

2025 Board of Directors' External Performance Evaluation:

Status, Results, and Improvement Actions.

Items	Description
The Board of Directors' Performance Evaluation Rules, approved by the Board, mandate an external evaluation at least once every three years.	The Company established its "Board of Directors' Performance Evaluation Rules" in 2019. Article 3 mandates that the Board's performance evaluation must be conducted by an external professional independent institution or expert team at least once every three years. The complete rules are available in the "Important Company Regulations" section on the official website: https://www.chief.com.tw/investor/chief_corporate_governance/important_company_regulations/
Implementation Status over the Last Three Years	- In July 2025, the Company commissioned the Taiwan Corporate Governance Association (TCGA)—an independent non-profit organization—to complete the external evaluation (covering Aug 1, 2024, to Jul 31, 2025). The evaluation assessed Board performance across five major dimensions (including Composition, Supervision, Risk Management, Communication, and Improvement) using questionnaires, document review, and on-site interviews (audit). - TCGA designated an Evaluation Team, led by Convener Wen-Lung Chang (Secretary-General of the Chinese National Federation of Industries), alongside Executive Committee Member Wen-Cheng Liu, Secretary-General Che-Sheng Wu, and two Assessment Specialists (Yi-Fang Tsai and Yi-Ting Chen). The team reviewed the operations of the Board and Functional Committees via questionnaires, document review, and on-site interviews to provide professional and objective recommendations.



	3. The External Board Performance Evaluation Results were reported to the Board of Directors on October 28, 2025.
External Board Performance Evaluation Results, including Recommended Improvements and Future Action Plans/Measures.	The TCGA Evaluation Team provided professional and objective recommendations based on their review of the current operations of the Board and Functional Committees. Their overall summary is as follows: 1. The Chairman utilizes an open leadership style, fostering an inclusive environment for deliberation and decision-making. The Board effectively utilizes Functional Committees to strengthen its supervisory role, and Independent Directors actively participate in both Board and Committee operations. Overall, the Board maintains an excellent discussion culture. 2. The Company has established Manager Succession Planning and Talent Development Programs. Through key position inventory, successor identification, internal/external training, and regular assessment, the Company enhances professional competence and decision quality. The annual report to the Board on talent cultivation establishes a foundation for corporate sustainability. 3. The Company has established an induction program for new directors, providing a "Director's Handbook" and corporate briefings on business status and organizational structure from department heads. The Corporate Governance Officer (CGO) facilitates Board operations, designs individual director training maps, and acts as a communication bridge between the Board and management. The Board support system is highly comprehensive. 4. The Company places a high value on strengthening corporate governance, demonstrated by maintaining a top 5% ranking among TPEx-listed companies in the Corporate Governance Evaluation for the last three years. The decision to again commission this Association for the Board performance evaluation and Corporate Governance System Assessment this year highlights the Company's proactive commitment to implementing governance and enhancing Board effectiveness. In addition to the overall summary, TCGA provided the Company with three recommendations:

	A. Board Structure Review: It is recommended that the Board regularly review its size and structure (including composition, independence, diversity, Functional Committee structure, charters, and inter-committee coordination) to ensure alignment with company development and governance needs, thereby maximizing supervisory synergy. B. Internal Audit Independence: The performance evaluation for the Internal Audit Officer is currently managed by the Chairman. It is recommended that the Company incorporate the Audit Committee's opinion into the Internal Audit Officer's performance review to strengthen both the independence of internal audit and the Audit Committee's supervisory function. C. Whistleblower Mechanism Enhancement: The Company's Investor Service and Stakeholder sections on its website currently share a single external communication channel (the IR contact). While the internal website provides director contact information for employees, the whistleblower mechanism encourages friendly and reliable channels for stakeholders and direct linkage of material reports to the Audit Committee. It is recommended that Independent Directors receive simultaneous major whistleblower reports and that the handling status of such reports be regularly submitted to the Audit Committee to further enhance Independent Directors' oversight. The Company's improvement plans and actions in response to the TCGA recommendations are as follows: A. Board Structure/Synergy: The Board highly prioritizes governance effectiveness. The Company will periodically review the Board's size, structure (including independence, diversity, and Functional Committee operations), and adjust composition/responsibilities as needed based on development stage and governance requirements. This ensures balanced decision quality and supervision. The Company will annually report and demonstrate overall supervisory synergy to the Board.
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	B. Internal Audit Assessment: The Internal Audit Officer's annual performance review form will be submitted by the HR Department to the Audit Committee for reference prior to final review. C. Whistleblower Mechanism/Audit Committee Linkage: Effective September 3, 2025, the Company added a dedicated Audit Committee mailbox (\$AuditCommittee@chief.com.tw\$) under the Board and Functional Committees section of the official website. Access to this mailbox and subsequent handling of all correspondence is restricted solely to Audit Committee members or their designated personnel.
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