

## Advantech Co., Ltd.

### 2025 Board Performance Self-Assessments

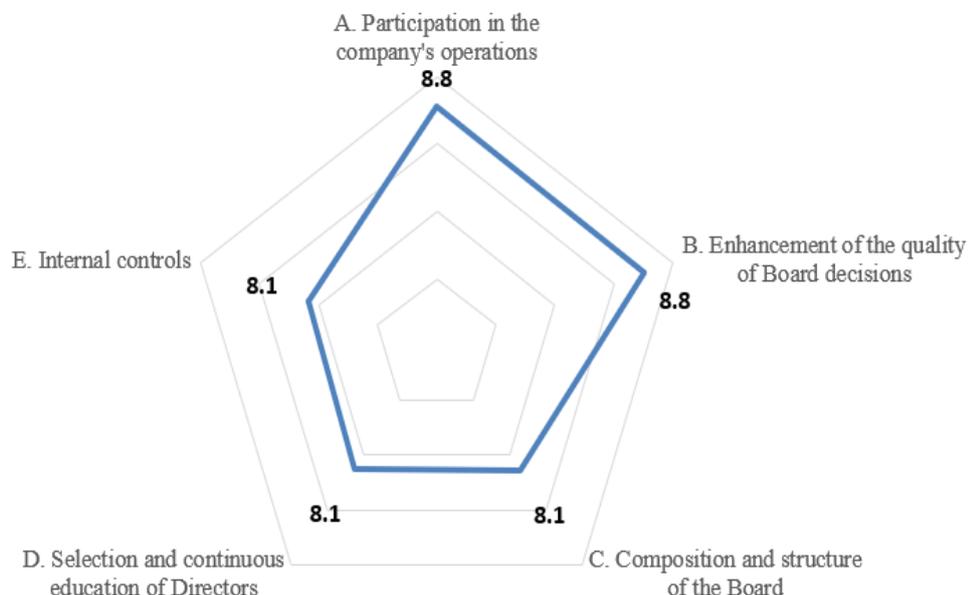
Advantech has conducted internal self-evaluation and external assessments of its Board of Directors' performance in accordance with the "Procedures for Board Performance Evaluation." The Company has completed the internal self-evaluation for the Board's performance for the year 2025. The evaluation scope included the overall performance of the Board, the performance of individual directors, and the performance of functional committees (Remuneration Committee, Audit Committee, and Sustainable Development Committee). The evaluation results were comprehensively reported at the fifteenth meeting of the fifteenth session of the Board on February 26, 2026, with detailed explanations of individual directors' suggestions and future improvement plans.

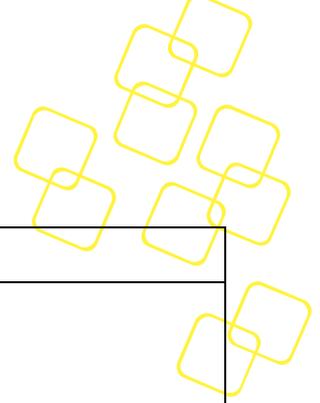
**1. Evaluation Period:** 2025/1/1 ~ 2025/12/31

**2. Evaluation Results:**

<p><b>(A) 2025 Board Performance Self-Assessment</b></p>
<p><b>Evaluation Criteria:</b></p> <ol style="list-style-type: none"> <li>1. Participation in the Company's operations.</li> <li>2. Enhancement of the quality of Board decisions.</li> <li>3. Composition and structure of the Board.</li> <li>4. Selection and continuous education of Directors.</li> <li>5. Internal controls.</li> </ol>
<p><b>Evaluation Results (Figure 1)</b> *Note: Self-Assessment Score Ranges and Descriptions</p> <p>Overall Performance: 8.4 out of 10. The evaluation result is <b>Excellent</b>. Looking ahead, the Company will continue to advance improvement initiatives in C. Composition and structure of the Board, D. Selection and continuous education of Directors, and E. Internal controls, to further strengthen the effectiveness of Board operations.</p>

【 Figure 1: Board Performance Self-Assessment 】





## (B) Individual Director Performance Self-Assessment

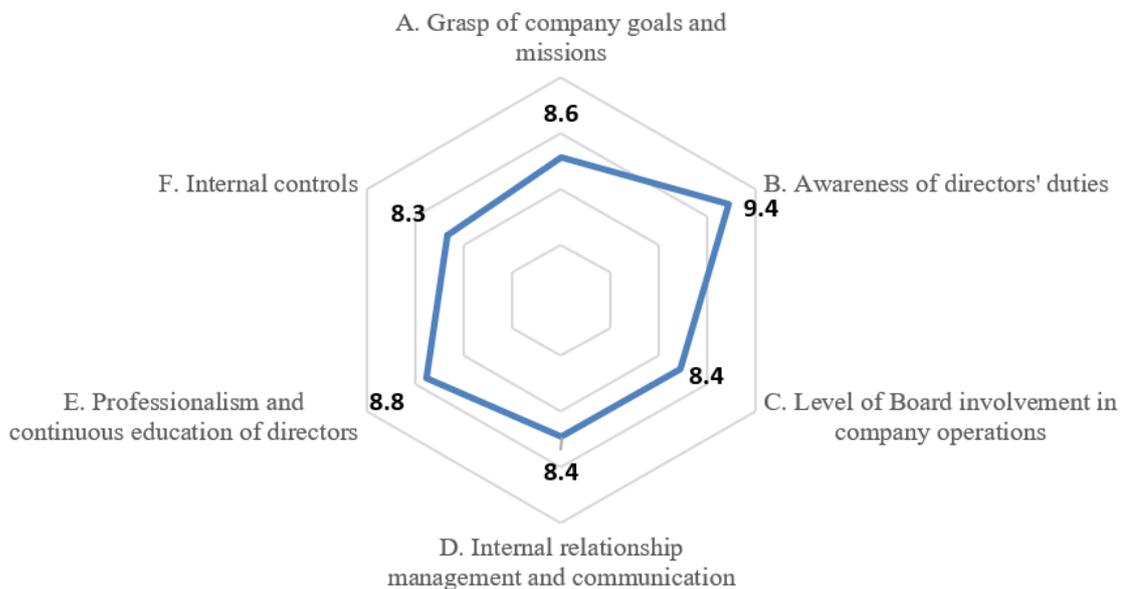
### Evaluation Criteria:

1. Grasp of Company goals and missions.
2. Awareness of directors' duties.
3. Level of Board involvement in company operations.
4. Internal relationship management and communication.
5. Professionalism and continuous education of directors.
6. Internal controls.

### Evaluation Results (Figure 2) \*Note: Self-Assessment Score Ranges and Descriptions

Overall Performance: 8.7 out of 10. The evaluation result is **Excellent**. Looking ahead, the Company will continue to enhance the effectiveness of the Board's operations and develop improvement plans in C. Level of Board involvement in Company operations.

【 Figure 2: Individual Director Performance Self-Assessment 】



## (C) Functional Committees Performance Self-Assessment

### Evaluation Criteria:

1. Participation in the Company's operations.
2. Awareness and fulfillment of functional committee duties.
3. Enhancement of decision-making quality.
4. Composition and selection of functional committees.
5. Internal controls. (Applicable to the Audit Committee)

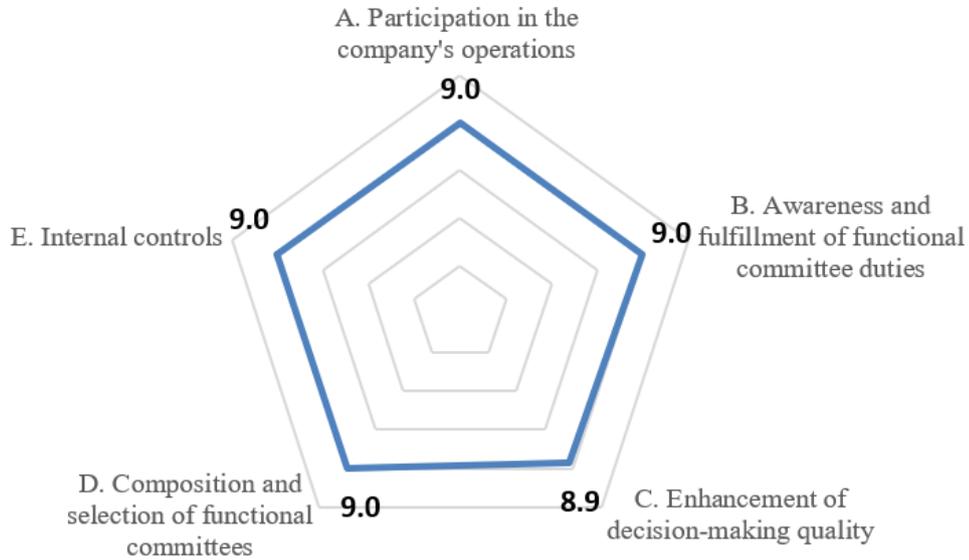
### Evaluation Results (Figures 3-5) \*Note: Self-Assessment Score Ranges and Descriptions

- **Audit Committee Performance:** 9.0 out of 10, reflecting an **Outstanding** evaluation result.
- **Compensation Committee Performance:** 8.6 out of 10, reflecting an **Excellent** evaluation result.
- **Sustainable Development Committee Performance:** 8.4 out of 10, reflecting an **Excellent** evaluation result.

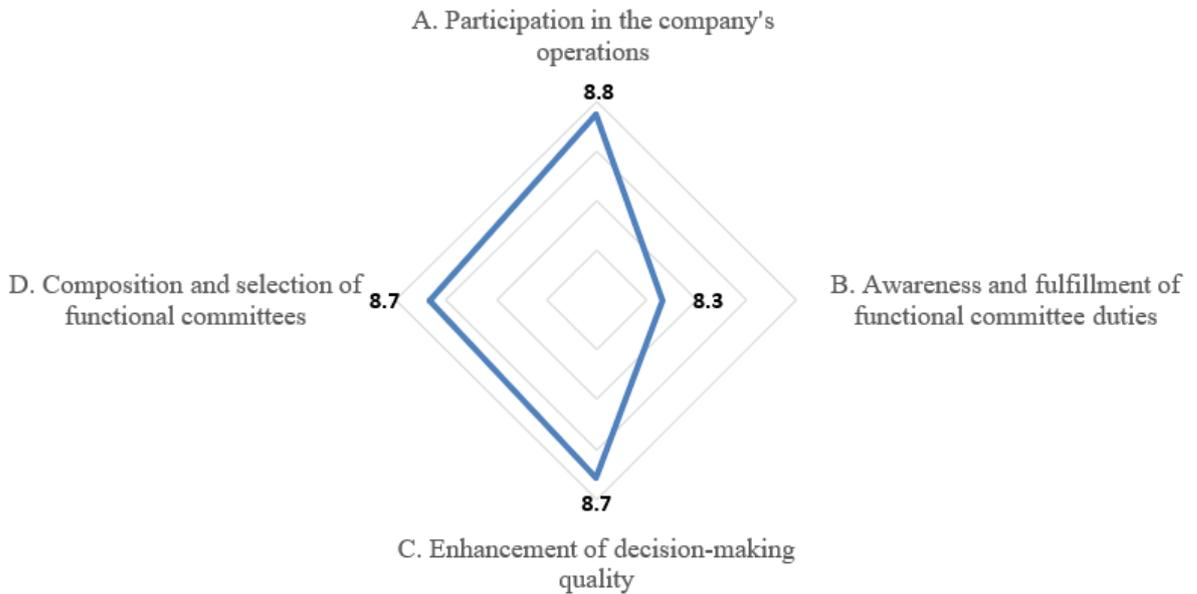
Going forward, the Company will continue to advance improvement initiatives focusing on B. Awareness and fulfillment of functional committee duties and D. Composition and selection of functional committees,

with the objective of strengthening the Board's oversight of sustainability matters and further advancing improvement plans to support the achievement of sustainable development objectives.

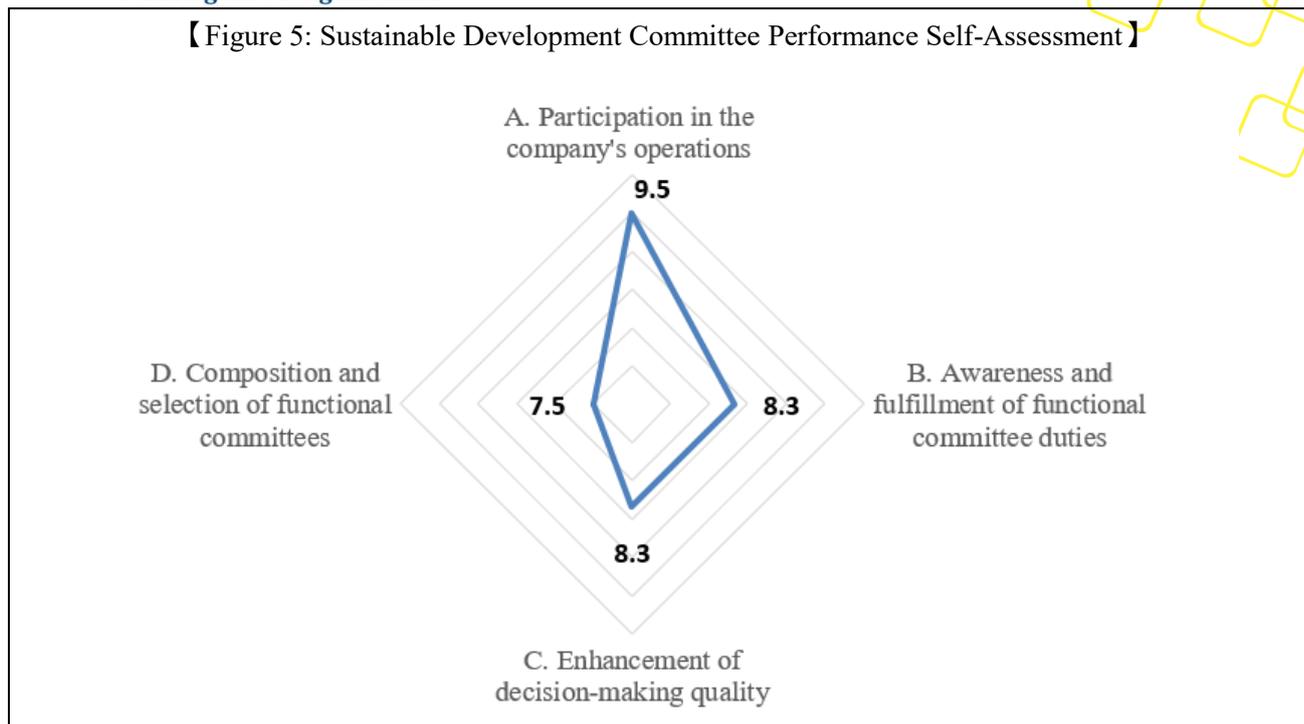
【 Figure 3: Audit Committee Performance Self-Assessment 】



【 Figure 4: Compensation Committee Performance Self-Assessment 】



【 Figure 5: Sustainable Development Committee Performance Self-Assessment 】



Note: Self-Assessment Score Ranges and Descriptions

Score	Rating	Description
10.0 – 9.0	Outstanding	Actively participates in the operations of the Board and relevant functional committees, demonstrating a high level of engagement and making substantive contributions to overall Board performance, the fulfillment of Directors' duties, and committee operations. Provides strategic and long-term insights that contribute positively to corporate governance and sustainable development.
8.9 – 7.0	Excellent	Consistently participates in the operations of the Board and relevant functional committees, is able to grasp key issues of agenda items and provide appropriate professional opinions, and overall performance meets the Board's expectations for Directors.
6.9 – 5.0	Satisfactory	Participation in the operations of the Board and functional committees is generally adequate; however, there remains room for further improvement in individual Director performance and overall Board effectiveness. Overall performance meets the basic responsibilities of a Director.
4.9 – 3.0	Below Average	Demonstrates a relatively low level of engagement and contribution in the operations of the Board or functional committees, provides limited support to individual Director performance and overall Board effectiveness, and requires continuous enhancement of duty performance.
<3.0	Unsatisfactory	Participation in the operations of the Board and functional committees is clearly insufficient, the duties and functions of a Director are not effectively fulfilled, and a review with concrete improvement actions is required.