

2020 Outcome of CDF’s Performance Evaluation of the Board and Directors

1. In accordance with CDF’s “Regulations for Performance Evaluation of the Board of Directors”, the Company shall conduct the internal board performance evaluation at least once a year. The board evaluation scope covers the evaluation of the board as a whole, individual board members, and the board’s functional committees.
2. The period of the board evaluation for year 2020 is from 1 January to 31 December.
3. CDF completed the internal board performance evaluation for year 2020, and the results were reported at the 31st meeting of the 7th board of directors on 28 January, 2021. The results are as follows:

(1) The self-evaluation of the entire board

The evaluation of the entire board performance covers six dimensions (42 indicators). The results are “excellent (5)” in 28 indicators and “very good (4)” in 14 indicators, showing that the board is well performed to guide and supervise the company's strategies, major business and risk management responsibilities, and able to establish a proper internal control system, and have a high degree of participation in sustainable management (ESG) matters, and the overall operation is complete and consistent with the requirements of corporate governance.

Six dimensions for the self-evaluation of the entire board	Number of Indicators	Score
A. Participation in the operation of the company	11	4.95
B. Improvement of the quality of the board of directors' decision making	11	4.97
C. Composition and structure of the board of directors	6	4.96
D. Selection and continuing education of the directors	5	4.87
E. Internal controls	7	5
F. Participation in environmental, social and governance initiatives (ESG)	2	4.94

(2) The self-evaluation by individual directors

The evaluation of individual directors’ performance covers six dimensions (25 indicators). The results are “excellent (5)” in 17 indicators and “very good (4)” in 8 indicators, showing that the directors have positive reviews on the efficiency and effectiveness of the operation of each indicator.

Six dimensions for the self-evaluation of individual directors	Number of Indicators	Score
A. Familiarity with the goals and missions of the company	3	5
B. Awareness of the duties of a director	4	5
C. Participation in the operation of the company	8	4.78
D. Management of internal relations and communications	3	4.93
E. Professionalism and continuing education of the directors	4	4.94
F. Internal controls	3	5

(3) The self-evaluation of the audit committee

The evaluation of the audit committee performance covers five dimensions (26 indicators). The results are “excellent (5)” in 25 indicators and “very good (4)” in 1 indicator, showing that the overall operation of the audit committee is complete and consistent with the requirements of corporate governance to enhance the functions of the board of directors effectively.

Five dimensions for the self-evaluation of audit committee	Number of Indicators	Score
A. Participation in the operation of the company	5	5
B. Awareness of the duties of functional committees	5	4.93
C. Improvement of the quality of the functional committees' decision making	7	5
D. Composition and selection of the functional committees	4	5
E. Internal controls	5	5

(4) The self-evaluation of the remuneration committee

The evaluation of the remuneration committee performance covers five dimensions (24 indicators). The results are “excellent (5)” in 23 indicators and “very good (4)” in 1 indicator, showing that the overall operation of the remuneration committee is complete and consistent with the requirements of corporate governance to enhance the functions of the board of directors effectively.

Five dimensions for the self-evaluation of remuneration committee	Number of Indicators	Score
A. Participation in the operation of the company	5	5
B. Awareness of the duties of functional committees	5	4.93
C. Improvement of the quality of the functional committees' decision making	7	5
D. Composition and selection of the functional committees	4	5
E. Internal controls	3	5