Ren Lee	<ul style="list-style-type: none"> Current Positions: Independent Director of Airoha Technology. Director of COMMONWEALTH EDUCATION MEDIA AND PUBLISHING CO., LTD.), CommonWealth Magazine Co., Ltd. ,Longchen Paper & Packaging Co., Ltd.,Primax Electronics Ltd. Experience: Associate Dean, College of Management and Executive Director, EMBA Program, National Taiwan University. Director of Center for Creativity and Entrepreneurship Program. Deputy Manager of Yulon Motor Co., Ltd. Independent Director of Delta Electronics Inc., ACER Incorporated. Education: Ph. D in Strategic Management, University of Illinois at Urbana Champaign. 	<ol style="list-style-type: none"> 1. Industrials 2. Business Management 	<ol style="list-style-type: none"> 1. Smart Manufacturing 2. Intelligent Systems
Director	K and M Investment Co., Ltd. Representative: Wesley Liu	<ul style="list-style-type: none"> Current Positions: Senior Director of Advantech Human Resources Department Experience: Director of Advantech Intelligent City Services Co., Ltd. During his tenure at Advantech Intelligence, Wesley Liu focused on AIoT solutions starting from smart cities, targeting applications such as smart retail and public spaces. His goal was to transform software systems traditionally tied to hardware into cloud-based software service platforms, establishing Advantech as a SaaS (Software as a Service) provider. He collaborated with strategic partners in creative marketing, system integration, data analytics, and more, forming a co-creation ecosystem to offer end-to-end smart city and IoT solutions. This initiative positioned Advantech as a key driver towards comprehensive digital transformation. Education : Johns Hopkins University GMBA 	Information Technology	<ol style="list-style-type: none"> 1. Intelligent Systems 2. Smart Manufacturing 3. Energy and Utilities 4. Intelligent Healthcare 5. Smart Retail and Services
Director	Investment Corp. Representative: Tony Liu	<ul style="list-style-type: none"> Current Positions: Director of Advantech Corporate Investment Department. Experience: Product Manager of Advantech Intelligent Imaging Business Unit. Education: Master of Business Administration, National Taiwan University 	Information Technology	<ol style="list-style-type: none"> 1. Intelligent Systems 2. Smart Manufacturing 3. Energy and Utilities 4. Intelligent Healthcare 5. Smart Retail and Services
Director	Advantech Foundation. Representative: Chaney Ho	<ul style="list-style-type: none"> Current Positions: Independent Director of Giant Manufacturing Co., Ltd. Experience : General manager of Advantech 、 General manager of Le Wel Co., Ltd. Education : Tatung Institute of Technology ,Taiwan 	<ol style="list-style-type: none"> 1. Information Technology 2. Industrials 	<ol style="list-style-type: none"> 1. Intelligent Systems 2. Smart Manufacturing 3. Energy and Utilities 4. Intelligent Healthcare 5. Smart Retail and Services

Title	Name	Key Academic and Professional Background	Industry Experience	GICS Category
Independent Director	Ming-Hui Chang	<ul style="list-style-type: none"> Current Positions: Independent Director of Uni-President Enterprises Corp., Longwell Company. Experience: Chairman of PricewaterhouseCoopers Management Consulting Co., Ltd. CEO/Partner of PricewaterhouseCoopers Adjunct Professor. Independent Director of Bafang Yunji International Co., Ltd. Education: Master of Professional Accounting, The University of Texas at Austin (U.S.) 	1. commercial 2. professional (Accounting) services	Smart Retail and Services (note 1)
Independent Director	Benson Liu	<ul style="list-style-type: none"> Current Positions: Independent Director of Chenbro Micom Co., Ltd., Director of Maywufa Company Ltd. Experience: Chairman and President of Bristol-Myers Squibb (Taiwan) Ltd. 6th President and current Executive Director of Taiwan Corporate Governance Association. Independent Director of Vanguard International Semiconductor Corporation, Education : Master, International Business Administration, University of Northrop, USA 	1. Healthcare 2. Finance	1. Intelligent Healthcare 2. Smart Retail and Services
Independent Director	Chan-Jane Lin	<ul style="list-style-type: none"> Current Positions : Independent Director of FocalTech Systems Co., Ltd., Chief Telecom Inc., Vanguard International Semiconductor Corporation. Professor, Department of Accounting, National Taiwan University 、 Independent Director of Focal Tech Systems Co., Ltd. Professor Emeritus of Department of Accounting, National Taiwan University. Experience: Independent Director of Fubon Securities Co., Ltd., Fubon Financial Holding Co., Fubon Life Insurance Co., Securities and Futures Investors Protection Center Supervisor Education : Ph.D. in Accounting ,University of Maryland 	1. commercial 2. professional (Accounting) services	Smart Retail and Services (note 1)

Note 1: The Smart Retail & Services domain includes fintech and intelligent payment solutions such as electronic payment integration, POS backend reconciliation, and financial data analysis.

3. Governance Objectives

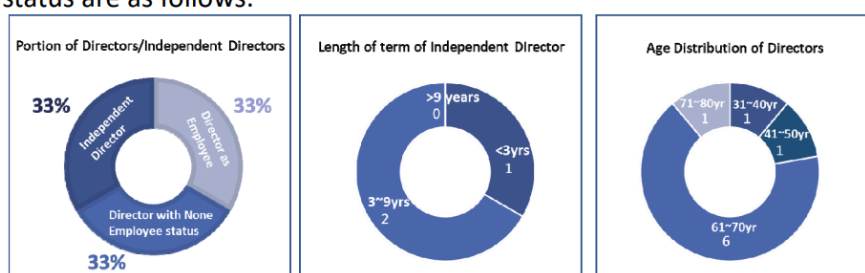
The Board of Directors is responsible for guiding corporate strategy, supervising management, and being accountable to both the Company and shareholders. The governance framework ensures the Board exercises its duties in accordance with legal requirements, the Articles of Incorporation, and resolutions of the Shareholders' Meeting. All Board members possess the necessary knowledge, skills, character, and industry decision-making capabilities. Advantech also continuously offers diversified training programs to Board members to enhance decision-making quality and supervisory function, thereby strengthening Board performance.

The 15th Board of Directors consists of **nine members**, of which **three are Independent Directors (33%)**. In line with the gender balance principle, the 15th

Board includes **one female director (11%)**, exceeding the minimum requirement specified in the **Corporate Governance Best Practice Principles**. Advantech will continue to enhance this aspect in the future.

All members of the Board are local experts from academia and industry, with strong personal insights, global market perspectives, academic and professional expertise, corporate governance experience, and risk management capabilities. They have made significant contributions to the optimization of Advantech's management and achieved the Company's board diversity governance objectives.

. The specific management objectives of the board diversity policy and their achievement status are as follows:



■ Board Diversity Policy: Specific Management Objectives and Implementation Status

Diversity management objectives	Achievement status
It is advisable that the number of the directors who concurrently serve as the managers of the Company should not exceed one-third of the board seats.	Done
At least one female director.	Done
The number of independent directors exceeds one third of the board seats.	Done
The independent directors shall not hold office for more than 3 terms.	Done