

Advantech Co., Ltd.
2022 Board Performance Evaluation

The Company’s 2022 board performance evaluation covers the self-assessment of the Board as a whole, functional committees, and individual directors. A report of the evaluation results is presented below.

1. Evaluation period: January 1, 2022 to December 31, 2022.
2. Criteria for evaluating the performance of the Board of Directors:
 - a. Participation in the operation of the company;
 - b. Improvement of the quality of the Board of Directors’ decision-making;
 - c. Composition, structure, and support of the Board of Directors;
 - d. Election of Directors, board supervision and risk management, self-discipline of the Board of Directors, and assistance with the ongoing education of Directors;
 - e. Effectiveness of the company’s internal control mechanisms; and
 - f. Corporate sustainable operations.
3. Evaluation results: At a board meeting in February 2023, the Company presented a report on the discussions and recommended improvements regarding the operations of the Board as a whole, functional committees, and individual directors in the previous year. Board members reported a satisfaction rate of 95% and above (Figures 1 and 2), and the evaluation results were rated as “excellent.” In future, the Company will continue to enhance the operational efficiency of the Board of Directors and encourage Directors to participate in and communicate the Company’s operations.

Figure 1. Self-assessment of the Board of Directors

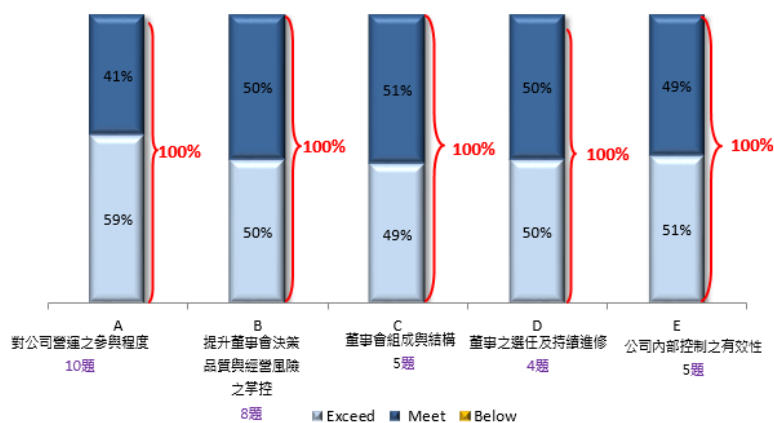


Figure translation:

- Participation in the operation of the company (10 items)
- Improvement of the quality of the Board of Directors’ decision-making (8 items)
- Composition and structure of the Board of Directors (5 items)

Election and continuing education of Directors (4 items)
 Effectiveness of the company's internal control mechanisms (5 items)

Figure 2. Self-assessment by individual Directors

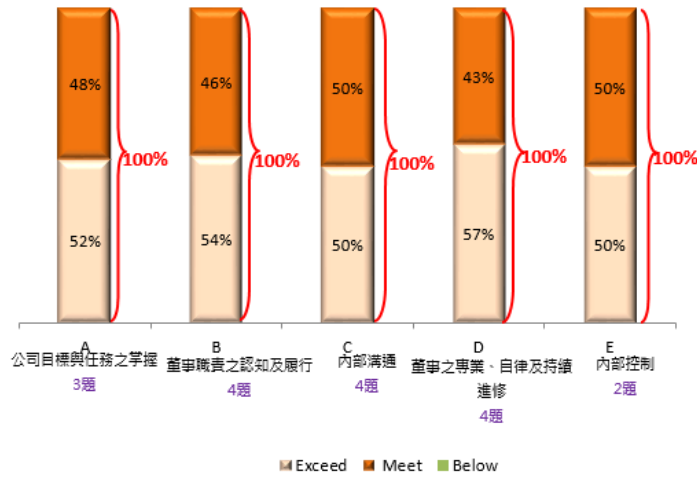


Figure translation:

Understanding of the company's goals and missions (3 items)
 Awareness of the duties of a Director and duty performance (4 items)
 Internal communication (4 items)
 The Director's professionalism, self-discipline, and ongoing education (4 items)
 Internal control mechanisms (2 items)

Figure 3. Self-assessment of the Audit Committees

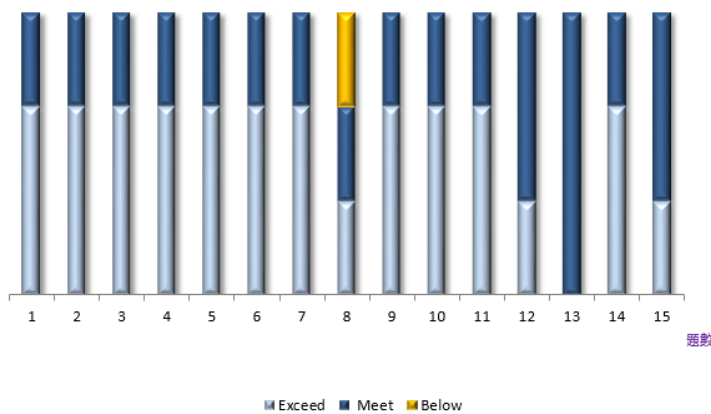


Figure 4. Self-assessment of the Remuneration Committees

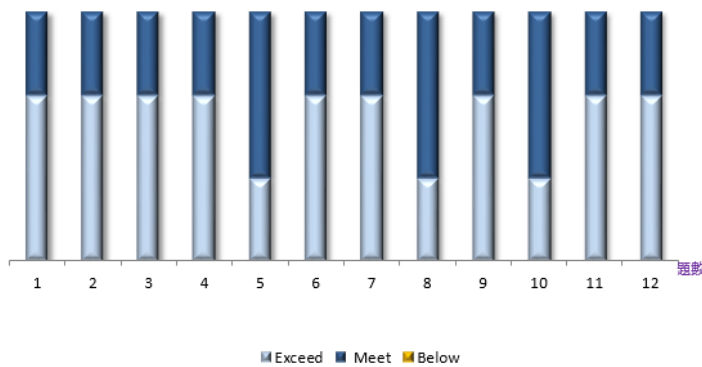
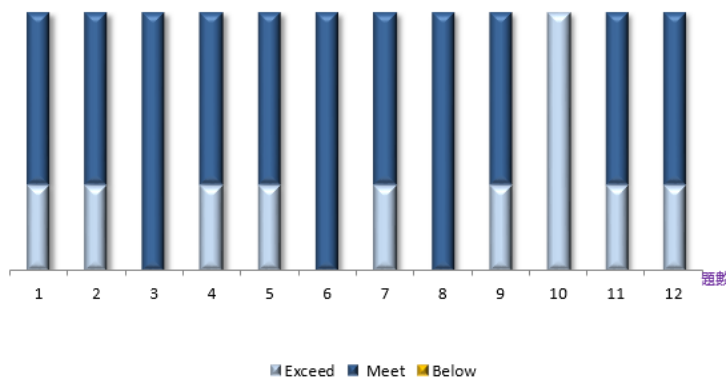


Figure 5. Self-assessment of the Sustainable Development Committee (SDC)



- From September through to November 2020, the Company commissioned the “Taiwan Corporate Governance Association” (TCGA) to conduct a board performance evaluation for the period from September 1, 2019 to August 31, 2020. The TCGA and its experts are independent of and have no business dealings with the Company. Board performance was evaluated using questionnaires and onsite interviews. The evaluation covered the following eight aspects: board composition, board guidance, board authority, board supervision, board communication, internal control and risk management, self-discipline of the Board, and others (board meetings, support systems, etc.). The Company presented the evaluation results and improvement plans in a board meeting on March 5, 2021.