

Board performance evaluations:

A board performance evaluation system was established in 2011 to measure board performance in guiding strategic direction and overseeing operations and management to increase long-term value for shareholders. The unit in charge of board meeting affairs compiles and submits results to the Remuneration Committee and the Board of Directors then draws up a board performance improvement plan accordingly.

| Frequency | Period | Scope | Method | Item | Result |
|-----------------------------|--------------------------------------|---|--------------------------|--|---|
| Once per year (in December) | January 1, 2023 to December 31, 2023 | Board, Board Members, Functional Committees | Internal self-evaluation | <p>(1) Board:</p> <p>A. The degree of involvement in the operations of the Company</p> <p>B. Improvement of quality of Board decisions</p> <p>C. Composition and structure of board of directors</p> <p>D. Selection and continuing education of directors</p> <p>E. Internal controls</p> <p>(2) Individual Board Members:</p> <p>A. Understanding of objectives and tasks</p> <p>B. Awareness of directors' responsibilities</p> <p>C. Involvement in operations</p> <p>D. Internal relationship management and communication</p> <p>E. Professional and continuing education of directors</p> <p>F. Internal controls</p> <p>(3) Functional Committee (Audit Committee):</p> <p>A. Involvement in operations</p> <p>B. Awareness of the responsibilities of the functional committees</p> <p>C. Improvement of the quality of decision-making in functional committees</p> <p>D. Composition and selection of functional committee members</p> <p>E. Internal controls</p> <p>(4) Functional Committee (Remuneration Committee)</p> <p>A. Involvement in operations</p> <p>B. Awareness of the responsibilities of the functional committees</p> <p>C. Improvement of the quality of decision-making in functional committees</p> <p>D. Composition and selection of functional committee members</p> | <p>(1) Performance evaluations of the Board:</p> <ul style="list-style-type: none"> ▪ Overall evaluation: A major decrease in the level of participation with the company's operations compared to 2022. ▪ Improvement measures: <ul style="list-style-type: none"> • Increased communication and exchanges between the board and management • Scheduling of shareholder meetings and board meetings well in advance to improve attendance by board members • Continued development of industry-related training courses <p>(2) Performance evaluations of individual Board members:</p> <p>A. Understanding of objectives and tasks: 5.00</p> <p>B. Awareness of directors' responsibilities: 4.96</p> <p>C. Involvement in operations: 4.87</p> <p>D. Internal relationship management and communication: 4.94</p> <p>E. Professional and continuing education of directors: 4.94</p> <p>F. Internal controls: 4.97</p> <p>(3) Performance evaluations of Functional Committee (Audit Committee):</p> <p>- A major decrease in involvement in operations compared to 2022.</p> <p>Improvement measures:</p> <ul style="list-style-type: none"> • Extending meetings to allow full discussion of issues on hand • Scheduling of meetings well in advance to improve attendance by board members • Increased communication and exchanges between accountants and committee members <p>(4) Performance evaluations of Functional Committee (Remuneration Committee):</p> <p>A. Involvement in operations: 5.00</p> <p>B. Awareness of the responsibilities of the functional committees: 4.90</p> <p>C. Improvement of the quality of decision-making in functional committees: 4.96</p> <p>D. Composition and selection of functional committee members: 5.00</p> <p>Note 1: Evaluation levels</p> <p>1: Very poor (strongly disagree)</p> <p>2: Poor (disagree)</p> <p>3: Moderate (average)</p> <p>4: Excellent (agree)</p> <p>5: Outstanding (strongly agree)</p> <p>Note 2: The evaluation results were submitted to the Remuneration Committee and the Board of Directors in March.</p> |

Target evaluation for strengthening board functions and implementation status during current and preceding fiscal years:

1. The Company completed the election of its 13th Board of Directors on May 30, 2023 and elected three new directors, who were briefed on the operational and financial status of the Company before they took office to enhance their understanding of the Company.
2. We will continue to provide multi-faceted training courses to strengthen the decision-making abilities of board members. Six sessions were held in 2023 (on February 23, July 13, October 6 and 26, November 24, and December 15).
3. Quarterly strategy review meetings are held before scheduled board meetings or as needed with directors' attendance required so that they can understand the Company's finances, operations, formulation of major strategies, and execution of relevant business plans. We endeavor to strengthen corporate information transparency by holding investor conferences to discuss operations and finances after semi-annual and annual board meetings as well as posting relevant information on the Market Observation Post System and the official website.