

泰鼎國際股份有限公司

董事會績效評估辦法

一、 主旨：

為落實公司治理並提升董事會的功能，明確定義績效目標，以提升運作效率，特訂定本辦法。

二、 董事會績效評估方式及期間：

年度結束後依據當年度各項評估指標進行評鑑，並依據實際運作需要，得調整評估指標之比重。

本公司董事會績效評估之執行，應至少每三年由外部專業獨立機構或外部專家學者團隊執行評估一次。

董事會內部及外部績效評估結果，應於次一年度第一季結束前完成。

三、 評估程序：

1. 每年年度結束時收集和分發董事會活動之資訊。
2. 定期檢討評估流程的效能，評估之範圍，包括整體董事會、個別董事成員及功能性委員會之績效評估。
3. 每年年底由董事會議事單位針對附表之評估指標紀錄執行情形，並根據附表一制定之評分比重並參考個別董事成員之評估表(附表二)及功能性委員會之評估表(附表三)予以加權平均後得出評分，並將評分結果送交董事會報告。

四、 評估結果運用

本公司董事會績效評估結果應作為遴選或提名董事時之參考依據；並將個別董事績效評估結果作為訂定其個別薪資報酬之參考依據。

五、 年報資訊揭露

本公司應於年報中揭露每年董事會績效評估之執行情形，內容至少包含評估週期、評估期間、評估範圍、評估方式及評估內容。

本公司若由外部機構、專家執行董事會績效評估，應於年報中揭露外部評估機構、專家及其團隊成員與專業說明，以及外部評估機構或專家之獨立性聲明，並說明評估方式、標準與未來改善建議。

六、 施行及修改

本辦法提報董事會通過後施行，其修正時亦同。

本辦法初次訂定時間為民國 104 年 04 月 09 日經董事會通過。

本辦法於民國 108 年 03 月 05 日經董事會通過新增附表二-個別董事成員之評估表及附表三

-功能性委員會之評估表並修改第四項移入附表一。

本辦法於民國109年08月11日經董事會通過新增第四條及第五條。

本辦法於民國111年12月20日經董事會通過修正第二條。

泰鼎國際股份有限公司 年董事會績效考核自評問卷
Apex International Co., Ltd Performance Evaluation of Board of Directors

考核項目 Item	考核結果 Score	備註 Note
A. 對公司營運之參與程度 Participation in the operation of the company		
1. 各董事平均實際出席董事會情形(不含委託出席)良好 (例如：出席率達 80%者為 1.5 中等) The average board attendance rate of each director is in a good order (excluding the entrusted attendance). (Ex: If the average board attendance rate is 80%, then the item will get 1.5 points.)	0.5 1 1.5 2 2.5	
2. 董事出席股東會之情形良好 (例如：出席率達 1/2 者為 1.5 中等) The shareholders' meeting attendance rate of each director is in a good order. (Ex: If the average attendance rate is 50%, then the item will get 1.5 points.)	0.5 1 1.5 2 2.5	
3. 董事於董事會前有事先閱讀及瞭解會議資料並與經營團隊有良好的互動情形 The directors have read and understood the meeting materials before the board of directors and the interaction between the directors and the management team is in a good condition.	0.5 1 1.5 2 2.5	
4. 董事會有確實督導公司遵循法令及實務守則情形 The board of directors has strictly supervised the company's compliance with laws and practices.	0.5 1 1.5 2 2.5	
5. 公司之所有的董事都在董事會上做出有效的貢獻 All of the directors of the company have effective contributions on the board of directors.	0.5 1 1.5 2 2.5	
6. 董事會持續推動訂定公司治理相關辦法、支持公司參與公司評量、充分保障股東權益等，以提升公司治理 The Board of Directors continued to formulate the related regulation of corporate governance, support the company's participation in the company's assessment, and fully protect the shareholders' equity to enhance corporate governance.	0.5 1 1.5 2 2.5	
7. 董事會成員對公司、公司經營團隊及公司所屬產業有足夠之瞭解，並能確實評估、監督公司存在或潛在之各種風險，且對內控制度之執行與追蹤狀態予以討論 The members of board of directors have a sufficiently understanding of the company, the company's management team and the company's industry to perform the evaluation and monitor the varies exist or potential risks and the discuss with other members about the internal control system executing and follow-up the issues.	0.5 1 1.5 2 2.5	
8. 董事有與簽證會計師進行充分溝通及交流 The director and the CPA have duly communication and interaction.	0.5 1 1.5 2 2.5	
9. 董事會有定期且徹底的檢視經營團隊的管理績效，並及時給予獎懲	0.5 1 1.5 2 2.5	

考核項目 Item	考核結果 Score	備註 Note
The board of directors has a thorough review the management performance of the management team regularly, and timely rewards and punishments.		
10. 董事會能充分且及時的取得企業營運的績效報告，並快速掌握各項不利趨勢 The board of directors can fully and timely obtain performance reports on business operations and quickly grasp various adverse trends.	0.5 1 1.5 2 2.5	
B. 提升董事會決策品質 Improve the decision-making quality of the board of directors		
11. 董事會 <u>有</u> 建置公司的核心價值觀(紀律、使命、榮譽、願景等理念)， <u>且能</u> 明確地設定公司所有策略性目標 The board of directors certainly established the core value of the company (including the idea of discipline, mission, honor, vision, and so on.) and set the entire strategic goal of the company clearly.	0.5 1 1.5 2 2.5	
12. 公司 <u>有</u> 適當討論 <u>且</u> 訂定策略計畫及年度預算流程 The company has discussed and formulated the strategic plans and annual budget process appropriately.	0.5 1 1.5 2 2.5	
13. 董事會 <u>召開</u> 頻率適當 (例如：每年至少召開六次者為 1.5 中等) The board of directors meeting holds the appropriate frequency. (Ex: If holds six times a year, then the item get 1.5 points.)	0.5 1 1.5 2 2.5	
14. 公司 <u>提供</u> 予董事會的資訊完整、及時， <u>且</u> 具一定品質，使董事會(包含獨立董事)能夠順利履行其職責 The information provided by the company to the board of directors is complete, timely, and of the quality enables the board of directors (including independent directors) to perform its duties smoothly.	0.5 1 1.5 2 2.5	
15. 董事會之會議紀錄適當地記錄討論內容，以及適當的記錄個人或集體的保留意見或關切，且各項董事會會議決議，有適當的執行後續追蹤 The meeting minute of the board of directors has properly recorded the content of the member's discussion of reservations or concerns and follow-up appropriately.	0.5 1 1.5 2 2.5	
16. 公司 <u>提交</u> 到董事會決議的討論議案適當且於董事會安排的議程中， <u>各項</u> 議案皆分配適當的討論時間， <u>以</u> 利董事有充分時間討論 The each proposal submitted by the company is appropriate and the time for board of directors to discuss is sufficient.	0.5 1 1.5 2 2.5	
17. 董事會議案中依法應提董事會討論事項已由全體獨立董事出席 All of the independent directors have attended the meeting which shall discuss in the board of directors based the relevant laws or regulations.	0.5 1 1.5 2 2.5	
18. 董事會提供良好的溝通管道，能適當的與獨立董事溝通 The board of directors has provided a good	0.5 1 1.5 2 2.5	

考核項目 Item	考核結果 Score	備註 Note
communication channel in order to communicate with independent directors.		
19. 相關議案若遇有需董事利益迴避者，董事均自行迴避或主席已確實要求該董事予以迴避，並作成會議紀錄 If the director needs to avoid him/her interests for the relevant proposals, all of the directors has indeed avoided them or the chairman request the director to avoid them, and record in the meeting minutes.	0.5 1 1.5 2 2.5	
20. 董事會、董事成員、各功能性委員會有定期且有效率的執行績效評估 The boards of directors, board members, and each functional committee have performance evaluations regularly and efficiently.	0.5 1 1.5 2 2.5	
C. 董事會組成與結構 Composition and structure of board of directors		
21. 董事會已設置足夠的獨立董事席次，且其人數符合相關規定 The board of directors has set up enough independent directors which meets relevant regulations.	0.5 1 1.5 2 2.5	
22. 公司之獨立董事具備應有之專業知識，且於任職期間內確實維持其獨立性 The independent directors have the required expertise and maintain their independence during the tenure.	0.5 1 1.5 2 2.5	
23. 董事會建置適當且足夠的功能性委員會，且現有的各項功能性委員會，有能力履行董事會委任之職責 The board of directors has established appropriate and sufficient functional committees, and the existing functional committees have the ability to perform the duties appointed by the board of directors.	0.5 1 1.5 2 2.5	
24. 公司依據公司發展需求制定並落實董事會成員多元化之政策 The company develops and implements a policy of diversity of board members based on the company's development needs.	0.5 1 1.5 2 2.5	
25. 公司之董事間不超過二人具有配偶或二親等以內之親屬關係，使董事會成員能客觀獨立運作 No more than two directors of the company have a marital relationship, or a relative within the second degree of kinship to any other director of the Company, so that the board members can operate objectively and independently.	0.5 1 1.5 2 2.5	
26. 董事會成員組成適當並已具備決策過程所需專業 The members of board of directors are appropriately formed and have the required expertise in the decision-making process.	0.5 1 1.5 2 2.5	
D. 董事之選任及持續進修 Selection of directors and continuing education		
27. 公司制定有嚴謹與透明之選任董事程序及接班人計畫 The company has a rigorous and transparent selection of directors and succession plans.	0.5 1 1.5 2 2.5	

考核項目 Item	考核結果 Score	備註 Note
28. <u>董事會成員選任程序，係依據公司董事成員多元化政策衡量標準來進行</u> The selection process for the members of board of director is based on the company's board member diversity policy measurement.	0.5 1 1.5 2 2.5	
29. <u>董事會成員選任程序，係將個別董事績效評估結果納入考量</u> The selection process for the members of board of director will take into account the result of the performance evaluation for each director.	0.5 1 1.5 2 2.5	
30. <u>董事會成員選任程序，依公司實際需求，充分考量董事成員之各項技能、知識和經歷範疇；獨立董事任期已連續三屆者，應考量是否損及其獨立性</u> The board of directors selection process, according to the actual needs of the company, fully consider the various skills, knowledge and experience of the members of the board; independent directors have been served for three consecutive terms, should consider whether it will damage and his/her independence.	0.5 1 1.5 2 2.5	
31. <u>董事會對於新任董事有適當的就任說明，使新任董事了解其職責及熟悉公司運作及環境</u> In order to lead new director to familiar with the company's operations and environment, the board of directors has the instructions for the new director.	0.5 1 1.5 2 2.5	
32. <u>董事已在各自專業能力以外之範圍進修多元化之課程，於每年進行適當之進修時數</u> Directors have taken a variety of courses out of their respective professional abilities and conducted appropriate training hours each year.	0.5 1 1.5 2 2.5	
33. <u>公司有一個正式董事培訓時數的紀錄與持續性的專業發展計畫，讓董事可以強化其知識與技能</u> The company has a record of official director training hours and a continuous professional development program that allows directors to strengthen their knowledge and skills.	0.5 1 1.5 2 2.5	
E. 內部控制 Internal control		
34. <u>董事會確實將對管理階層的風險評估與控制融入企業的決策過程</u> The board of directors does integrate the risk assessment and control of management into the decision-making process of the company.	0.5 1 1.5 2 2.5	
35. <u>董事會能有效的評估與監督各項內部控制制度及風險管理的有效性</u> The board of directors has effectively assessed and monitored the effectiveness of various internal control systems and risk management.	0.5 1 1.5 2 2.5	
36. <u>董事會通過之內部控制制度有包含五大要素/原則，且涵蓋所有營運活動及交易循環之控制作業</u> The internal control system which approved by board of directors including the principle of the five constituents and covering over all internal controls for operation	0.5 1 1.5 2 2.5	

考核項目 Item	考核結果 Score	備註 Note
activities and transaction of the company.		
37. 公司之稽核主管/總稽核列席董事會並提出內部稽核業務報告，且將稽核報告(含追蹤報告)依規定交付或通知各監察人(或審計委員會)及獨立董事 The internal audit supervisor of the company attends the board of directors and submits an internal audit report (including the tracking report) according to regulations or informs the result to the audit committee and independent directors.	0.5 1 1.5 2 2.5	
38. 內部稽核人員之任免、考核、薪酬應提報董事會或由稽核主管簽報董事長核定 Appointment, dismissal, evaluation and review, salary and compensation of internal auditors of the company shall be reported to the board of directors or shall be submitted by the chief auditor to the board chairperson for approval.	0.5 1 1.5 2 2.5	
39. 會計師有提供非審計服務時，各項安排適當以確保會計師的客觀性與獨立性 When CPA provides non-audit services, it should be appropriately arranged to ensure the accountability and independence of CPA.	0.5 1 1.5 2 2.5	
40. 董事會的董事針對公司會計制度、財務狀況與財務報告、稽核報告及其追蹤情形予以了解及監督 The directors of the board of directors can understand and supervise the accounting system, financial status and financial reports, audit reports and their tracking situations of the company.	0.5 1 1.5 2 2.5	
總分 total		
其他補充說明 (例如對董事會運作之改善建議等) Other supplementary instructions (Ex: the suggestions for improving the operations of the board of directors)		
綜合評語 General comment		

註 1：各項指標考核結果評分無法充分表達，可於備註欄位說明。

Note 1: If the scores of the evaluation results of various indicators cannot be fully expressed, it can be explained in the note.

註 2：評估期間為受評年度自 1 月 1 日至 12 月 31 日止。

Note 2: The period of evaluation is from 1-JAN to 31-DEC.

泰鼎國際股份有限公司 年董事成員考核自評問卷
Apex International Co., Ltd ____ Performance Evaluation of board members

考核項目 Item	考核結果 Score	備註 Note
A. 公司目標與任務之掌握 Mastery of company goals and tasks		
1. 董事確實了解公司的核心價值觀(如紀律、使命、榮譽、願景等理念) The director certainly understands the core value of the company (including the idea of discipline, mission, honor, vision, and so on.)	1 2 3 4 5	
2. 董事對於董事會設定之公司所有策略性目標及所處產業之特性及風險有明確的了解 The director certainly understands the strategic goal set by the board of directors and the risk and characteristic of the industry.	1 2 3 4 5	
B. 董事職責認知 Acknowledged the Directors' responsibilities		
3. 董事已充分了解董事的法定義務 The director duly understands his/her legal obligations.	1 2 3 4 5	
4. 新任董事已了解其職責及熟悉公司運作及環境 The new director understands his/her responsibilities and is familiar with the company's operations and environment.	1 2 3 4 5	
5. 董事對於執行董事職務時所獲取的公司內部相關資訊，確實遵守保密義務 The director certainly complies with the confidentiality obligations of the company's internal information obtained while performing the duties of directors.	1 2 3 4 5	
C. 對公司營運之參與程度 Participation in the operation of the company		
6. 董事實際出席董事會情形(不含委託出席) (例如：出席率達 80%者為 3 中等) The actual board attendance rate of the director (excluding the entrusted attendance). (Ex: If the average board attendance rate is 80%, then the item will get 3 point.)	1 2 3 4 5	
7. 董事於董事會前已閱讀及瞭解會議資料，以利董事會議時能夠充分履行其職責 The director has read and understood the meeting materials before the board of directors to facilitate the full performance of their duties during the board meeting.	1 2 3 4 5	
8. 董事投入於董事會相關事務之時間足夠 The director has enough time to perform the duties of the relevant matters of the board of directors.	1 2 3 4 5	
9. 董事在董事會上做出有效的貢獻，例如對於議案提出具體建議等 The director has effective contributions on the board of	1 2 3 4 5	

考核項目 Item	考核結果 Score	備註 Note
directors, such as providing specific recommendations on the proposal, etc.		
10. 董事收受會議紀錄時， <u>詳細閱讀紀錄內容，並確認其已適當地記錄討論內容及個人或集體的保留意見或關切</u> When the director receives the minutes of the meeting, he/she will read the contents of the record in detail and confirm that they have properly recorded the content of the director's discussion of reservations or concerns.	1 2 3 4 5	
11. 董事對公司、公司經營團隊及公司所屬產業有清楚瞭解，以進行專業且適當之判斷 The director has a clear understanding of the company, the company's management team and the company's industry to conduct professional and appropriate judgment.	1 2 3 4 5	
12. 董事已確實評估、監督公司存在或潛在之各種風險，且對內控制度之執行與追蹤情形予以討論 The director has indeed assessed and monitored the company's existing or potential risks and discussed the implementation and tracking of internal controls with the others.	1 2 3 4 5	
13. 董事未兼任 3 家公司以上的董監事職務 The director has not held positions as directors and supervisors of more than three companies.	1 2 3 4 5	未兼任其他非本公司集團之董監事職務得五分 If the director has not held positions as directors and supervisors of the company, then the item will get 5 points.
D. 內部關係經營與溝通 Internal relationship management and communication.		
14. 董事與經營團隊的互動情形良好董事並與其他董事成員有良好的溝通 The interaction between the directors and the management team is in a good condition. The director has good communication with others.	1 2 3 4 5	
15. 董事與簽證會計師已進行充分溝通及交流 The director and the CPA have duly communication and interaction.	1 2 3 4 5	
E. 董事之專業及持續進修 Director's professional and continuing education		
16. 董事具備董事會決策執行所需的專業 The director has the professional skills required for board decision making.	1 2 3 4 5	
17. 董事已在各自專業能力以外之範圍進修多元化之課程，於每年進行適當之進修時數，並持續強化其專業知識與技能 The director has taken a variety of courses which out of their respective professionals and conducting appropriate training hours in each year and continuing	1 2 3 4 5	

考核項目 Item	考核結果 Score	備註 Note
to strengthen their professional knowledge and skills.		
F. 內部控制 Internal control		
18. 相關議案若遇有需董事利益迴避者，董事已確實予以迴避 If the director needs to avoid him/her interests for the relevant proposals, the director has indeed avoided them.	1 2 3 4 5	
19. 董事已有效的評估與監督各項內部控制制度及風險管理的有效性 The director has effectively assessed and monitored the effectiveness of various internal control systems and risk management.	1 2 3 4 5	
20. 董事針對公司會計制度、財務狀況與財務報告、稽核報告及其追蹤情形能予以了解及監督 The director can understand and supervise the accounting system, financial status and financial reports, audit reports and their tracking situations of the company.	1 2 3 4 5	
總分 total		
其他補充說明 {例如對董事會運作之改善建議等} Other supplementary instructions (Ex: the suggestions for improving the operations of the board of directors)		
綜合評語 General comment		

註 1：各項指標考核結果評分無法充分表達，可於備註欄位說明。

Note 1: If the scores of the evaluation results of various indicators cannot be fully expressed, it can be explained in the note.

註 2：評估期間為受評年度自 1 月 1 日至 12 月 31 日止。

Note 2: the period of evaluation is from 1-JAN to 31-DEC.

董事 Director：_____ (簽章 signature)

附表三

泰鼎國際股份有限公司 年功能性委員會績效考核自評問卷

Apex International Co., Ltd. Performance Evaluation of functional committee

考核項目 Item	考核結果 Score	備註 Note
A. 對公司營運之參與程度 Participation in the operation of the company		
1. 各委員平均實際出席功能性委員會情形(不含委託出席)良好 (例如：出席率達 80%者為 3 中等) The actual functional committee attendance rate of the members (excluding the entrusted attendance). (Ex: If the average attendance rate is 80%, then the item will get 3 points.)	1 2 3 4 5	
2. 委員於會議前有事先閱讀及瞭解會議資料 The members have read and understood the meeting materials before the functional committee meeting.	1 2 3 4 5	
3. 各委員都在功能性委員會上做出有效的貢獻 The members have effective contributions on the functional committee meeting.	1 2 3 4 5	
4. 各功能性委員會有定期召開會議 Each functional committee has regular held meetings.	1 2 3 4 5	
B. 功能性委員會職責認知 Acknowledged the responsibilities of functional committee		
5. 功能性委員會的各項職權範圍明確且恰當且能確實評估、監督公司存在或潛在之各種風險 The scope of authority of functional committee is clear and appropriate and it can perform the evaluation and monitor varies exist or potential risks.	1 2 3 4 5	
6. 功能性委員會能適時且專業客觀的提出建議提交董事會討論，以供董事會決策參考 The functional committee can submit recommendations to the board of directors for timely and professional and objective discussion for decision-making by the board of directors.	1 2 3 4 5	
7. 審計委員會與簽證會計師已進行充分溝通及交流 The Audit Committee and the CPA have duly communication and interaction.	1 2 3 4 5	
8. 審計委員會有定期評估聘任會計師之獨立性及適任性 The Audit Committee has evaluated the independence and suitability of the CPA engaged by the company regularly.	1 2 3 4 5	
9. 薪資報酬委員會有訂定並定期檢討董事、監察人及經理人績效評估與薪資報酬之政策、制度、標準與結構。 The Remuneration Committee has established and periodically reviewed the performance for the directors, supervisors, and managerial officers of the company and the policies, systems, standards, and structure for their compensation.	1 2 3 4 5	
10. 薪資報酬委員會有定期檢討公司董事績效評估標準	1 2 3 4 5	

考核項目 Item	考核結果 Score	備註 Note
<p>且提交董事會通過，並依據績效評估結果訂定董事薪資報酬</p> <p>The Remuneration Committee has periodically reviewed the standard of the performance evaluation of the directors and approved by the board of directors meeting, and decided the directors' compensation based on the result of performance evaluation.</p>		
C. 提升功能性委員會決策品質 Improve the decision-making quality of the board of directors		
<p>11. 公司提供予功能性委員會的資訊完整、及時，且具有一定品質，使功能性委員會能夠順利履行其職責。必要時有請相關經理人員、內部稽核人員、會計師、法律顧問或其他人員列席</p> <p>The information provided by the company to the functional committee is complete, timely, and of the quality enables the functional committee to perform its duties smoothly. It can ask relevant managers, internal auditors, accountants, legal counsel or other personnel to attend, if necessary.</p>	1 2 3 4 5	
<p>12. 公司提交到功能性委員會決議的討論議案適當且給予功能性委員會討論的時間充分</p> <p>The proposals submitted by the company are appropriate and the time for functional committee to discuss is sufficient.</p>	1 2 3 4 5	
<p>13. 相關議案若遇有需成員利益迴避者，該委員已確實予以迴避，並作成會議紀錄</p> <p>If the member needs to avoid him/her interests for the relevant proposals, the member has indeed avoided them, and record in the meeting minutes.</p>	1 2 3 4 5	
<p>14. 功能性委員會之會議紀錄適當地記錄討論內容，以及適當的記錄個人或集體的保留意見或關切</p> <p>The meeting minute of the functional committee has properly recorded the content of the member's discussion of reservations or concerns.</p>	1 2 3 4 5	
<p>15. 各項功能性委員會會議決議，有適當的執行後續追蹤且有定期且有效率的執行績效評估</p> <p>The Resolutions of functional committee meetings can follow-up appropriately and perform the performance evaluation regularly and efficiently.</p>	1 2 3 4 5	
D. 功能性委員會組成及成員選任 Composition of the functional committee and selection of members		
<p>16. 功能性委員會的成員組成適當並已具備決策過程所需專業且於於任職期間內確實維持其獨立性</p> <p>The functional committee is composed of the appropriate members and has the required expertise in the decision-making process and does maintain its independence during the tenure.</p>	1 2 3 4 5	
<p>17. 功能性委員會成員之選任案係依公司實際需求，充分考量董事成員之各項技能、知識和經歷範疇，並將功能性委員會績效評估結果納入考量</p>	1 2 3 4 5	

考核項目 Item	考核結果 Score	備註 Note
The selection of members of the functional committee is based on the actual needs of the company, taking into account the various skills, knowledge and experience of the members of the board of directors, and the results of the performance evaluation of the functional committee.		
E. 內部控制 Internal control		
18. 審計委員會能有效的評估與監督各項內部控制制度及風險管理的有效性 The Audit has effectively assessed and monitored the effectiveness of various internal control systems and risk management.	1 2 3 4 5	
19. 審計委員會通過之內部控制制度有包含五大要素/原則，且涵蓋所有營運活動及交易循環之控制作業 The internal control system which approved by the Audit committee including the principle of the five constituents and covering over all internal controls for operation activities and transaction of the company.	1 2 3 4 5	
20. 審計委員會對公司會計制度、財務狀況與財務報告、稽核報告及其追蹤情形予以了解及監督 The Audit Committee can understand and supervise the accounting system, financial status and financial reports, audit reports and their tracking situations of the company.	1 2 3 4 5	
總分 total		
其他補充說明 (例如對功能性委員會運作之改善建議等) Other supplementary instructions (Ex: the suggestions for improving the operations of the functional committee)		
綜合評語 General comment		

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