

Questionnaire of Self-Evaluation of Performance of the [YEAR] Board

What is being evaluated	Evaluation results					Note
A. Participation in the company's operation						
1. On average, an individual director's attendance (not including attendance by proxy) at the board meeting is good (e.g. a rate of 80% is 3 or medium).	1	2	3	4	5	
2. A majority of directors have a good attendance at the shareholders' meeting (e.g. 1/2 of attendance by directors is 3 or medium).	1	2	3	4	5	
3. Directors have read and understood meeting materials before a board meeting.	1	2	3	4	5	
4. The board of directors has a positive interaction with the management team.	1	2	3	4	5	
5. The board of directors diligently supervises the company's compliance of laws and codes of practice.	1	2	3	4	5	
6. All directors of the company make validated contributions at the board meetings.	1	2	3	4	5	
7. The board of directors continues to promote establishment of policies on corporate governance, support the company's participation in the corporate evaluation, and make every possible attempt to protect shareholders' right and interest in order to improve corporate governance.	1	2	3	4	5	
8. Board members have a clear understanding of the company, its management team and the industry in which the company operates.	1	2	3	4	5	
9. Directors diligently assess and keep track of existing or potential risks to the company. Directors are involved in discussion of implementation and follow-up status of the internal control system.	1	2	3	4	5	

10. Directors engage in healthy communications and exchanges with CPAs. (When new accounting standards are published or there are major adjustments to financial statements, directors should meet to discuss. CPAs shall be present at two or more board meetings in a year to provide opinions on annual and semi-annual financial statements to be fully aware of the company's financial position.)	1	2	3	4	5	
11. Board of directors performs regular and thorough examinations of the administrative performance of the management team and make timely decisions on awards or punishments.	1	2	3	4	5	
12. Board of directors has full and timely access to the performance report of business operation and is able to get a big picture of adverse developments in a timely fashion.	1	2	3	4	5	
B. Improvement on the quality of the board's decision making						
13. Board of directors helps build the company's core value (philosophies such as discipline, mission, honor and vision), and clearly defines all the strategic goals for the company.	1	2	3	4	5	
14. Company has proper discussions over and establish a proper schedule for its strategic plan and annual budgets.	1	2	3	4	5	
15. The board meetings are convened at an appropriate interval (e.g. six board meetings in a year is 3 or medium).	1	2	3	4	5	
16. The board of director is being provided with timely information in the form and of the quality at an adequate level to enable the board (including independent directors) to perform its functions.	1	2	3	4	5	
17. Minutes of the board meetings properly reflect what has been discussed at the meetings, and any qualified opinion or concerns expressed and raised by individual director or in unanimity.	1	2	3	4	5	
18. According to the agenda of a board meeting, all proposals have been allocated with appropriate time for discussion so that directors spend sufficient time on discussion.	1	2	3	4	5	

19. The board of directors receives appropriate proposals for discussion and resolution at the meeting.	1	2	3	4	5	
20. Proposals in the agenda of a board meeting that are required by law to be submitted to the board for discussion have been discussed by all independent directors.	1	2	3	4	5	
21. The board of directors has an effective communication channel to enable the board to properly communicate with independent directors?	1	2	3	4	5	
22. Resolutions made at board meetings have been properly followed up.	1	2	3	4	5	
23. When an issue on the agenda requires recusal of a director to avoid conflict of interest, that director recuses him/herself or does the meeting chairperson demands his/her recusal, which has been noted in the meeting minutes.	1	2	3	4	5	
24. The board of directors, its members and functional committees regularly and effectively conduct performance evaluations.	1	2	3	4	5	
C. Makeup and structure of the board of directors						
25. The board has sufficient seats for independent directors, and the number of independent directors meets the applicable requirements. (For example, when board chairperson and general manager, or an equivalent position, are the same person, or they are spouses or relatives of the first degree of kinship, there must be four or more independent directors. If there are more than 15 seats in the board, there must be five or more independent directors, and at least half of all directors are not employees or managers.)	1	2	3	4	5	Corporate Governance Blueprint, latest version, Objective Four, and Article 4 of the Operation Directions for Compliance with the Establishment of Board of Directors by TWSE Listed Companies and the Board's Exercise of Powers.
26. Independent directors of the company have the required expertise and knowledge, and have faithfully maintained their independence during the tenancy.	1	2	3	4	5	
27. The board has adequate and sufficient functional committees.	1	2	3	4	5	

28. The existing functional committees are capable of performing the functions authorized by the board of directors.	1	2	3	4	5	
29. The company has established the policy on diversity of board members based on the needs of company development.	1	2	3	4	5	
30. No two directors of the company are spouses or relatives within the second degree of kinship so that members of the board can function independently.	1	2	3	4	5	
31. Makeup of the board is appropriate and the board has the required expertise for decision making.	1	2	3	4	5	
D. Election of directors and continued knowledge development						
32. The procedure to elect a new director and appointment of a successor is well-thought and transparent.	1	2	3	4	5	
33. All proposals of election of board members are proceeded with in accordance with the evaluation standards in the company's policies on diversity of board members.	1	2	3	4	5	
34. The procedure to elect a director has taken into consideration the results of an individual director's performance evaluation.	1	2	3	4	5	
35. The procedure to elect a director has, based on the company's needs, fully considered the various skills, knowledge and experience of board members. When an independent director has served three consecutive terms, whether his/her independence is compromised should be taken into consideration.	1	2	3	4	5	
36. The board provides a proper orientation to a new director to enable him or her to understand his or her duties and to familiarize him or her with the company's operation and environment.	1	2	3	4	5	
37. Directors have attended courses or programs of diverse subjects different from their expertise and have adequate hours of advanced studies in a year.	1	2	3	4	5	
38. There are formal records showing hours of training a director has received, and a continued professional development program through which	1	2	3	4	5	

directors enhance their knowledge and skills.

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E. Internal control

39. The board of directors has included risk assessment and control for the management in the company's policy-making process.	1	2	3	4	5	
40. The board of directors effectively evaluates and supervises the effectiveness of various internal control systems and risk control measures.	1	2	3	4	5	
41. The internal control systems approved by the board of directors includes the five major elements/principles, and covers the control operation for all operational activities and transaction cycles.	1	2	3	4	5	
42. The company's audit officer/chief audit officer is present at the board meeting and submits an internal audit operation report, and submits the audit report, including follow-up report, to supervisors, or audit committee, and independent directors or have them notified of the report in accordance with regulations.	1	2	3	4	5	
43. Dismissal, evaluation and salary and compensation of internal auditors are advised to be submitted to the board of directors or to be forwarded by the chief audit officer to the board chairperson for approval.	1	2	3	4	5	Corporate Governance Blueprint, latest version, Objective Seven, and Article 3 of the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies.
44. When a CPA is providing non-audit services, there are various arrangements in place to ensure the impartiality and independence of the CPA.	1	2	3	4	5	
45. Directors of the board take actions to understand and supervise the company's accounting system, financial position and financial reports, audit reports and their follow-up.	1	2	3	4	5	

F. Others (Determine what to be included, if any, on your own)

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Other additional information (e.g. suggestions on how to improve operation of the	
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board of directors, etc.)	
General comments	

Note 1: The form provides a general guideline for company's reference. It is advised to make changes to the above information about what to be evaluated based on the company's needs and conditions. Further, the criteria for evaluation under this questionnaire may be based on the requirements on corporation governance evaluation guidelines.

Note 2: If the evaluation results of an individual item to be evaluated are not a full indication of what is being evaluated, add more information in the note column.

Note 3: The period of evaluation is from [Date] to [Date].

Note 4: Evaluation shall be completed before the first quarter of the year after the year for which evaluation is being performed.

Note 5: Evaluation results include 5 grades. The company may revise the design of evaluation results as necessary. Below is the description of the principle of the evaluation grades:

1: Very poor (Extremely disagree); 2: Poor (Disagree); 3. Medium (Regular); 4: Good (Agree); 5: Excellent (Extremely agree).