

## Tang Eng's 2020 Report on the Performance Evaluation of Board of Directors

(1) Basis: Held in accordance with the Company's "Rules for Performance Evaluation of Board of Directors".

(2) Evaluation cycle:

1. Internal evaluation: The Company's Board of Directors shall perform an internal performance evaluation of the Board of Directors at least once a year.
2. External evaluation: The evaluation shall be performed at least once every three years by external professional independent organization or external experts and scholars.

(3) Evaluation period: Jan. 1, 2020 to Dec. 4, 2020.

(4) Evaluation scope: Covers the performance of the board as a whole, the individual directors, and the functional committees.

(5) Method of Evaluation: Includes the self-evaluation on the performance of the Board of Directors, self-evaluation on the performance of the individual directors, and self-evaluation on the performance of the functional committees.

(6) Evaluation content:

1. Self-evaluation on the Performance of the Board of Directors:

The Board of Directors' performance evaluation consist of

38 indicators in 5 major aspects, and the results of each aspect are listed below, ranging between "Excellent (5)" and "Good (4)", indicating that the Board of Directors fulfilled its responsibilities to guide and supervise the Company's strategies, major business and risk management, and the overall operation was good and satisfied the requirements of corporate governance.

<b>Self-evaluation on 5 Major Aspects</b>	<b>Item</b>	<b>Result</b>
A. Participation in the operation of the company	12 items	4.46 points
B. Improving the quality of the board's decision making	11 items	4.56 points
C. Composition and structure of the board	6 items	4.67 points
D. Election and continuing education of the directors	3 items	4.37 points
E. Internal Control	6 items	4.53 points

## 2. Self-evaluation on the Performance of the Individual Directors

The individual directors' performance evaluation consists of 23 indicators in 6 major aspects, and the results of each aspects are listed below, ranging between "Excellent (5)" and "Good (4)", indicating directors have a positive evaluation toward the efficiency and performance of each indicator.

<b>Self-evaluation on 6 Major Aspects</b>	<b>Item</b>	<b>Result</b>
A. Alignment of the goals and missions of the company	3 items	4.79 points
B. Awareness of the duties of a director	3 items	4.67 points
C. Participation in the operation of the company	8 items	4.53 points
D. Management of internal relationship and communication	3 items	4.34 points
E. The director's professionalism and continuing education	3 items	4.52 points
F. Internal Control	3 items	4.58 points

### 3. Self-evaluation on the Performance of the Auditing Committee:

The Audit Committee's performance evaluation consists of 21 indicators in 5 major aspects, and the results of each aspects are listed below, where the aspect "makeup of the functional committee and election of its members" was evaluated as "Excellent (5)" while other aspects were evaluated between the range of "Excellent (5)" and "Good (4)", indicating overall operation of the Audit Committee was good and satisfied the requirements of corporate governance. The Audit Committee can indeed effectively enhance the function of the Board of Directors.

<b>Self-evaluation on 5 Major Aspects</b>	<b>Item</b>	<b>Result</b>
A. Participation in the operation of the company	4 items	4.92 points
B. Awareness of the duties of the Audit Committee	5 items	4.60 points
C. Improving the quality of decisions made by the functional committee	7 items	4.57 points
D. Makeup of the functional committee and election of its members	2 items	5.0 points
E. Internal Control	3 items	4.67 points

#### 4. Self-evaluation on the Performance of the Remuneration Committee:

The Remuneration Committee's performance evaluation consists of 16 indicators in 4 major aspects, and the results of each aspects are listed below, where the aspect "Internal control" was evaluated as "Excellent (5)" while other aspects were evaluated between the range of "Excellent (5)" and "Good (4)", indicating overall operation of the Remuneration Committee was good and satisfied the requirements of corporate governance. The Remuneration Committee can indeed effectively enhance the function of the Board of Directors.

<b>Self-evaluation on 5 Major Aspects</b>	<b>Item</b>	<b>Result</b>
A. Participation in the operation of the company	4 items	4.75 points
B. Awareness of the duties of the Remuneration Committee	4 items	4.67 points
C. Improving the quality of decisions made by the functional committee	6 items	4.61 points
D. Makeup of the functional committee and election of its members	1 items	4.67 points
E. Internal Control	1 items	5.0 points

**(7) Review and Improvement:**

1. Self-evaluation on the Performance of the Board of Directors: D. For the election and continuing education of the directors, the score was 4.37 points. Regarding continuing professional development, the Secretariat will continue to strengthen the liaison and coordination with the directors and provide them with information on a wide range of courses to enhance their willingness to pursue advanced studies and increase the convenience of course selection.
2. Self-evaluation on the Performance of the Individual Directors: D. For the management of internal relationship and communication, the score was 4.34 points. The Secretariat will strengthen interaction with and provision of services to directors, provide assistance to directors on

corporate governance matters, and continue to focus on communication and coordination of opinions between directors and managerial department in order to fully utilize the function of the Board of Directors.