

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, 2024 to December 31, 2024	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> <p>1. Evaluation result: A relative low score in involvement in the Company's operations</p> <p>2. Improvement measures:</p> <p>(1) Foster stronger communication between the management team and Directors through the Senior Executive Development Committee's mentorship mechanism, while strengthening succession planning by facilitating the transfer of knowledge and experience from Directors</p> <p>(2) Organize networking and lunch/dinner events between Directors and the management team to foster more exchanges between the two parties</p> <p>(3) Invite Directors to participate in the Company's Shareholder General Meeting</p> <p>(2) Performance evaluations of individual Board members:</p> <p>1. Evaluation result: A relative low score in involvement in the Company's operations</p> <p>2. Improvement measures</p> <p>(1) Foster stronger communication between the management team and Directors through the Senior Executive Development Committee's mentorship mechanism while strengthening succession planning by facilitating the transfer of knowledge and experience from Directors</p> <p>(2) Organize networking and lunch/dinner events between Directors and the management team to foster more exchanges between the two parties</p> <p>(3) Invite Directors to participate in the Company's Shareholder General Meeting</p> <p>(3) Performance evaluations of Functional Committee (Audit Committee):</p> <p>1. Perfect scores for all items except for "awareness of the responsibilities of the functional committees," which received a slightly lower score</p> <p>2. Improvement measures: Continue to strengthen communication and interaction between accountants and Audit Committee members</p> <p>(4) Performance evaluations of Functional Committee (Remuneration Committee):</p> <p>1. Evaluation result: Perfect scores for all items except for "involvement in the operations of the Company," which received a relatively low score</p> <p>2. Improvement measures: Provide the schedules of functional committee meetings in advance to help members reserve time to attend</p>

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					Note : The evaluation results were submitted to the Remuneration Committee and the Board of Directors in March.

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

1. We will continue to provide multi-faceted training courses to strengthen the decision-making abilities of board members. Three sessions were held in 2024 (on March 14, August 8, and November 14).
2. 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 adjusting the frequency of investor conferences from semiannual to quarterly to discuss operations and finances as well as posting relevant information on the Market Observation Post System and the official website.
3. An external performance evaluation of the Board of Directors will be conducted this year to leverage expert insights in reviewing and refining practices, with the goal of enhancing the Board's operational efficiency.