

Tang Eng's 2021 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:
Internal evaluation: The Company's Board of Directors shall perform an internal performance evaluation of the Board of Directors at least once a year.
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 of the current year: Aug. 20, 2021 to Dec. 5, 2021 (starting from the term of the 19th Board of Directors).
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 results:
 - (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.

Self-evaluation on 5 Major Aspects	Item	Result
A. Participation in the operation of the company	12 items	4.75 points
B. Improving the quality of the board's decision making	11 items	4.71 points
C. Composition and structure of the board	6 items	4.80 points
D. Election and continuing education of the directors	3 items	4.76 points
E. Internal Control	6 items	4.80 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 indicators.

Self-evaluation on 6 Major Aspects	Item	Result
A. Alignment of the goals and missions of the company	3 items	4.73 points
B. Awareness of the duties of a director	3 items	4.82 points
C. Participation in the operation of the company	8 items	4.83 points
D. Management of internal relationship and communication	3 items	4.58 points
E. The director's professionalism and continuing education	3 items	4.91 points
F. Internal Control	3 items	4.82 points

(3) Self-evaluation on the Performance of the Audit 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 aspects "participation in the operation of the company" and

“makeup of the functional committee and election of its members” were 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.

Self-evaluation on 5 Major Aspects	Item	Result
A. Participation in the operation of the company	4 items	5.00 points
B. Awareness of the duties of the Audit Committee	5 items	4.93 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	5.00 points
E. Internal Control	3 items	4.66 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 aspects “participation in the operation of the company” and

“makeup of the functional committee and election of its members” were 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.

Self-evaluation on 4 Major Aspects	Item	Result
A. Participation in the operation of the company	4 items	5.00 points
B. Awareness of the duties of the Remuneration Committee	4 items	4.75 points
C. Improving the quality of decisions made by the functional committee	6 items	4.55 points
D.功能性委員會組成及成員選任 D. Makeup of the functional committee and election of its members	2 items	5.00分 5.00 points

7. Review and Improvement:

- (1) Self-evaluation on the Performance of the Board of Directors: B.
For improving the quality of the board’s decision making, the score was 4.71 points. The Secretariat will coordinate with the Managerial Department to carefully evaluate the appropriateness to submit the proposal for deliberation, improve the quality of the

proposals, and provide the Board of Directors with accurate and complete information to enable the directors to perform their duties of supervision.

- (2) Self-evaluation on the Performance of the Individual Directors: D. For the management of internal relationship and communication, the score was 4.58 points. The Secretariat will strengthen the communication and ideas exchange between the CPAs and the directors in order to fully utilize the function of the Board of Directors in deliberating the Company's financial statement.
- (3) Self-evaluation on the Performance of the Audit Committee: C. For improving the quality of decisions made by the functional committee, the score was 4.57 points. The Secretariat will coordinate with the Managerial Department to improve the quality of the proposals, provide complete information to the Audit Committee in a timely manner, and invite the relevant personnel to the proposal to attend the meeting as a non-voter for consultation so that the independent directors can perform their duties of supervision.
- (4) Self-evaluation on the Performance of the Remuneration Committee: C. For improving the quality of decisions made by the functional committee, the score was 4.55 points. The Secretariat will coordinate with the Managerial Department to improve the quality of the proposals, provide complete information to the Remuneration Committee in a timely manner, and invite the relevant personnel to the proposal to attend the meeting as a non-voter for consultation (if necessary) so that the independent directors can perform their duties of supervision.