

2021 External evaluation for the board of directors’ performance:

The Company has established the "Rules for Performance Evaluation of Board of Directors" via the resolution of the board on November 8, 2021. The external board performance evaluation shall be conducted at least once every three years. The Company commissioned the external institution “EY Business Advisory Services Inc. (“EY” hereinafter) to implement the 2021 board’s performance evaluation in August 2022. The members of EY consist of the experts in corporate governance, risk management, and ESG with rich practical experience; they are not the Company’s attesting CPAs, so the professionalism and independence are ensured. EY presented the evaluation report of the board’s performance in September 2022, and their recommendations and measures expected to be adopted were submitted to the board meeting on November 11, 2022. The related contents and measures are as the following:

I. Evaluation Procedure

January 1, 2021 to December 31, 2021

II. Evaluation scope

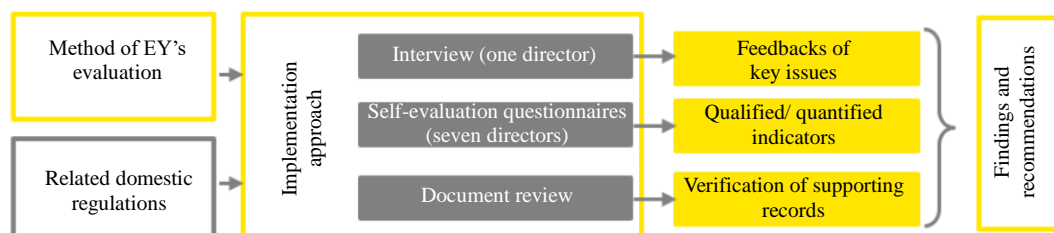
The scope of the 2021 performance evaluation includes the overall operations of the board of directors (including individual directors) and each functional committees (the Audit Committee and the Remuneration Committee).

III. Methods and content of evaluation

The boards’ performance evaluation of the Company was conducted through the comprehensive performance of EY’s three major perspectives, and divided into eight evaluation aspects to identify the key elements for evaluating the performance of the Company’s board of directors. The documents were reviewed, and one director was interviewed; seven directors completed the self-evaluation questionnaires.

Structure	Structure and process of the board of directors
	Members composing the board of directors
People	Legal person and organizational structure
	Role and accountability
	Behavior and culture
Process and Information	Trainings and development of directors
	Supervision over the risk control
	Supervision over reporting, disclosure and performance

**Structure of performance evaluation for the
Company's board of directors**



IV. Evaluation criteria

A comprehensive evaluation was conducted based on the implementation, and divided as three grades: basic, intermediate, and benchmark.

V. Evaluation conclusion

Based on EY's 2021 evaluation, for the three major perspectives, namely "Structure," "People," and "Process and Information," the Company's comprehensive performance is intermediate, intermediate, and basic. For this performance evaluation of the board, EY believes that the Company has a health and good interactive culture within the board, which is a basic element for high-performance board. Based on this good foundation, it is expected that the observations and recommendations provided in the evaluation conducted by EY regarding board members, operational practices, risk management, and performance supervision will assist the Company and the board of directors for the continuous optimizations and enhancement, to be the industrial benchmarks of corporate governance and the board of directors' performance.

VI. Summary of recommendation and improvement plans

Perspective	EY's recommendation	The Company's improvement plan
Structure	It is recommended to establish the specific management targets regarding the diversity policy of the board members and implement accordingly. Such as increase the seats of female directors.	The Company is expected to increase the seats of female directors in the next re-election of the board, to continuously achieve the management goal of the diverse board members.
Process and Information	It is suggested that the Company may plan the intermediate plans for directors' learning and development. Through recording the training hours of directors and the continuous professional development plans, the course contents and hours of continuing education better than the required by the competent authorities are provided. Meanwhile, the course needed match the directors in different fields or with different expertise, to provide the directors the courses and discussions regarding the Company's	The Company will regularly provide the channels for directors' continuing education every quarter, to achieve the course contents and hours of continuing education better than the required by the competent authorities, while providing diverse courses of continuing education to directors, to enable them to enhance their own field and improve the professional knowledge for the Company's future development and

	<p>future development, directions, and core competitiveness, so that not only to enhance their own professional field, the directors also improve other professional knowledge for them to exert the directors' functions.</p>	<p>directions.</p>
	<p>It is recommended to evaluate the impact of ESG on the Company's performance of business and finance continuously. For example, to enhance the transparency and credibility of the information disclosure, promote the measures corresponding to policies like greenhouse gas inventory, to pursue the sustainable development targets.</p>	<p>The Company assigned related staff to attend numerous greenhouse gas promotional sessions in 2022, to understand the information such as possible emission source, carbon emission calculation, and the carbon inventory tools in advance, to comply with the reference guidelines and related regulations imposed by the competent authorities, and the completion status of the greenhouse gas inventory and validation disclosure timetable will be under control continuously.</p>