

**2021 Performance Evaluation Report  
of  
the Board of Directors and Functional  
Committees**

# Board Performance Evaluation Instructions :

**I.Evaluation basis** : the company's "Board Performance Evaluation Measures" shall be handled. The performance evaluation of the board of directors of the company shall be evaluated by an external professional independent institution or a team of external experts and scholars at least once every three years, and the performance evaluation of the current year shall be executed at the end of the year. The results of the internal and external performance evaluation of the board of directors shall be completed before the most recent board meeting of the following year.

**II.Evaluation cycle** : once a year.

**III.Evaluation period** : January 1, 2021 to December 31, 2021

**IV.Evaluation scope** : including performance evaluation of the board of directors, individual members and functional committees.

**V. Evaluation procedure** : Evaluation procedure: Self-evaluation by directors and relevant members of each functional committee, using the "Performance Evaluation of Board " and "Performance Evaluation of Functional Committee ".

# Board Performance Evaluation Instructions :

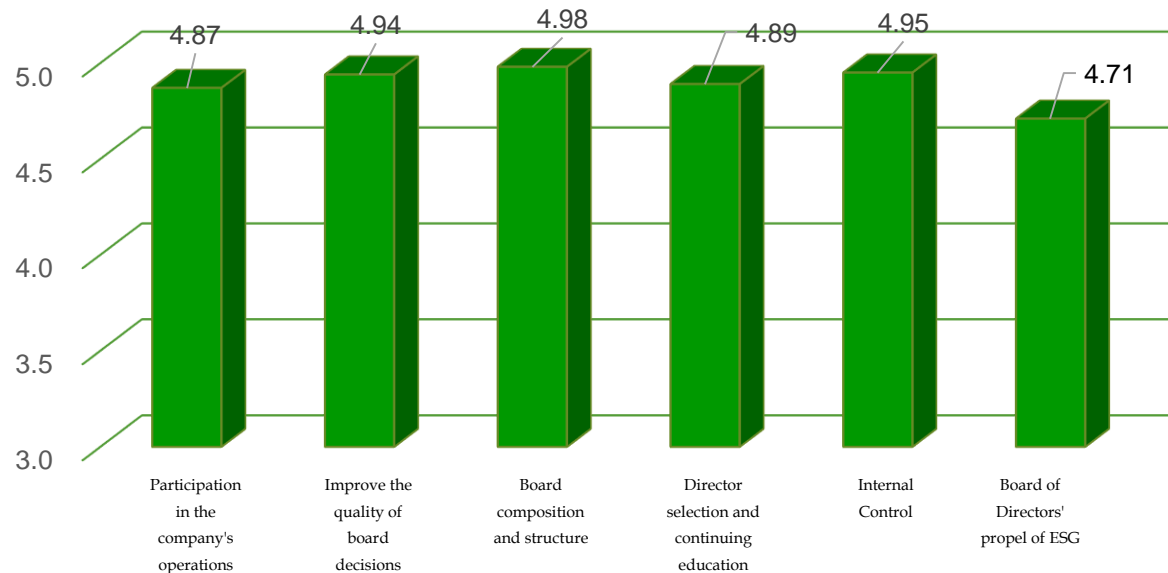
Performance Evaluation of Board	Self-performance Evaluation of Board Members	Performance Evaluation of Functional Committee
<ul style="list-style-type: none"> <li>● Participation in the company's operations</li> <li>● Improve the quality of board decisions</li> <li>● The composition and structure of the board</li> <li>● The selection and continuing education of the directors</li> <li>● Internal Control</li> <li>● Board of Directors' propel of ESG</li> </ul>	<ul style="list-style-type: none"> <li>● Mastery of company goals and tasks</li> <li>● Awareness of Directors' Responsibilities</li> <li>● Participation in the company's operations</li> <li>● Internal relationship management and communication</li> <li>● Professional and continuing education of the directors</li> <li>● Internal Control</li> </ul>	<ul style="list-style-type: none"> <li>● Participation in the company's operations</li> <li>● Determination of responsibility for functional committees</li> <li>● Improve the decision-making quality of functional committees</li> <li>● The composition and member selection of Functional committee</li> <li>● Internal Control</li> </ul>
evaluation indicators : 46	evaluation indicators : 24	evaluation indicators : 20-23

- ◆ The scores of above evaluation form are calculated based on five grades -Very poor (strongly disagree); Poor (disagree); Moderate (normal); Excellent (agree); Excellent (strongly agree)  
The average score for each question is above 4 points as "excellent", 3-4 points as "acceptable", and below 3 points as "not good".
- ◆ Use of assessment results :
  1. The company's board of directors selects or nominates independent directors or members of functional committees as a reference, and uses the performance evaluation results of individual directors or members of each functional committee as a reference for determining individual remuneration.
  2. Continue to improve the assessment aspects of the board of directors, individual directors (self/peers) and functional committees, and continuously improve the effectiveness of each aspect.

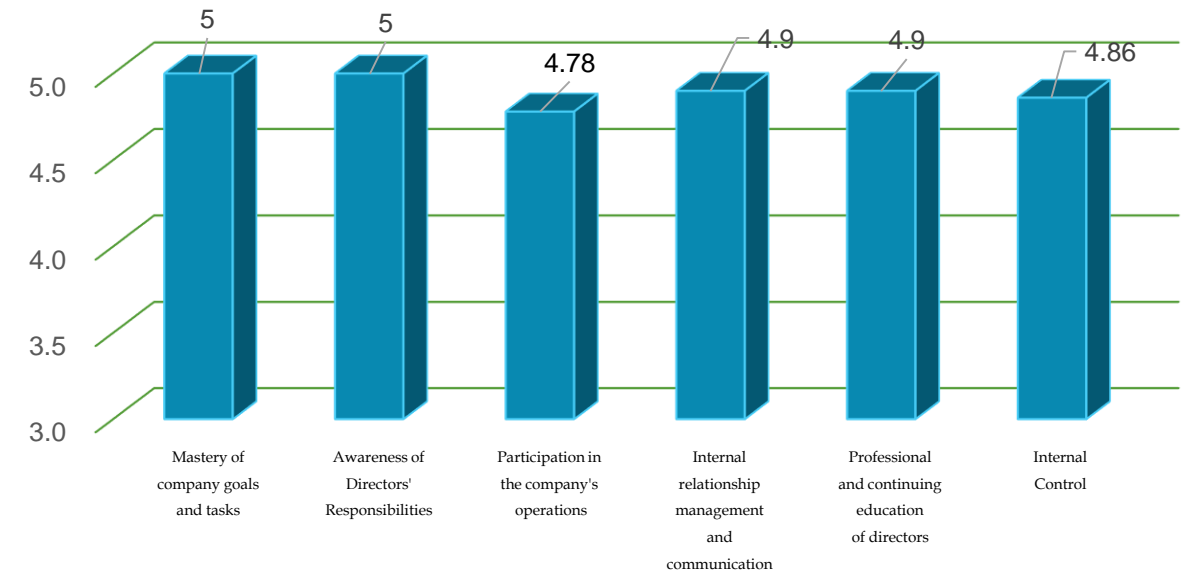
## Performance Evaluation Results of Board :

- ◆ The results of performance are all "excellent", and the average scores of each aspect are shown in the figure below. The overall average ranging from 4.71 to 5. The average score of the "Board of Directors' propel of ESG" is low, mainly because the directors believe that it is necessary to strengthen the prevention and control of environmental pollution such as greenhouse gas emissions, water and sewage management, and biodiversity. The meeting affairs division will report the evaluation results to the General Manager's Office, and regularly arrange the company's sustainable development promotion plan and specific results to be reported to the board of directors, so that directors can properly understand and give guidance.
- ◆ The average score of "director members" on "participation in company operations" is low, mainly because the new directors have been involved in the company's operations as directors for a short period of time.
- ◆ Other suggestions : NO

### Evaluation of Board



### Directors' self-evaluation



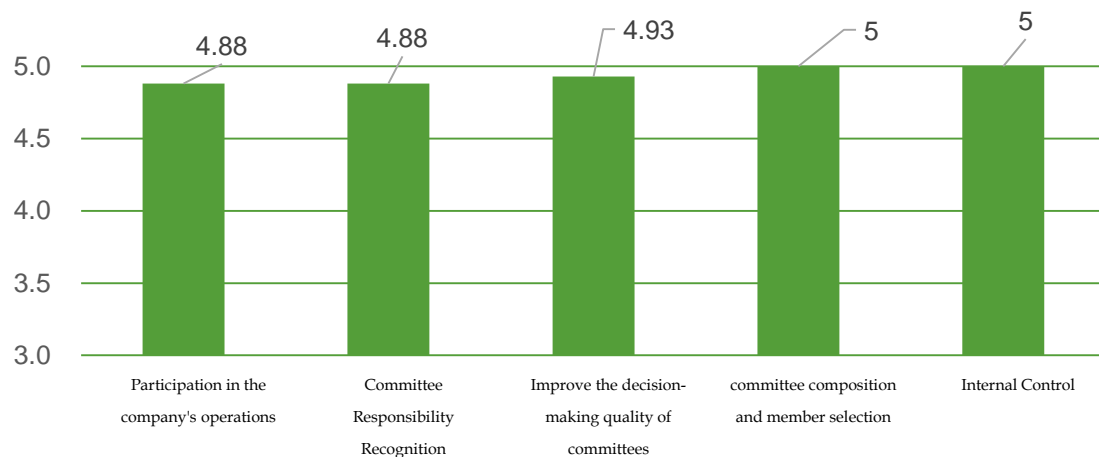
# Performance Evaluation Results of Functional Committees:

◆ The performance self-assessment results are all "Excellent". The average scores for each facet are shown in the chart below, with the overall average ranging from 4.8 to 5. Among them, the average score of the Nomination Committee for the "Participation in the Company's Operations" and "Nomination Committee Composition and Member Selection" was low. The main reason is that the attendance rate of the members needs to be strengthened, and the director training plan should be formulated and regularly reviewed. and succession planning for directors and senior managers.

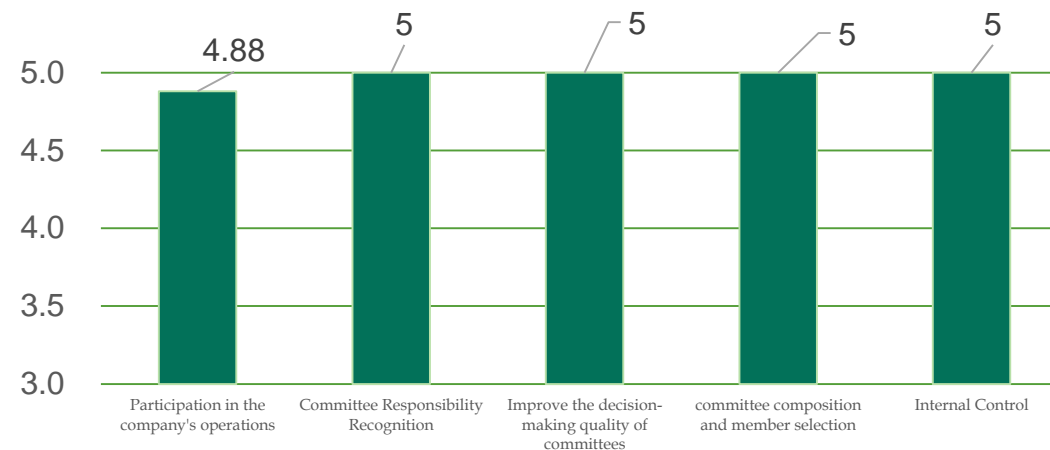
In the future, The meeting affairs division will arrange the schedule of each meeting in advance and provide it to the members as soon as possible, in order to increase the attendance rate of the meeting. In addition, the director's training course plan has been submitted to the nomination committee, and the directors and senior executives will be discussed again. The schedule for reporting the manager's succession plan to the Nomination Committee.

◆ Other suggestions : NO

## Remuneration Committee



## Audit Committee



## Nomination Committee

