

## **KENDA RUBBER IND. CO., LTD.**

### **The results of the performance evaluation of the Board & functional committees are as follows:**

- I. Basis: "Regulations on the Performance Evaluation of the Board of Directors and Functional Committees" of the Company.
- II. Evaluation cycle: The Board of Directors conducts the internal performance evaluation of the Board of Directors annually in accordance with the evaluation procedures and evaluation indicators set forth in Article 6 and Article 7.
- III. Evaluation period: 1 January 2023 to 31 December 2023.
- IV. Scope of evaluation: Performance evaluation of the entire Board of Directors, individual Board members and functional committees.
- V. Evaluation method: Self-evaluation of the performance of the Board of Directors, self-evaluation of the performance of the members of the Board of Directors, self-evaluation of the performance of the Audit Committee, and self-evaluation of the performance of Remuneration Committee.
- VI. Scoring:
- (I) The contents of the questionnaire are presented in five grades: Number 1: very poor (strongly disagree); Number 2: poor (disagree); Number 3: moderate (average); Number 4: very good (agree); Number 5: excellent (strongly agree).
- (II) The full mark of self-evaluation result is 100 points which is converted to a score by using the weighted percentage. Score 100~95 comment: excellent; 94~90 comment: very good; 89~85 comment: good; below 84 comment: should make improvements as quickly as possible.

VII. Evaluation content:

(I) Self-evaluation of performance of the Board

What is being evaluated	Number of assessment questions	Score
A. Participation in the operation of the Company	11	27
B. Enhance the quality of decision making by the Board of Directors	12	30
C. Composition and structure of the Board of Directors.	6	15.5
D. Election and continuing education of the directors.	3	8.4
E. Internal Control	6	18
Total		98.9

**Evaluation results: Excellent**

(II) Self-evaluation of performance of Board members

What is being evaluated	Number of assessment questions	Score
A. Alignment of the goals and mission of the Company	3	12
B. Awareness of the duties of a director	5	19.78
C. Participation in the operation of the Company	8	30.84
D. Management of internal relationship and communication	3	11.78
E. The director's professionalism and continuing education	3	11.85
F. Internal control	3	11.86
Total		98.11

**Evaluation results: Excellent**

(III) Self-evaluation of performance of the Audit Committee

What is being evaluated	Number of assessment questions	Score
A. Participation in the operation of the Company	4	19.67
B. Awareness of the duties of the Audit Committee	5	25
C. Enhance the quality of decision making by the Audit Committee	6	30
D. Composition of the Audit Committee, and election and appointment of committee members	2	10
E. Internal Control	3	15
F. Total		99.67

**Evaluation results: Excellent**

(IV) Self-evaluation of performance of the Remuneration Committee

What is being evaluated	Number of assessment questions	Score
A. Participation in the operation of the Company	4	27.07
B. Awareness of the duties of the Remuneration Committee	3	18
C. The quality of decision making by the Remuneration Committee	6	36
D. Composition of the Remuneration Committee, and election and appointment of committee members	3	17.6
Total		98.67

**Evaluation results: Excellent**