

台灣半導體股份有限公司
Taiwan Semiconductor Co., Ltd.
「RBA 政策與目標管理辦法」
RBA Policy and Target Management Methods

<p>1.目的 Purpose</p>	<p>為達成公司經營需要，RBA 管理系統所要求的政策與目標的制定、修正及查證，特制定本辦法；本辦法未規定者，適用其他有關管理文件的規定。 RBA management system requires the formulation, revision and verification of the policies and objectives required by the RBA management system in order to achieve the company's operational needs. Other relevant management documents shall apply if these measures are not specified.</p>
<p>2.範圍 Scope</p>	<p>適用於公司內部 RBA 管理系統的管理均屬之。 Applicable to the management of the company's internal RBA management system.</p>
<p>3.定義 Definition</p>	<p>3.1 最高階層：在公司最高階層為總經理，在部級為經理或廠長。 Top Level: G.M. is the top level in organizational and manager/factory manager in Department level.</p> <p>3.2 管理政策：指公司為達成經營需求於設定目標時所採取的方法或策略；政策亦應符合各管理系統的要求擬訂之。 Management Policy: Refers to the method or strategy adopted by the company to meet its operational needs in setting goals; the policy should also be formulated in accordance with the requirements of each management system.</p> <p>3.3 管理目標：依據政策所設定欲達成的整體環境目的，並且儘可能的予以量化；目標亦應有公司總體目標及部門目標。 Management Target: According to the overall environmental objectives set by the policy, and quantified as much as possible; the target should also have the company's overall goals and departmental goals.</p> <p>3.4 關鍵績效指標：(Key Performance Indicators，簡稱 KPI)，是指衡量一個管理工作成效最重要的指標，是一項數據化管理的工具，必須是客觀、可衡量的績效指標。 Key Performance Indicators (KPI): It is the most important indicator to measure the effectiveness of a management work. It is a data management tool and must be an objective and measurable performance indicator.</p>
<p>4.權責 Responsibility</p>	<p>4.1 主管部門：本辦法所稱之主管部門為「總經理室」，負責「政策與目標」程序的界定、建立、執行、記載、維持及持續有效的管理，並負有監督及指導之責。 Competent Department: The competent department referred to in these Measures is the “G.M. Office”, which is responsible for the definition, establishment, implementation, record, maintenance and continuous and effective management of the “Policy and Objectives” procedures, and is responsible for supervision and guidance.</p> <p>4.2 執行部門：本辦法所稱之執行部門為「公司內部各部(室)、課、組或委員</p>

	<p>會(小組)等組織」，負責「政策與目標」程序的執行、記載及維持，其主管負有審查之責。</p> <p>Executive Department: Executive department referred to in these Methods is “Department, Section, Team or committee within organizations”, responsible for the execution, record and maintenance of the “Policy and Objectives” process, and the manager is responsible for review.</p>
<p>5.作業內容 Contents of Tasks</p>	<p>5.1 政策的管制 Policy control</p> <p>5.1.1 公司為符合所 RBA 及其程序的要求，應建立該管理系統要求的「政策」。其政策由該管理系統的管理代表擬定；總經理核准之。 Company shall establish the “Policy” required by the management system in order to comply with the requirements of the RBA and procedures. The policy is drafted by the management representative of the management system; the G.M. approves it.</p> <p>所建立的一個管理系統政策，應在其管理手冊展現之，並傳達到公司內部各階層，且讓大家均能瞭解。 A management system policy established should be presented in its management manual and communicated to all levels within the company so that everyone can understand.</p> <p>5.1.2 建立 RBA 政策，需擬定或聲明政策者。 To establish an RBA policy, a policy is required to be formulated or stated.</p> <p>5.1.3 所建立的管理政策應記載於「政策與目標管制表」(附表一)的政策部分。 The established management policy should be documented in the policy section of the “Policy and Target Control Table” (Appendix i).</p> <p>5.2 管理目標的管制 Control of Objectives Management</p> <p>5.2.1 公司依據下列要求與執行部門主管進行溝通，且擬定 RBA 管理系統之公司管理總目標： The company communicates with the executive department manager according to the following requirements, and formulates the overall corporate management objectives of the RBA management system:</p> <ul style="list-style-type: none"> a)管理政策， Management policy, b)風險評估(參照，各管理系統之風險評估管理辦法) Risk assessment (reference, risk assessment management methods for each management system) b)法令規章及其要求， Laws and regulations and their requirements, c)公司經營策略考量， Consideration of the company's business strategy,

d)利害關係組織的觀感及意見，

The perception and opinions of the stakeholder organization,

e)作業面、技術面及財務面的取捨要求。

The trade-off, technical and financial aspects of the trade-off requirements.

5.2.2 前條所擬定的管理目標，應是可量化的，並記載於「政策與目標管制表」(附表一)的管理目標部分。並作為「關鍵績效指標(KPI)」的依據。

The management target set out in the preceding article shall be quantifiable and recorded in the management objectives of the Policy and Target Control Table (Appendix i). And as the basis for "Key Performance Indicators (KPIs)."

5.3 關鍵績效指標的管制

Control of key KPI

5.3.1 依據第 5.2.2 條的各項管理目標擬定關鍵績效指標，並記載於「政策與目標管制表」(附表一)的關鍵績效指標(KPI)部分，及其達成期間部分。必要時，關鍵績效指標(KPI)可作為管理方案的依據。

Key performance indicators are developed in accordance with the management objectives of Section 5.2.2 and are documented in the Key Performance Indicators (KPIs) section of the Policy and Target Control Table (Appendix i) and the period of their achievement. Key performance indicators (KPIs) can be used as a basis for management options when necessary.

5.4 管理方案的管制

Control of Management Plan

5.4.1 執行部門主管依據該部門的關鍵績效指標(「政策與目標管制表」(附表一)內選擇需要「管理方案」者)，轉記載於「管理方案進度表」(附表二)，並依計劃內容進行檢討與追蹤。

The executive department manager is selected according to the department's key performance indicators ("Policy and Target Control Table" (Appendix i) to select the "Management Plan"), and recorded in the "Management Plan Schedule" (Appendix ii) and The content of the plan is reviewed and tracked.

5.4.2 「管理方案進度表」由該管理系統的管理代表擬定；總經理核准之。
"Management Plan Schedule" is prepared by the management representative of the management system; approves by G.M.

5.4.3 管理方案記錄由執行部門擬定；管理代表審查；總(副)經理核准之
The management plan record is prepared by the executive department; the management representative review; the G.M. (V.P.) approves

5.5 審查與修正

Review and Amendment

5.5.1 公司內部有人、事、時、地及物發生嚴重變更，已對 RBA 管理系統

	<p>發生影響，此時應對其政策、目標或/及管理方案進行修正。若無變更，亦應定期在管理審查會議中提出討論。</p> <p>Serious changes have occurred in the company, such as time, place, place and property, which have affected the RBA management system. At this time, the policies, objectives or/and management plans should be revised. If there is no change, it should be discussed regularly in the management review meeting.</p>
6. 記錄保存 Record Keeping	<p>本辦法的記錄，保存期限至少三年，其後得自行消毀。</p> <p>The record of this method shall be kept for at least three (3) years and shall be destroyed by itself.</p>
	<p>本辦法依權限核准後自發行日起施行，修正時亦同。</p> <p>This method shall be implemented as of the date of issuance after approval of the authority, and the same shall apply to the amendment.</p>

英文譯本僅供參考，文義如與中文有歧異，概以中文本為準

In case of any discrepancy between the Chinese version and the English version, the Chinese version shall prevail.

管理方案進度表

Management Plan Schedule

_____年度
_____Year

管理系統 Management System :

項次 Item	政策 Policy	目標 Target	關鍵績效指標 (KPI)	所需資源 Resource	負責 部門 Charge Dept.	_____ 年度 Year												預定完 成日期 Est. Date	結果評估 Result Assessment					
						項 目 Item	1月 Jan	2月 Feb	3月 Mar	4月 Apr	5月 May	6月 Jun	7月 Jul	8月 Aug	9月 Sep	10月 Oct	11月 Nov			12月 Dec				
1						績效指標 PI																		
						實 績 AI																		
						判 定 Decide																		
2										績效指標 PI														
										實 績 AI														
										判 定 Decide														
3										績效指標 PI														
										實 績 AI														
										判 定 Decide														
4										績效指標 PI														
										實 績 AI														
										判 定 Decide														
5										績效指標 PI														
										實 績 AI														
										判 定 Decide														

6						績效指標 PI														
						實績 AI														
						判定 Decide														
7						績效指標 PI														
						實績 AI														
						判定 Decide														

核准 Approved: _____

製表 Created: _____