

## **Succession Plan and Operations of Members of the Board of Directors and Key Managerial Officers**

1. In addition to having a professional background and professional skills, the directors of the company should also consider the company's future development, long-term strategic planning, and group transformation and layout, and should also have the diversified professional knowledge required by the company. At the same time, in order to enable members of the board of directors to improve their professionalism and continuously improve, consider the scope beyond the professional ability of each director, and formulate a training plan for at least six hours a year for each director; Regularly review the changes in laws and regulations, the distribution of directors and their compliance with conditions, and plan the succession plan and candidates for directors.
2. To continuously promote sustainable growth and the talent needs for strategic development, Qisda has developed a training and development system for supervisors at all levels based on the 3P core management competencies (Pioneering, People, Professional), cultivating the leadership and management skills required for supervisors. The core competencies required for the our senior successors include leading innovation, influential communication, empowerment management, operational decision-making ability, and the capacity to cultivate organizational talent. Through a progressively advanced hierarchical management training program and a job rotation mechanism, potential successors systematically learn the leadership and management skills that benchmark leaders should possess, enhancing the depth of the succession pipeline and preparing for future organizational growth challenges.

In addition, the Company has established a High-Potential Talent Development Program, under which the highest-ranking executive of each business unit identifies potential talent based on performance, assessment results, and evaluations of potential. Subsequently, supervisors and identified high-potential employees jointly develop Individual Development Plans (IDPs). Through a variety of approaches—such as experiential learning, mentoring, and professional training—the program aims to enhance leadership capabilities. With sustained cultivation over the long term, the Company seeks to select future successors with exceptional capabilities for key positions such as General Manager and CEO, ensuring readiness for both planned and unplanned departures, and thereby achieving talent sustainability and the organization's long-term development objectives.

Execution status:

- (1). The company offers leadership training courses annually. In 2024, a total of 8 sessions of leadership courses were offered, with 138 managers from the group participating.
- (2). The company encourages the enhancement of leadership and problem-solving abilities through job rotations, aiming to foster a more comprehensive perspective. As of the end of the fiscal year 2024, the accumulated job rotation rate for managerial staff reached 185%.
- (3). The company holds an annual consensus camp for senior executives - Campo

Vivo, to build consensus on the strategic direction among senior executives of the group. Additionally, the company invites industry experts annually to discuss strategic trends with senior executives. In 2024, the event titled "Group Transformation Strategy and PostInvestment Management Principles" was held, with the chairman serving as the keynote speaker to explain the group's adoption of an alliance-based investment growth strategy. This strategy is based on the value of "mutual benefit," investing in domestic and international companies to form a "joint fleet."