

Board External Evaluation Performance Report of 2025

The Company engaged the Taiwan Corporate Governance Association to conduct the external Board performance evaluation for the 2025 fiscal year, covering the period from August 1, 2024, to July 31, 2025. The organization and its expert evaluators have no business dealings with the Company, ensuring their independence. The evaluation assessed five key dimensions of the Board: composition and division of responsibilities, guidance and oversight, delegation and risk management, communication and collaboration, and self-discipline and continuous improvement, using questionnaires and on-site interviews. The Taiwan Corporate Governance Association issued the Board Performance Evaluation Report on September 23, 2025. The Company plans to use the improvement recommendations as a reference for continuously strengthening Board functions. The proposed recommendations and expected measures will be submitted to the Board on November 10, 2025. The relevant improvement suggestions and future action plans are as follows.

1. Improvement suggestions and future improvement plans:

Item	Suggestion	Expected measure
1	The Chairperson of all three functional committees of your Company is held by the same Independent Director, whose consecutive term has reached the third term. It is recommended that the Company, based on operational development needs and the division of responsibilities and succession planning for Independent Directors, consider composing the next Board of Independent Directors with diverse expertise and experience. Furthermore, it is advised to appoint Chairpersons with the specialized expertise required for each functional committee to lead, so as to fully realize the synergistic effectiveness of the functional committees.	The list of candidates for the next Board of Directors will be finalized by December 31, 2025. Subsequently, based on the experience and expertise of Board members, recommendations for the Chairpersons of each functional committee will be discussed.
2	The Company's Human Resources department is responsible for planning and implementing the training and development of senior executives; however, the current succession plan for senior executives has not yet been submitted to the Board of Directors and	The Company's senior executive succession plan and remuneration program (including implementation status) will be submitted to the Board of Directors and the Compensation Committee for review in 2026.

Item	Suggestion	Expected measure
	<p>the Compensation Committee for review. It is recommended that the Company regularly report the existing senior executive development policies, systems, and succession talent cultivation progress to the Board. This will strengthen the Board's oversight of senior executive development and the execution of succession plans, actively leverage the Board's diverse supervisory functions, and reinforce the foundation for corporate sustainability.</p>	
3	<p>The Company has conducted performance evaluations of the Board of Directors, individual directors, and functional committees in accordance with the "Procedures for Performance Evaluation of the Board of Directors." The evaluation results are not only reported to the Board but also used to improve Board operations. To further enhance Board accountability and governance functions, it is recommended that during next year's Board re-election, the Company clearly define term-specific objectives for the Board and each functional committee, review the responsibilities and authority of each functional committee, and incorporate these objectives into the "Board and Functional Committee Performance Evaluation Indicators." This will enable effective assessment of Board effectiveness and ensure that the goals of the Board and its functional committees are reasonably achieved.</p>	<p>Include the senior executive succession plan, Artificial Intelligence Enterprise Resource Planning (AI ERP), Artificial Intelligence Audit (AI Audit), and the implementation of IFRS S1 and S2 sustainability disclosure standards as guidance directions or target items for the Board of Directors in 2026. Each functional committee, within the scope of its responsibilities, will plan the corresponding execution and oversight activities.</p>