



大華建設

DELPHA CONSTRUCTION CO., LTD.

## Board Performance Evaluation

To strengthen the operational efficiency of the Board of Directors and implement corporate governance, Delpha Construction has formulated the "Board Performance Evaluation Procedures".

The evaluation is conducted at the end of each year. The process includes internal self-evaluation by the Board of Directors, self-evaluation by board members, and performance evaluation by experts or other appropriate methods.

The public companies shall disclose the evaluation cycle, period, scope, method and content for the self (peer) evaluation of the directors and fill out Table 2 Board Evaluation Implementation Situation.

(1) The Company's Board of Directors passed the amendment of the "Regulations Governing the Evaluation of the Performance of the Board of Directors and Functional Committees" and related self-evaluation surveys on November 12th. The results of the evaluation for fiscal 2021 were reported to the Board of Directors on March 30, 2022 and reported on the Market Observation Post System.

(2) The contents of the evaluation report were as follows:

- Evaluation cycle: Once every year (if an election is implemented in the same year, the performance of the previous term and the current term shall be completed before the election and at the end of the year)
- Evaluation period: January 1st to December 31st, 2021
- Evaluation scope and method  
Scope of the evaluation: The performance evaluation of the board as a whole, individual Directors, and functional committees. Evaluation methods: Self-evaluation of the Board of Directors, self-evaluation of the Directors, appointment of external professional institutions or experts, or other appropriate methods for performance evaluation.

- Evaluation procedures

The units responsible for the evaluation shall collect information about the activities of the Board of Directors and distribute the "Self-Evaluation Questionnaire on the Performance of the Board of Directors", "Self-Evaluation Questionnaire on the Performance of the Director", "Self-Evaluation Questionnaire on the Performance of the Audit Committee", and "Self-Evaluation Questionnaire on the Performance of the Remuneration Committee" for the performance evaluation of the Board of Directors. After the data are recovered, the Company records the evaluation results in accordance with the scoring standards for evaluation indicators in the Regulations, and reports to the Board of Directors for review and improvements.

### · 2021 evaluation indicators and options

Board performance evaluation	Self-evaluation of the performance of Directors	Performance evaluation of functional committees	
		Audit Committee	Remuneration Committee
<ul style="list-style-type: none"> <li>· Level of participation in the Company's operations</li> <li>· Improvement of the quality of the Board of Directors' decision making</li> <li>· Board composition and structure</li> <li>· Election and continuing education of Directors</li> <li>· Internal control</li> </ul>	<ul style="list-style-type: none"> <li>· Familiarity with the goals and missions of the Company</li> <li>· Awareness of the duties of Directors</li> <li>· Level of participation in the Company's operations</li> <li>· Management of internal relations and communication</li> <li>· Directors' professional and continuing education and training</li> <li>· Internal control</li> </ul>	<ul style="list-style-type: none"> <li>· Level of participation in the Company's operations</li> <li>· Understanding of duties of the Audit Committee</li> <li>· Improvement of the quality of the Audit Committee' decision making</li> <li>· Composition of the Audit Committee and selection of committee members</li> <li>· Internal control</li> </ul>	<ul style="list-style-type: none"> <li>· Level of participation in the Company's operations</li> <li>· Understanding of duties of the Remuneration Committee</li> <li>· Improvement of the quality of the Remuneration Committee 'decision making</li> <li>· Composition of the Remuneration Committee and selection of Remuneration Committee</li> <li>· Committee and selection of Remuneration Committee</li> <li>· Internal control</li> </ul>
25 evaluation indicators	20 evaluation indicators	20 evaluation indicators	25 evaluation indicators

Excellent (5.00 to 4.01 points), good (4.00 to 3.01 points), and improvements required (less than 3 points)

· 2021 evaluation results

Board performance evaluation	Self-evaluation of the performance of Directors	Performance evaluation of functional committees	
		Audit Committee	Remuneration Committee
Evaluation results: Excellent	Evaluation results: Excellent	Evaluation results: Excellent	Evaluation results: Excellent