

BOARD ASSESSMENT FORM

Name of Assessor:	
Date Completed:	
Period Covered:	2019

This Self-Assessment Questionnaire is composed of varying statements based on the roles, functions and responsibilities of the Board of Directors found under the Company's Manual on Corporate Governance. Please evaluate how well the Board has performed for each criterion and indicate the rating at the appropriate box using the following rating scale:

<u>Rating</u>	<u>Definition</u>
<u>5</u>	<u>Excellent</u>
<u>4</u>	<u>Above Average</u>
<u>3</u>	<u>Average</u>
<u>2</u>	<u>Below Average</u>
<u>1</u>	<u>Poor</u>

BOARD ASSESSMENT FORM

<u>Good Corporate Governance Practices and Principles</u>		<u>Rating (1-5)</u>	<u>Remarks</u>
<u>Board Structure</u>			
1	The Board has a proper mix of competent Directors who can add value and contribute relevant knowledge, independent judgment, industry experience, and diversity of perspective to the formulation of sound corporate strategies and policies to foster the long-term success of the Company.		
2	The members of the Board, collective and individually, are competent and are fully cognizant of their functions.		
3	The Board has the right size and composition appropriate for the size and business of the Company.		
4	The number of Independent Directors is sufficient.		
5	The Board has the necessary Board Committees in place that focus on specific board functions to assist the Board in the optimal performance of its duties and responsibilities.		
6	The number and types of committees are appropriate considering the size and needs of the Company.		
7	The members of the Board are properly assigned to the committees based on their expertise and strengths.		
8	The Board has a sufficient mix of individuals with diverse qualifications, backgrounds, experiences, and skills to contribute independent perspectives, generate effective challenge, as well as facilitate discussion and objective decision-making.		
<u>Leadership Functions</u>			
9	The Board, together with the management team, continuously reviews and updates the Company's purpose, vision and mission, and strategies to carry out its objectives.		
10	The Board oversees the developmental business objectives and strategies of the various businesses of the Company and ensure that these are consistent or in line with the Group's goals and strategies.		
11	The Board ensures that the Company complies with all relevant laws, regulations and adopts accepted best business practices.		
12	The Board has appointed competent, professional, honest, and highly motivated officers and management teams to ensures that appropriate processes are effectively adopted to avoid any leadership gap.		
13	The Board evaluates its progress in achieving the business objectives and strategy of the Company's various businesses to ensure that the Group's goals and strategies are realized.		
<u>Internal Control Functions / Risk Management</u>			
14	The Board ensures that the Company has an adequate and effective internal control system in the conduct of its businesses.		
15	The Board ensures the continuing soundness, effectiveness, and adequacy of the Company's internal control and risk management environment.		
16	Key financial decisions related to investment/capital expenditure made by various businesses in which the Company has a direct interest undergo appropriate processes and Board approval, if applicable.		

17	The Board ensures that an adequate and effective enterprise risk management (ERM) framework is in place to effectively identify, monitor, assess, and manage key business risks.		
Governance			
18	There is a written Code of Ethics and Business Conduct (the "Code") to be followed by the Board, Corporate Officers, and employees.		
19	The Code is properly disseminated to, understood, and followed by the Board, Corporate Officers, and employees.		
20	The Board ensures proper and effective implementation and compliance monitoring of the Code and internal policies.		
21	The Board adopts, decides, and oversees the implementation of the Company's governance principles, guidelines, and practices.		
Stakeholder Communication			
22	The Board effectively represents and protects the interests of the stakeholders.		
23	The Company has policies on and mechanisms for the protection and fair treatment of its stakeholders.		
24	The Board properly discloses all relevant and material information on individual Board members and Corporate Officers to its stakeholders.		
25	The Board has established an Investor Relations Office to ensure constant engagement with its shareholders.		
Fair Dealings			
26	The Board provides a comprehensive, accurate, reliable and timely report to its shareholders and stakeholders in order to give a fair and complete picture of a company's financial condition, results, and business operations.		
27	The Board makes appropriate review and approval of material related party transactions in order to guarantee fairness and transparency of the transactions.		
28	The Board ensures that related party transactions within the Group are conducted in a manner that is fair and at arm's-length.		
29	The Board, in the conduct of its functions, ensures that potential conflicts of interest are identified, monitored, and adequately managed.		
Board Meetings and Facilities			
30	The Board meets and deliberates on a regular basis, with special emergency meetings held whenever required.		
31	The Board ensures proper and orderly conduct of Annual Shareholder Meetings and any other special shareholder meetings that may be required.		
32	The Agenda for Board meetings is relevant and appropriate.		
33	The duration of Board meetings is sufficient to address matters that require Board attention.		
34	The quality of the presentations and/or reports are very satisfactory in form and substance.		
35	The reporters are competent, articulate, clear, concise, and responsive to queries from the Board.		
36	The materials were furnished to the Board before the scheduled Board meeting, giving the members of the Board sufficient time to read the materials		
37	The frequency, length, and agenda discussed during committee meetings are satisfactory.		
38	The venue for the Board meeting is sufficient for the size and needs of the Board, and well-equipped with video and teleconferencing facilities.		
39	Overall, I am very satisfied with the effectiveness and performance of the Board.		

Others

For the next five (5) years, the Board should concentrate on the following issues:

The performance of the Board can be improved by instituting the following measures:

Comments: