



CEO EVALUATION

Name of CEO : ERRAMON I. ABOITIZ
 Date of Evaluation : _____
 Evaluated by : _____

This CEO Assessment Questionnaire is composed of varying statements based on the roles, functions and responsibilities of the Chief Executive Officer of the Company. For each statement, you will be asked to choose among the following responses:

| | |
|------------|-----------------|
| 1 - | Disagree |
| 2 - | Neutral |
| 3 - | Agree |

Put a check (✓) mark on your rating. Please be forthright in your answers. This Questionnaire aims to determine the CEO's strengths and weaknesses. Thank you.

| | 1 | 2 | 3 |
|--|----------|----------|----------|
| PERSONAL QUALITIES | | | |
| The CEO is a person of integrity. | | | |
| The CEO has the respect of his peers within the business community. | | | |
| The CEO sets high personal standards and pursues goals with a high level of personal drive and energy. | | | |
| LEADERSHIP SKILLS | | | |
| 1. The CEO clearly defines the vision and mission of the organization. | | | |
| 2. <u>Strategic Thinking</u> . The CEO: | | | |
| (a) demonstrates a broad-based view of issues, events, and activities, in order to develop organizational strategies; | | | |
| (b) perceives longer-term impact and wider implications of issues and events and considers wide-ranging possibilities; | | | |
| (c) creates strategies to balance short-term requirements with long-range business plans consistent with the vision and mission. | | | |
| 3. <u>Business Leadership</u> . The CEO: | | | |
| (a) Meets profit objectives through a keen sense of business and technical competence; | | | |
| (b) Seizes opportunities to increase current business or to expand into new markets, products, or services. | | | |
| 4. <u>Planning, Prioritizing and Maintaining Focus</u> . The CEO: | | | |
| (a) establishes short-term and long term goals and business plans; | | | |

| | 1 | 2 | 3 |
|--|---|---|---|
| (b) clarifies roles and responsibilities, sets priorities and milestones and is not distracted by unimportant details or activities. | | | |
| 5. <u>Analytical Thinking and Decision Making.</u> The CEO: | | | |
| (a) analyses issues and breaks them down into their component parts; | | | |
| (b) examines issues from different perspectives. | | | |
| (c) makes systematic and rational judgments and decisions based on consideration of all the relevant information. | | | |
| 6. <u>Innovation.</u> The CEO: | | | |
| (a) identifies fresh approaches and shows a willingness to question traditional assumptions; | | | |
| (b) creates new and imaginative approaches to work-related issues. | | | |
| 7. <u>Corporate Social Responsibility.</u> The CEO actively promotes the Company's CSR programs and activities in close coordination with the Aboitiz Foundation. | | | |
| MANAGERIAL SKILLS: Building Commitment | | | |
| 1. <u>Catalyzing Teams.</u> The CEO effectively catalyses in building and maintaining teams' achievement of business goals. | | | |
| 2. <u>People Development.</u> The CEO plans and supports the development of individual's skills and abilities so that they can fulfil current or future job/role responsibilities more effectively. | | | |
| 3. <u>Communication.</u> The CEO Clearly conveys information and ideas through a variety of media to individuals or groups in a manner that engages the audience and helps them understand and retain the message. | | | |
| 4. <u>Building Partnerships and Networking.</u> The CEO actively identifies opportunities and takes action in building strategic relationships between one's area and other areas, teams, departments, units or organizations to help achieve business goals. | | | |
| 5. <u>Motivating Others.</u> The CEO | | | |
| (a) empowers and motivates team members, and at the same time generates enthusiasm and commitment from others; | | | |
| (b) executes clear policies established for how the Company and its employees will operate. | | | |
| MANAGERIAL SKILLS: Ensuring Execution | | | |
| 1. <u>Leading Change.</u> The CEO continuously uses change management skills and abilities to seek opportunities for different and innovative approaches to addressing organizational problems and opportunities. | | | |

| | 1 | 2 | 3 |
|---|---|---|---|
| 2. <u>Customer Focus.</u> The CEO proactively develops customer relationships by making efforts to listen to and understand the customer. | | | |
| 3. <u>Managing Performance.</u> The CEO Focuses and guides others in accomplishing work and business objectives. | | | |
| 4. <u>Resilience.</u> The CEO maintains effective work behavior in the face of setbacks or pressure. He remains calm, stable and in control, regardless of pressure. | | | |
| BOARD RELATIONS | | | |
| 1. The CEO works with the Board in developing the mission and long- and short-range strategic plans. | | | |
| 2. The CEO works with the Board to create an optimal governance environment. | | | |
| 3. The CEO appraises the Board regularly on Company plans, performance, issues and opportunities at and between meetings. | | | |
| 4. The CEO helps educate the Board on the organization. | | | |
| 5. The CEO executes the philosophy and direction provided by the Board of Directors. | | | |
| 6. The CEO creates a sense of trustworthiness in Board/CEO relations. | | | |
| FINANCIAL MANAGEMENT | | | |
| 1. The CEO has a solid, up-to-date understanding of the Company's financial statements and other measures relevant to its business and financial situation. | | | |
| 2. The CEO is supported by a qualified and competent CFO who has day-to-day accountability for managing and monitoring the Company's finances. | | | |
| 3. The CEO understands the concept of value creation and makes decisions on where to allocate resources based on maximizing value to the organization. | | | |
| 4. The CEO ensures that the organization's financial records are accurate and up-to-date. | | | |
| OVERALL PERFORMANCE | | | |
| I am satisfied with the overall performance of the CEO. | | | |

QUESTIONS:

In your opinion, what are the major accomplishments of the CEO over the past year and what trait/skills did he exhibit in making them happen? (List 2 or 3)

Major Accomplishment

Trait/Skills Exhibited

What area/s, if any, could the CEO improve on his personal performance?

What assistance or resources are needed to address his developmental needs?

Please share other comments you may have regarding the CEO.

Thank you for spending time accomplishing this evaluation form.