



第一化成控股（開曼）股份有限公司
IKKA HOLDINGS(CAYMAN) LIMITED

2025 Board of Directors and Functional Committees Performance Evaluation Results Report.



To enhance the efficiency and effectiveness of the Company's Board of Directors, in accordance with the Company's 'Board Performance Evaluation Procedures', the Board conducts a self-assessment exercise at the beginning of each year and submits the evaluation results and improvement plan to the Board. The assessment scope encompasses the Board as a whole and individual Board members. The metrics for evaluating Board performance are outlined as follows:

■ **Board Performance Evaluation Self-Assessment Questionnaire: 9 copies requested, 9 copies received.**

Assessment items	Number of questions	Number of questions %	Assessment results
A. Level of involvement in company operations	12	27%	A total of 45 questions, each carrying a maximum of 5 points, with a total score of 100 points. This year's Board performance assessment achieved a score of 99.16, resulting in an Excellent rating. This demonstrates the mature overall operation of the Company's Board of Directors. Each director completes at least six hours of continuing professional development annually to enhance their knowledge. Beyond maintaining a solid grasp of the management team's operations, they competently fulfil their duties in matters such as legal compliance and risk control.
B. Enhancing the quality of board decision-making	12	27%	
C. Board Composition and Structure	7	15%	
D. Appointment and Continuing Professional Development of Directors	7	15%	
E. Internal Control	7	16%	
Total	45	100%	



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■ **Director Performance Assessment Self-Evaluation Questionnaire: 9 copies requested, 9 copies received.**

Assessment items	Number of questions	Number of questions %	Assessment results
A. Mastery of Corporate Objectives and Tasks	3	13%	A total of 23 questions, each carrying a maximum of 5 points, with a total possible score of 100 points. This year's director performance assessment achieved a score of 98.84, resulting in an Excellent rating.
B. Understanding of Directors' Responsibilities	3	13%	
C. Level of involvement in company operations	8	35%	
D. Internal Relationship Management and Communication	3	13%	
E. Professional and Continuing Education for Directors	3	13%	
F. Internal Control	3	13%	
Total	23	100%	



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The assessment scope encompasses the Board as a whole, individual Board members, the Audit Committee, the Remuneration Committee, and the Sustainability Committee. The metrics for each performance assessment are outlined as follows:

- **Audit Committee Performance Evaluation Self-Assessment Questionnaire: Expected submissions: 3 copies. Received: 3 copies.**

Assessment items	Number of questions	Number of questions %	Assessment results
A. Level of involvement in company operations	3	14%	A total of 21 questions, each carrying a maximum of 5 points, with a total possible score of 100 points. The Audit Committee's performance assessment score for this year is 100 points, with the assessment result being Excellent. The Audit Committee of this company has demonstrated that its overall operations are well-established and functioning effectively. It has competently fulfilled its supervisory responsibilities regarding compliance with relevant laws and regulations, risk control, and audit matters.
B. Understanding the Responsibilities of the Audit Committee	3	14%	
C. Enhancing the Quality of Audit Committee Decision-Making	8	39%	
D. Composition of the Audit Committee and Appointment of Members	4	19%	
E. Internal Control	3	14%	
Total	21	100%	



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- Remuneration Committee Performance Assessment Self-Evaluation Questionnaire: Expected submissions: 3 copies. Received: 3 copies.

Assessment items	Number of questions	Number of questions %	Assessment results
A. Level of involvement in company operations	4	19%	A total of 21 questions, each carrying a maximum of 5 points, with a total possible score of 100 points. The Audit Committee's performance assessment score for this year is 100 points, with the assessment result being Excellent. The remuneration committee of this company operates with considerable maturity, competently discharging its supervisory responsibilities in relation to regulatory compliance, risk control and audit matters.
B. Understanding the Responsibilities of the Remuneration Committee	6	29%	
C. Enhancing the Quality of Decisions Made by the Remuneration Committee	7	33%	
D. Composition and Appointment of Members of the Remuneration Committee	4	19%	
Total	21	100%	



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The assessment scope encompasses the Board as a whole, individual Board members, the Audit Committee, the Remuneration Committee, and the Sustainability Committee. The metrics for each performance assessment are outlined as follows:

■ **Self-Assessment Questionnaire for Performance Evaluation of the Sustainable Development Committee: Expected submissions: 5 copies. Actual submissions received: 5 copies.**

Assessment items	Number of questions	Number of questions %	Assessment results
A. Level of involvement in company operations	4	20%	A total of 20 questions, each worth 5 points, with a maximum score of 100 points. This year's performance assessment score for the Sustainable Development Committee stands at 98 points, resulting in an Excellent rating.
B. Understanding the Responsibilities of the Sustainable Development Committee	4	20%	
C. Enhancing the Quality of Decision-Making by the Sustainable Development Committee	7	35%	
D. Composition and Appointment of Members of the Remuneration Committee	3	15%	
E. Internal Control	2	10%	
		100%	



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Thank you!