



IBF FINANCIAL HOLDINGS (2889.TW)

IBF Board Experience and Expertise to Drive Short-to-long Term Strategy and Shareholder Value

AGM DATE: May 29th, 2026

E-VOTING: April 29th – May 26th, 2026

Stronger Together: Aligning Strategy, Governance, and Execution

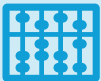



✓ Strong Foundation Already in Place

✓ Clear Opportunities for Value Enhancement

✓ Board Collaboration as Key Enabler

We believe the best outcome is not change for the sake of change, but **collaboration to unlock the full potential of IBF.**

Complementary Board Expertise to Support Strategic Execution

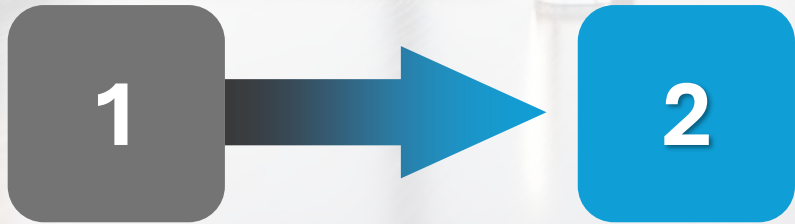
Key Area	Opportunity	Board Contribution
 Capital Allocation	Improve return efficiency	Experience in financial resource optimization
 Banking	Turnaround & growth	Banking sector expertise
 Securities	Close peer gap	Capital markets experience
 Cost Discipline	Improve efficiency	Proven governance practices

Diversified and Qualified Board

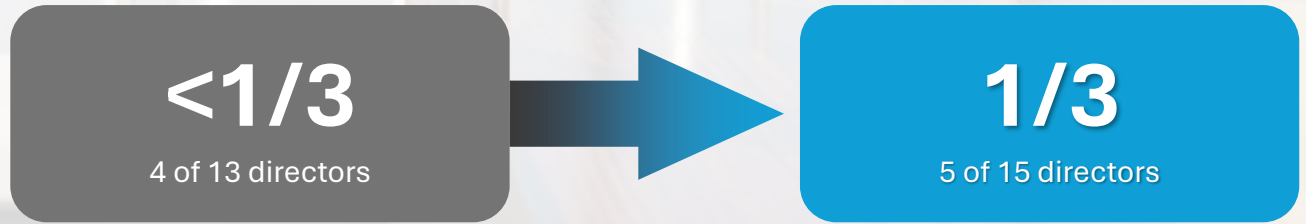
Election of **10 Directors** and **5 Independent Directors**

Improvements Compared to Previous Composition

Female Representation



Independent Representation



Director Candidates

First Commercial Bank Co., Ltd. Representative

1 CHANG, CHAO-SHUN

MALE

EDUCATION

- Master's Degree, Graduate Institute of Public Finance, National Chengchi University

CONCURRENT POSITIONS

- Independent Director, WIN Semiconductors Corp.

EXPERIENCE

- Chairperson, Mega Financial Holding Co., Ltd.
- Chairperson, Mega International Commercial Bank Co., Ltd.

First Commercial Bank Co., Ltd. Representative

2 CHOU, CHING-HUI

MALE | INCUMBENT

EDUCATION

- Department of Industrial Management, Southern Taiwan Institute of Technology

CONCURRENT POSITIONS

- Executive Director and President, Ta De Capital Corp., Ltd. (Taiwan)

EXPERIENCE

- Vice President, First Commercial Bank Co., Ltd.
- Director, IBF Financial Holdings Co., Ltd.

First Commercial Bank Co., Ltd. Representative

3 TSAI SU-HWEI

FEMALE

EDUCATION

- Department of Banking and Insurance, Feng Chia University

CONCURRENT POSITIONS

- Vice President, First Commercial Bank Co., Ltd.

EXPERIENCE

- Vice President, First Commercial Bank Co., Ltd.

Director Candidates

TSG FinTech Industry Holding Co., Ltd. Representative

4 LIU, TZU MENG

MALE

EDUCATION

- Master of Business Administration (EMBA), National Cheng Kung University

CONCURRENT POSITIONS

- Certified Public Accountant, J.C. CPA Firm
- Independent Director, Tainan Spinning Co., Ltd.
- Independent Director, Gloria Material Technology Corp.
- Independent Director, Taiwan Styrene Monomer Corporation
- Independent Director, Finesse Technology Co., Ltd.

EXPERIENCE

- Certified Public Accountant, PwC Taiwan
- Partner and Director, Audit Services Department, PwC Taiwan
- Associate Professor and Adjunct Expert, National Cheng Kung University
- Chairman and Advisor of Southern Office, Taiwan Provincial CPA Association;
- Chairman and Executive Director, Tainan Tax Agents Association
- Executive Director, Cheng Kung University Cultural and Educational Foundation
- Member, Science Park Operations Fund Management Committee, Ministry of Science and Technology (Executive Yuan)
- Supervisor, Environmental Rights Foundation
- Supervisor, Tainan District Court Mediation Committee
- Certified Public Accountant, J.C. CPA Firm
- Independent Director, Tainan Spinning Co., Ltd.
- Independent Director, Gloria Material Technology Corp.
- Independent Director, Taiwan Styrene Monomer Corporation
- Independent Director, Finesse Technology Co., Ltd.

Taiwan Business Bank, Ltd. Representative

5 YI TSENG HSIANG

MALE

EDUCATION

- Master's Degree in Finance, National Taiwan University of Science and Technology

CONCURRENT POSITIONS

- Vice President, Taiwan Business Bank, Ltd.
- Chairperson, Taiwan Business Bank Microfinance Company

EXPERIENCE

- Vice President, Taiwan Business Bank, Ltd.
- Chairperson, Taiwan Business Bank Microfinance Company

Taiwan Cooperative Bank, Ltd. Representative

6 WU YING

FEMALE

EDUCATION

- Department of Public Finance and Taxation, National Chengchi University

CONCURRENT POSITIONS

- Independent Director, Mega Financial Holding Co., Ltd.

EXPERIENCE

- Chief Auditor and Vice President, First Commercial Bank Co., Ltd.
- President, First Financial Holding Co., Ltd.

Director Candidates (contd.)

Ren Wang Co., Ltd. Representative

7 CHENG-FONG SHIH

MALE | INCUMBENT

EDUCATION

- Master's Degree in Hospitality Management, Johnson & Wales University, USA

CONCURRENT POSITIONS

- Director, IBF Financial Holdings Co., Ltd.
- Director, IBF Securities Co., Ltd.
- Director, IBF Venture Capital Co., Ltd.
- Supervisor, IBF Securities Investment Consulting Co., Ltd.
- Customer Service Manager, Sales Department, China Television Company

EXPERIENCE

- Director, IBF Financial Holdings Co., Ltd.

Ren Wang Co., Ltd. Representative

8 ERIK YANG

MALE | INCUMBENT

EDUCATION

- Master's Degree in Political Science, University of California, San Diego, USA

CONCURRENT POSITIONS

- Director, IBF Financial Holdings Co., Ltd.

EXPERIENCE

- Director, IBF Financial Holdings Co., Ltd.

Hua Ji International Development Corp. Representative

9 CHEN, KWAN-CHOU

MALE | INCUMBENT

EDUCATION

- Master's Degree, London School of Economics and Political Science, UK

CONCURRENT POSITIONS

- Director, President, and Chief Information Security Officer, IBF Financial Holdings Co., Ltd.

EXPERIENCE

- Director, Vice President, and Chief Information Security Officer, IBF Financial Holdings Co., Ltd.
- Director, International Bills Finance Co., Ltd.

Director & INED Candidates

Hua Kang International Asset
Management Co., Ltd. Representative:

10 CHEN, KWAN-JU

MALE | INCUMBENT

EDUCATION

- Master's Degree, London School of Economics and Political Science, UK
- Bachelor's Degree in Management, Carnegie Mellon University, USA

CONCURRENT POSITIONS

- Chairperson, Thunder Tiger Corporation
- Vice Chairperson, IBF Securities Co., Ltd.

EXPERIENCE

- Chairperson, Thunder Tiger Corporation
- Chairperson, IBF Venture Capital Co., Ltd.

INDEPENDENT DIRECTOR CANDIDATE

I JHY YUAN SHIEH

MALE

EDUCATION

- Ph.D. in International Economics, National Chung Cheng University

CONCURRENT POSITIONS

- Associate Dean, School of Business, Soochow University
- Distinguished Professor, Department of Economics, Soochow University

EXPERIENCE

- Associate Dean, School of Business, Soochow University
- Distinguished Professor, Department of Economics, Soochow University

INDEPENDENT DIRECTOR CANDIDATE

II LIANG, SUI-CHANG

MALE

EDUCATION

- Department of Law, National Taiwan University

CONCURRENT POSITIONS

- Managing Attorney, Liang Sui-Chang Law Firm
- Director, Kindom Development Co., Ltd.
- Director, Kedge Construction Co., Ltd.

EXPERIENCE

- Director, Mega International Commercial Bank Co., Ltd.
- Independent Director, First Securities Co., Ltd.

INED Candidates

INDEPENDENT DIRECTOR CANDIDATE

III LEE, WEN-SIUNG

MALE

EDUCATION

- Doctor of Business Administration, University of Houston, USA

CONCURRENT POSITIONS

- Director, Chang Hwa Commercial Bank, Ltd.

EXPERIENCE

- Section Chief, Banking Bureau, Financial Supervisory Commission
- Section Chief, Securities and Futures Bureau, Financial Supervisory Commission
- Chairperson, Land Bank Insurance Brokers Co., Ltd.

INDEPENDENT DIRECTOR CANDIDATE

IV YANG, CHIA-HSING

MALE

EDUCATION

- Master of Laws, School of Law, Soochow University

CONCURRENT POSITIONS

- Managing Attorney, Chih-Chun International Law Firm

EXPERIENCE

- Managing Attorney, Chih-Chun International Law Firm

INDEPENDENT DIRECTOR CANDIDATE

V CHEN, WEI-LUNG

MALE | INCUMBENT

EDUCATION

- Master's Degree, College of Management, National Taiwan University
- Financial Law Division, Law Department, National Chengchi University

CONCURRENT POSITIONS

- Independent director, IBF Financial Holdings Co., Ltd.
- Independent director, Janfusun Fancyworld Corp.
- Independent director, AGV Products Corp.
- Independent director, ITEQ Corporation

EXPERIENCE

- Chairperson, SinoPac Securities Corporation
- Vice director-general, Securities and Futures Bureau, Financial Supervisory Commission

Skill Matrix: Directors' Industry Knowledge

Director Name	Industry Knowledge (Financial Holding)								
	Banking	Securities	Investment Trust	Bills	Investment Consulting	Asset Management	Leasing	Insurance	Venture Capital
1 CHANG, CHAO-SHUN	●		●		●				●
2 CHOU, CHING-HUI	●	●		●		●	●		
3 TSAI SU-HWEI (Female)	●		●			●	●	●	
4 LIU, TZU MENG			●			●			
5 YI TSENG HSIANG	●								
6 WU YING (Female)	●			●				●	
7 CHENG-FONG SHIH		●		●	●				
8 ERIK YANG		●	●	●			●		●
9 CHEN, KWAN-CHOU			●	●					
10 CHEN, KWAN-JU		●				●			●

Skill Matrix: Directors' Board Expertise

Director Name	Board-related Expertise						
	Accounting	Finance	Economics	Legal	Tech	Supervision	ESG
1 CHANG, CHAO-SHUN	●				●	●	●
2 CHOU, CHING-HUI			●			●	●
3 TSAI SU-HWEI (Female)							●
4 LIU, TZU MENG	●			●		●	●
5 YI TSENG HSIANG		●					
6 WU YING (Female)		●				●	●
7 CHENG-FONG SHIH						●	
8 ERIK YANG		●					
9 CHEN, KWAN-CHOU					●	●	
10 CHEN, KWAN-JU					●		

Skill Matrix: Independent Directors

Independent Director Name	Industry Knowledge	Board-related Expertise						
		Accounting	Finance	Economics	Legal	Tech	Supervision	ESG
I JHY YUAN SHIEH	●		●	●			●	●
II LIANG, SUI-CHANG	●				●		●	●
III LEE, WEN-SIUNG	●		●				●	●
IV YANG, CHIA-HSING					●		●	
V CHEN, WEI-LUNG	●		●		●	●	●	●

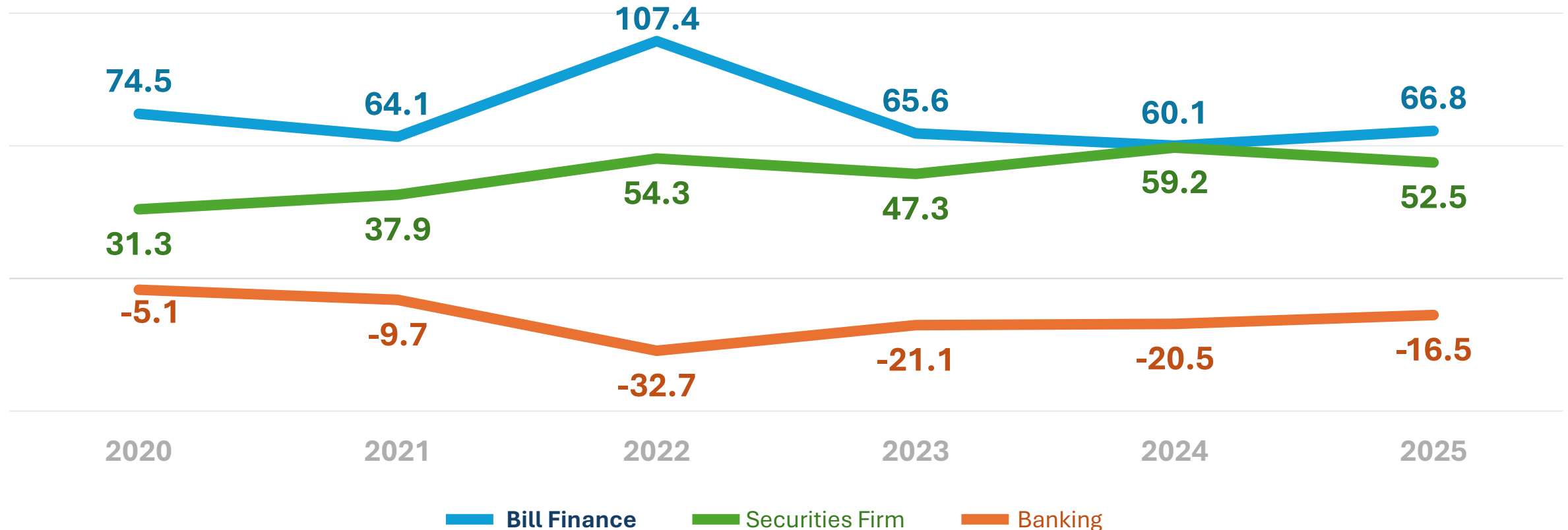


Short-, Mid-, and Long-term Strategy and Objectives



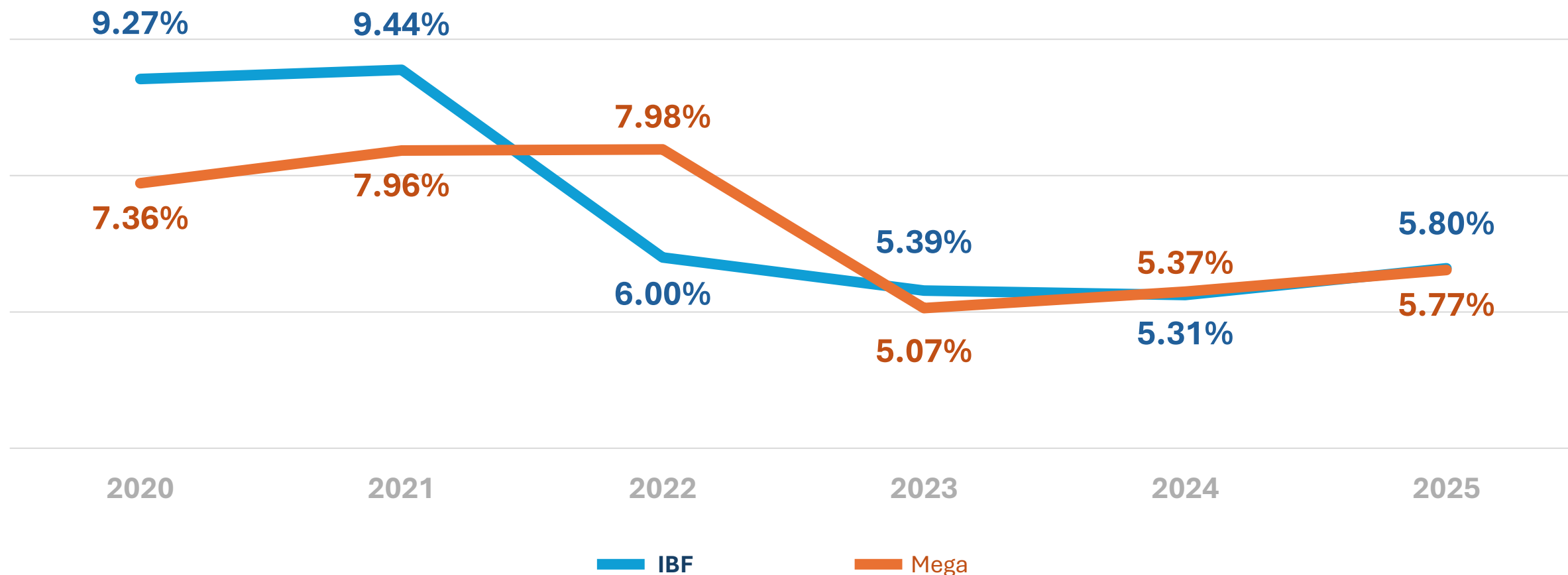
Enhancing Balance Across Business Segments to Strengthen Profit Resilience

Profit Contribution to the Whole Company Unit: %



Bills Finance as IBF's Primary Profit Driver, with Profitability in Line with Peers

ROE Comparison at Bills Finance Unit: %

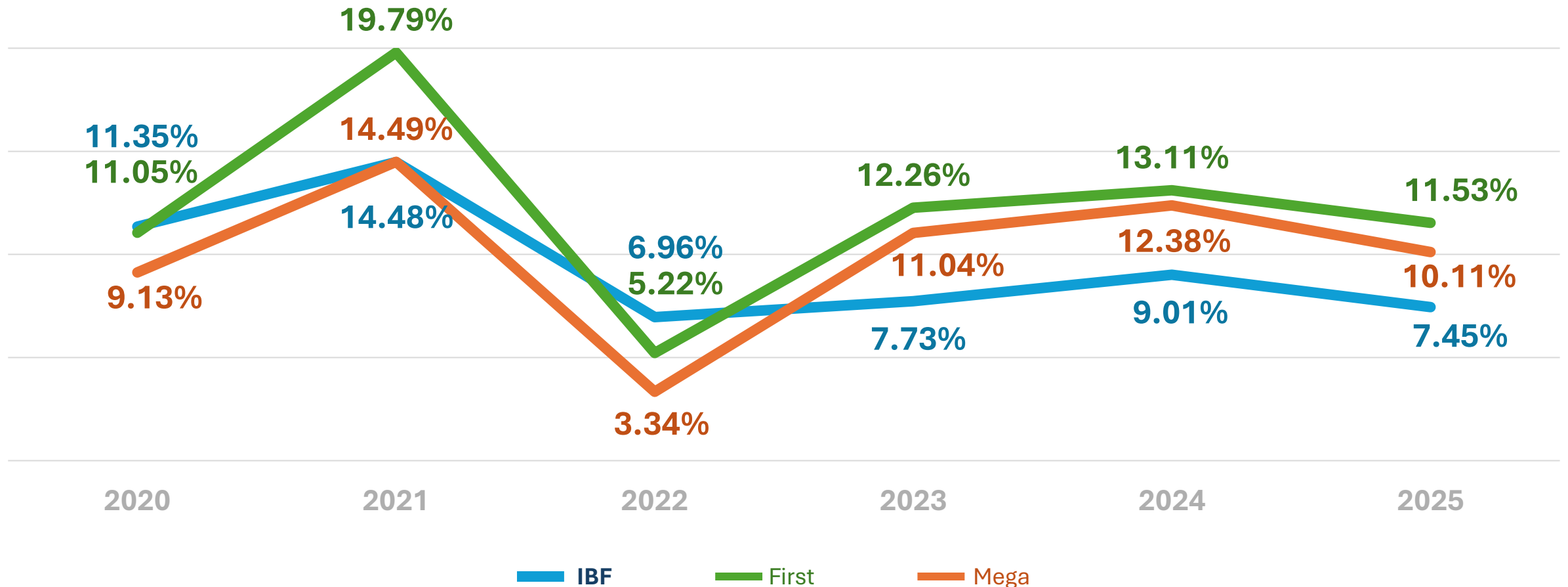


Source: the Company's consolidated statement

Note: Peer Benchmarking Based on Companies Represented by Our Director Nominees

Securities Business as the 2nd Largest Profit Contributor, with Slightly Weaker Profitability vs. Peers

ROE Comparison at Securities Firm Unit: %

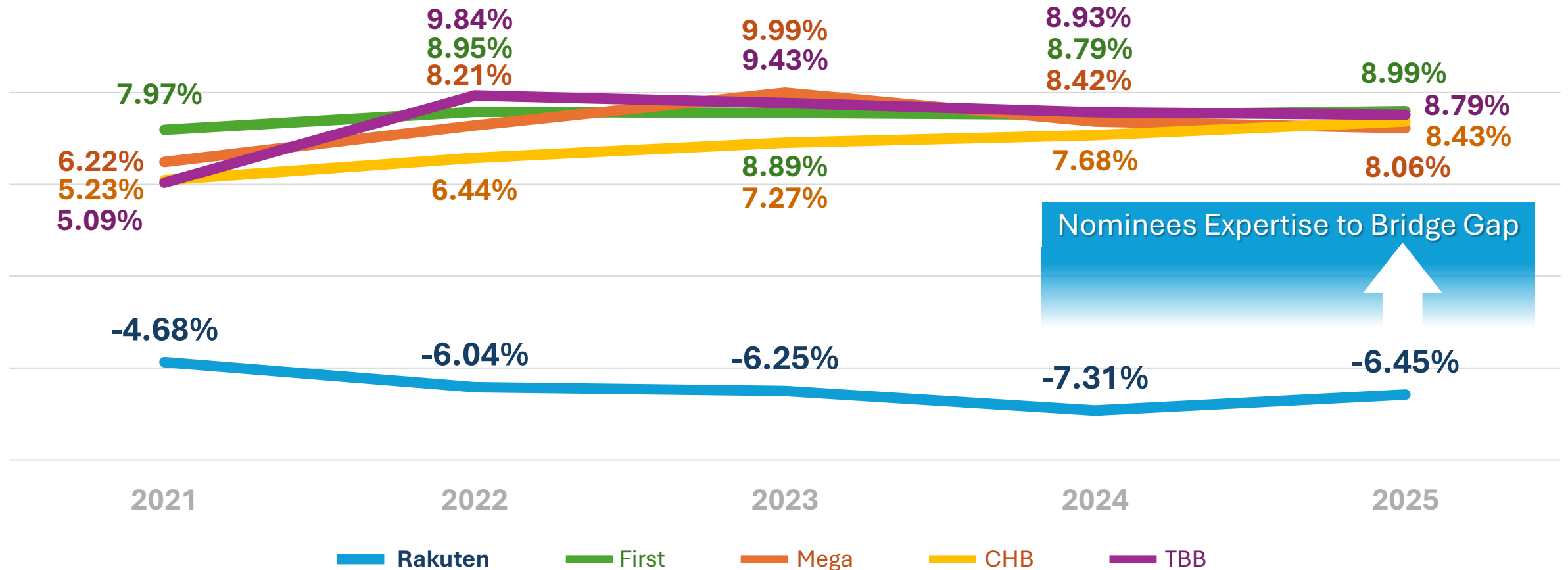


Source: the Company's consolidated statement

Note: Peer Benchmarking Based on Companies Represented by Our Director Nominees

Banking Business as the Key Lever to Enhance IBF's Profitability, and the Core Value Brought by Our Nominees

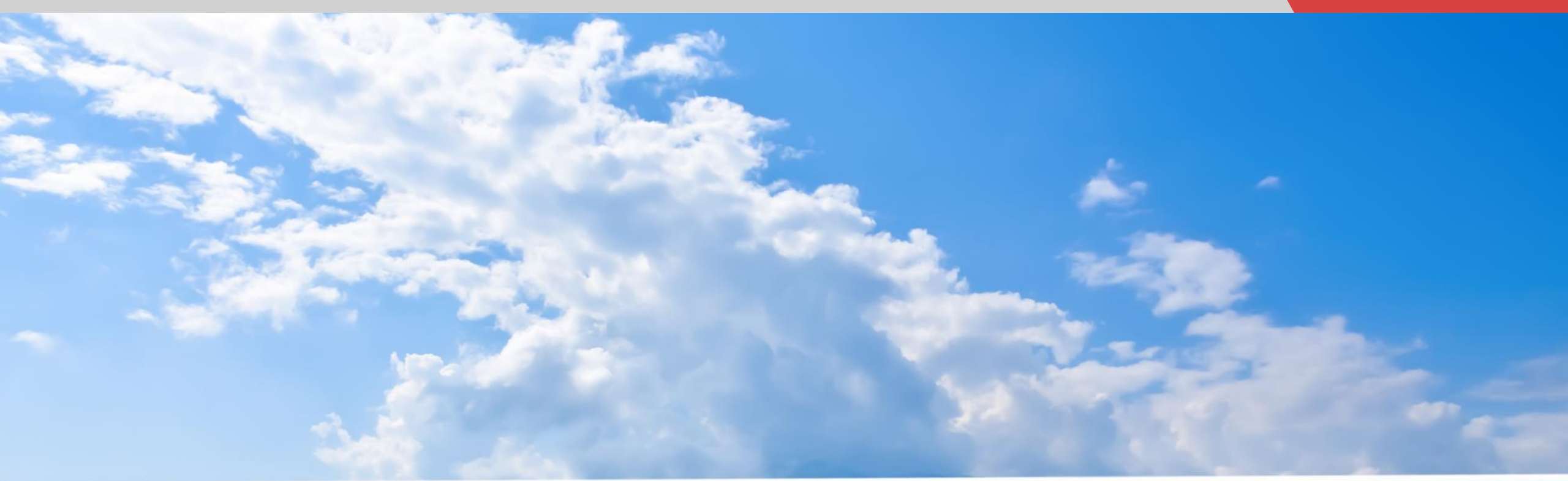
ROE Comparison at Banking Business Unit: %



Source: the Company's consolidated statement

Note 1: Peer Benchmarking Based on Companies Represented by Our Director Nominees

Note 2: CHB: Chang Hwa Bank; TCB: Taiwan Business Bank



ESG Performance Highlights



Sustainable ESG Development

Sustainability Structure



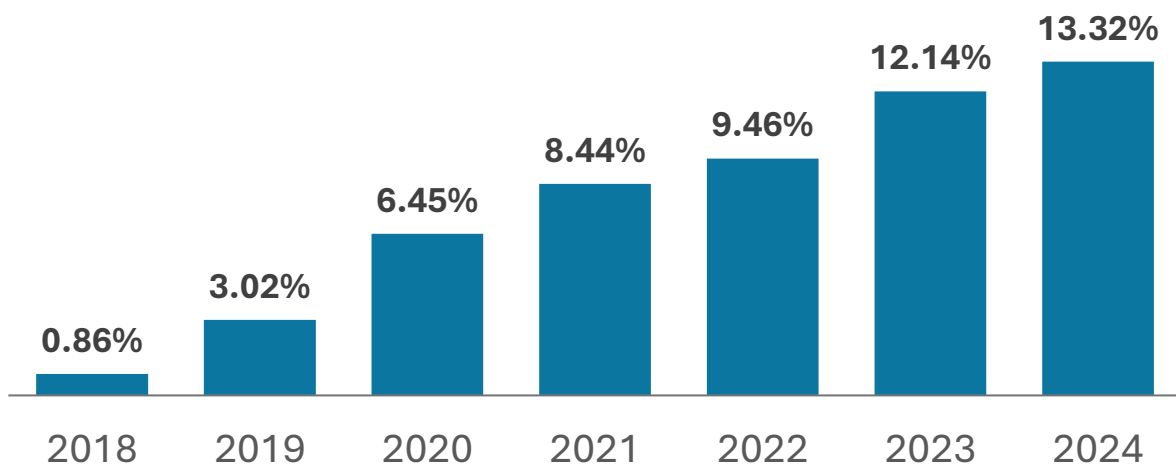
Management Systems & Initiatives

Certification	Entity	Initiatives & Standards
ISO 14001 Environmental Management System	All Entities in Group	Annual TCFD Report ✓
ISO 14064-1 Greenhouse Gas Inventories		PCAF GHG Inventory Methodology ✓
ISO 50001 Energy Management System		Carbon Disclosure Project (CDP) Questionnaire ✓
ISO 27001 Information Securities Management	IBF Securities, International Bills Finance, Rakuten International Commercial Bank	SBTi Target Setting ✓
BS 10012 Personal Data Protection	Rakuten International Commercial Bank	PRI Principals for Responsible Investment ✓
		PRB Principals for Responsible Banking ✓





Environmental Facet

Green Financing

Green energy industry financing as a percentage of IBF Securities total credit balance grew from 0.86% in 2018 to 13.32% in 2024. Notably, the 2024 credit balance saw a significant increase of 9.72% compared to 2023.



Energy-saving and Carbon Reduction

 SBTi Target	Target to reduce Scope 1 & 2 emissions by 42% by 2030 . Scope 3 coverage to increase to 59.2% by 2029.
 GHG Emissions	Scope 1 & 2 reduced by 10.93% in 2024 compared with previous year (base year).
 Energy Consumption	Reduced by 5.62% in 2024 compared to 2022 (base year).
 Renewable Energy	600,000 kWh used in 2024. 9.7% of total consumption.

Sustainable Finance Policy – Covers All Group Entities

Including domestic and foreign sustainable development standards or guidelines, including the Equator Principles, Principles for Responsible Banking, Principles for Responsible Investment, Green Finance Action Plan, Stewardship Principles for Institutional Investors, Credit Investigation Standards of Taipei Bills Finance Association, etc. as references.

- Including ESG evaluation factors in the processes of investment and financing analysis and decision-making.
- Including ESG evaluation factors into the risk management framework.
- Strengthening the engagement of sustainability issues.
- Improving the contents of ESG information disclosure.

Social Facet

Employee Benefits Beyond Regulations (All Formal Employees)

Benefit Type	Contents
Bonuses and Gifts	Yearend bonus, bonuses (gifts) for three festivals, and birthday cash gift (gift).
Insurance and Pension	Labor insurance, health insurance, employee group insurance (term life insurance/cancer insurance/accident insurance/critical illness insurance/hospitalization medical insurance) and appropriation of pension.
Leave Application and Rest System	<ul style="list-style-type: none"> • Family and childbearing: Marriage leave, maternity leave, paternity leave, paternity leave for accompanying prenatal examinations and childbirth, prenatal examination leave, leave for fetal protection and recuperation, parental leave, family care leave, adjustable working hours for raising children aged below three, and flexible working hour system. • Healthcare: Menstrual leave for female employees, major sick leave, and work-related injury leave. • Incentive: Honor leave, special leave and volunteer leave.
Benefits and Subsidies	Marriage cash gift, maternity allowance, club subsidy, employee education scholarship and grants, children's education scholarship and grants, hospitalization consolation subsidy, leisure and tourism subsidies, health examination subsidy, irregular work party, and subsidies for major diseases and injuries.
Other benefits	Meal expenses, overtime meal allowance, performance bonus, complete education and training, unimpeded promotion channels, and ESOP.

Employee Development

To cultivate talents in various functional areas, IBF Financial Holdings Group has given efforts to drive employees' personal development and growth in three aspects:

Talent Sustainable Development Plan

Building a Learning Organization

Internal Rotation Mechanism

Employee Training Subsidy

The Group's Employees may apply for subsidies and incentives after obtaining various professional licenses, to improve employees' spontaneous on-the-job continuing education and their willingness to obtain professional licenses.

Industry-academia Program

Cooperated with the Department of Banking and Finance, Tamkang University; Opportunities for internships at the Department of Data Science, Soochow University and Chihlee University of Technology.

Employee Stock Ownership Trust

Employees within the formal personnel establishment of the Company and its subsidiaries may voluntarily join the employee stock ownership trust.

Feb 2025: 7 subsidiaries of the Group were included in the scope of ESOT, with a total of 1,316 employees participated. The employee participation rate reached 92%.

Diversified Communication Channels

Established a long-term goal for a barrier-free communication mechanism in the workplace; physical and digital tools to build an open-communication channel.

Direct to Supervisors/ Management

Labor-management Meeting

Internal Websites/ Suggestion Boxes/ Hotlines

Sustainability-linked Pay

In addition to the fixed monthly basic salaries and allowance, executives also receive performance bonuses and rewards in relation with sustainable development indicators:

Financial and Operational Indicators

- Manage and achieve profitability indicators (ROE, EPS, etc.) and relative financial indicators (external appraisal scores of business operation performance, risk tolerance and sustainable development capabilities compared with other financial institutions).
- Plan and execute project/operation model/direction as well as strategies or strategic investments.

Corporate Sustainable Development Indicators

- Represent IBF Financial Holdings Group, maintain relations and improve corporate image.
- Improve the enterprise's performance in governance, environment and social responsibility.

Succession Planning

Established a database of directors' talent through the following means to serve as a reference for succession planning of directors:

Consult with various parties for suitable candidates to serve as directors of the Company.

Refer to the independent director talent database.

Appoint existing directors or appropriate outside organizations or consultants to propose suitable directors.

Refer to the results of the Board of Directors' performance evaluation for the reappointment nomination of directors.

Whistleblowing System

Channels: Independent dedicated line, fax, email or postbox. The Compliance & Legal Department is the designated unit to receive and handle reported cases.

Confidentiality ✓

Non-retaliation Policy ✓

Proactively Communicated to Employees ✓

Governance Policies & Initiatives

Initiatives & Standards	
AML/CFT Policies ✓	Ethical Corporate Management Principles ✓
AML/CFT Training ✓	Codes of Ethical Conduct ✓
Data and Privacy Protection Policy ✓	Ethical Conduct Training ✓