



BOARD ASSESSMENT FORM

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| Name of Assessor: | |
| Date Completed: | |
| Period Covered: | |

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</u> (1-5) | <u>Remarks</u> |
|---|---|-------------------------------|----------------|
| <u>Board Structure</u> | | | |
| 1 | The Board <u>has a proper mix of competent Directors who can add value and contribute independent judgment to the formulation of sound corporate strategies and policies.</u> | | |
| 2 | <u>The members of the Board are very competent and are fully cognizant of their functions.</u> | | |
| 3 | <u>The Board has the right size and composition appropriate for the size and business of the Company.</u> | | |
| 4 | <u>The number of Independent Directors is sufficient.</u> | | |
| 5 | <u>The Board has appointed competent, professional, honest and highly motivated officers and management team and ensures that appropriate processes are effectively adopted to avoid any leadership gap.</u> | | |
| 6 | <u>The Board has the necessary Board Committees in place to assist the Board in the performance of its duties and responsibilities.</u> | | |
| 7 | <u>The number and kinds of committees are appropriate considering the size and needs of the Company.</u> | | |
| 8 | <u>The members of the committees are properly assigned based on their expertise and strengths.</u> | | |
| 9 | The Board determines which, if any, Board Committees to establish, their roles and their composition. | | |
| 10 | <u>The frequency, length and agenda discussed during committee meetings are satisfactory.</u> | | |
| <u>Leadership Functions</u> | | | |
| 11 | <u>The Board, together with the management team, continuously determines the Company's purpose, its vision and mission and strategies to carry out its objectives.</u> | | |

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| 12 | <u>The Board oversees the development business objectives and strategy of the various businesses of the Company and ensure that it is consistent or in line with the Group's goals and strategies.</u> | | |
| 13 | <u>The Board ensures that the Company complies with all relevant laws, regulations and adopts accepted best business practices.</u> | | |
| 14 | <u>The Board ensures that a sound enterprise risk management (ERM) framework is in place to effectively identify, monitor, assess and manage key business risks.</u> | | |
| <u>Internal Control Functions</u> | | | |
| 15 | <u>The Board adopts a system of internal checks and balances and regularly reviews its system of checks and balances for effectiveness.</u> | | |
| 16 | <u>The Board ensures the continuing soundness, effectiveness, and adequacy of the Company's internal control environment.</u> | | |
| 17 | <u>Key financial decisions made related to investment/capital expenditure considered by the various businesses in which the Company has a direct interest undergo appropriate processes and Board approval, if applicable.</u> | | |
| <u>Governance</u> | | | |
| 18 | <u>There is a written Code of Ethics and Business Conduct (the "Code") to be followed by the Board, Corporate Officers, and employees.</u> | | |
| 19 | <u>The Code is properly disseminated to, understood and followed by the Board, Corporate Officers and employees.</u> | | |
| 20 | <u>The Board ensures the proper and effective implementation and monitoring of compliance with the Code and internal policies.</u> | | |
| 21 | <u>The Board adopts and decides on Company's governance principles, guideline and practices and oversees the implementation thereof.</u> | | |
| <u>Stakeholder Communication</u> | | | |

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| 22 | The Board effectively represents and protects the interests of the stakeholders. | | |
| 23 | The Company have policies on and mechanisms for the fair treatment and protection of its stakeholders. | | |
| 24 | The Board properly disclose 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. | | |

Board Meetings and Facilities

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| 26 | The Board meets on a regular basis to deliberate, with special emergency meetings held whenever required. | | |
| 27 | The Board ensures proper and orderly conduct of Annual Shareholder Meetings, and any other special shareholder meetings that may be required. | | |
| 28 | The Agenda for the Board meetings are relevant and appropriate. | | |
| 29 | The length of the Board meeting is sufficient to address matters that require Board attention. | | |
| 30 | The quality of the presentations and/or reports are very satisfactory in form and in substance. | | |
| 31 | The reporters are competent, articulate, clear, and concise and are responsive to queries from the Board. | | |
| 32 | The materials were furnished to the Board before the scheduled Board meeting, giving the members of the Board sufficient time to read the materials | | |
| 33 | The venue for the Board meeting is sufficient for the size and needs of the Board and well equipped with video and teleconferencing facilities. | | |

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| | Overall, I am very satisfied with the effectiveness and performance of the Board. | | |
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Others

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

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

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Comments

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