

## Evaluation of the performance of the Board of Directors

Cycle of Evaluation	Period of Cycle of Evaluation	Scope of Evaluation	Method of Evaluation	Content of Evaluation	Results of Evaluation
Internal selfevaluation: An internal evaluation of the performance of the Board of Directors and functional committees is conducted once every year. (Where an external performance evaluation has been arranged for the current year, the internal performance evaluation may be exempted)	From January 1, 2022 to December 31, 2022	The performance evaluation of individual directors.	The individual directors are handled through internal self-evaluation.	The evaluation of the performance of the individual directors shall include the following: (1)Understanding of the goals and missions of SinoPac Holdings; (2)recognition of duties as directors; (3)degree of participation in the operations of SinoPac Holdings; (4) management of internal relationship and communication; (5)professionalism and continuing education; and (6) internal control.	The self-evaluation results of "Board members" are all "excellent".
External selfevaluation: The performance of the Board of Directors shall be evaluated by external independent institutions or external experts/ scholars at least once every three years.	From January 1, 2022 to December 31, 2022	The respective Performance evaluations of the Board of Directors, Audit Committee, Remuneration Committee, and Ethical Corporate Management Committee are included.	EY Business Advisory Services Inc. was appointed to execute the 2022 Annual performance evaluation of the Board of Directors, Audit Committee, Remuneration Committee, and Ethical Corporate Management Committee. EY Business Advisory Services Inc. is one of the Big Four accounting firm groups with an outstanding reputation. The external	EY Business Advisory Services Inc. evaluates the three major aspects of the Board of Directors and the functional committees, including structure, people, and process and information, etc., by using document review, director self-evaluation questionnaires, and on-site interviews. The eight projects have been covered, including the structure and process of the Board of Directors and functional	EY Business Advisory Services Inc. further evaluates the qualitative metrics in three stages, including: Basics, Advanced, and Benchmarks. After a comprehensive evaluation, the overall performance of the Company in terms of structure, people, and process and information of the Board of Directors and the functional committees are evaluated

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			<p>evaluation committee members have consulting service or practical counseling experience in the fields of corporate governance, internal control, and risk control, etc. They also have extensive experience in external performance evaluation of the board of directors of financial holding companies. In addition, it is not part of the same group to which the Company's certifying accounting firm belongs, so it maintains professionalism and independence. The external evaluation committee members are responsible for evaluating the effectiveness of the Company's Board of Directors and the functional committee with a fair and objective attitude, and in no circumstances will their independence be affected.</p>	<p>committees, members of the Board of Directors and the functional committees, corporate and organizational structure, roles and responsibilities, behavior and culture, training and development of directors, supervision of risk control, reporting and disclosure, and performance monitoring.</p>	<p>as benchmarks.</p> <p><b>【 Summary of General Review 】</b></p> <p>1. In addition to the functional committees required by law, there is also an ethical corporate management committee, whose members include not only the independent directors but also the independent directors of subsidiaries.</p> <p>2. The composition of the current board of directors includes: Senior managers, outside directors and independent directors. Senior managers have a full understanding and consensus on the company's industry, core values, and strategic development; independent directors have not only independence, but also the capabilities of finance, commerce, law, accounting, financial management, information security/</p>

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					<p>information technology, and risk management, etc. The members of the Board of Directors have diverse range of expertise and all possess the knowledge, skills, and qualities needed to fulfill their duties, and are able to fully utilize their professional knowledge and skills.</p> <p>3. All directors gave benchmark evaluations for internal relations and business orientation, indicating that directors generally agree that the interaction between the Board of Directors and the management team is good, and communication among directors are good; In addition, the president and each manager will attend the Board meeting to report on the implementation status and prepare for inquiries in order to provide communication channels between directors and the core management team.</p> <p>4. The Audit Committee</p>

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					<p>communicates with audit supervisors and CPAs on major issues such as audit reports, audit results of financial statements, accounting estimates, amendments to International Financial Reporting Standards (IFRSs) and related securities and tax regulations, etc., and performs its supervisory function.</p> <p><b>【Matters of Advice】</b></p> <p>1. It is advised that, in order to respond to the Company's development goals, external legal trends, and various emerging risks, the Company continues to assist the Board of Directors through functional committees, or considers separating the risk management committee and sustainable development committee to be under the Board of Directors for the purpose of ensuring the suitability and effectiveness of the</p>

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					<p>overall medium and long-term risk management and resource allocation.</p> <p>2. The governmental authority actively promotes the gender equality plan for directors to encourage the increase of the proportion of female directors. Emphasizing the proportion of female directors is also an international trend. Therefore, it is advised to optimize specific management objectives for the diversity policy of board members, such as the number of independent directors and the number of female directors that are more than legally required.</p> <p>3. Currently, the Company has established a personnel review committee and a talent pool for senior managers, and a nomination system is adopted for director candidates. Therefore, it is advised that the Company can establish a</p>

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					<p>special nomination committee in addition to continuously maintaining benchmarks. The nomination committee will search, review and nominate director candidates based on the professional knowledge, skills, experience, gender and other diverse backgrounds and independent standards. The formation of the Board of Directors and advisor team with the professional and practical experience required to meet the Company's development strategic goals will continue at different stages in the future, through gradually building a talent pool of directors via multiple channels. By strengthening the nomination and talent succession plan this way, the sustainable operation is ensured.</p> <p>4. It is advised that the Company can arrange advanced learning and development plans for</p>

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					<p>directors. By recording directors' training hours and continuous professional development plans, course content and training hours that exceed the governmental authority's training requirement are provided. In addition, directors in different fields or specialties are matched with the courses they need. In addition to strengthening their own professional fields, directors can also strengthen other professional knowledge required to perform their functions as directors.</p> <p>5. In addition to requiring CPAs to issue an independence statement, it is recommended that when assessing the independence of attestation CPAs, the audit committee can inquire with the audit supervisor and CPAs to find out whether there are any restrictions during the audit process at least once a year when</p>

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					<p>the management is not present.</p> <p><b>【Response Measures by the Company】</b></p> <p>1. The Company will continue to assist the Board of Directors through functional committees, and with practical considerations, prioritizing the independence of the Risk Management Committee and Sustainable Development Committee under the Board of Directors.</p> <p>2. The Company is the first private financial holdings company in Taiwan to have a female chairman. Efforts will continue to be made to increase the proportion of female directors in the future.</p> <p>3. A nomination committee will be established to support the election of directors of the Company, in accordance with the implementation timetable of the Financial Supervisory</p>



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					<p>Commission's "Corporate Governance 3.0 – Sustainable Development Roadmap."</p> <p>4. The Company's certified public accountants and internal audit officers shall independently communicate with the Audit Committee at least twice a year; any issues related to the audit process can be discussed.</p> <p>5. Starting from fiscal year 2023, members of the Board of Directors will be required to receive three hours of climate-related education and training every year.</p>