



## BOARD PERFORMANCE ASSESSMENT FORM

Using a scale from 1 to 4, where 1 means “Strongly Disagree” and 4 means “Strongly Agree”, please indicate how much you agree or disagree with the following statements in evaluating the performance of the members and Committees of the Board.

KEY AREAS TO BE EVALUATED	RATING			
<b>I. BOARD MIX AND COMPOSITION</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<ul style="list-style-type: none"> <li>The board reviews the divisions of responsibilities to reflect changing business circumstances which the company may experience</li> </ul>				
<ul style="list-style-type: none"> <li>The board has the right blend of knowledge and experience to optimise performance and strategy</li> </ul>				
<ul style="list-style-type: none"> <li>The right matters for deliberation and decision are being reserved for the board</li> </ul>				
<ul style="list-style-type: none"> <li>Roles and responsibilities of the board and individual directors clearly defined in the board charter</li> </ul>				
<ul style="list-style-type: none"> <li>The board work functionally as a team through a mutually respectful and dynamic working relationship that fosters trust and esteem</li> </ul>				
<ul style="list-style-type: none"> <li>Board deliberations bring value and improve the quality of management’s decision-making</li> </ul>				
<ul style="list-style-type: none"> <li>The board establish its own performance criteria for its directors (addressing attendance, preparedness, and participation with candour)</li> </ul>				
<ul style="list-style-type: none"> <li>The directors are re-nominated only if they satisfactorily perform based on the established criteria</li> </ul>				
<ul style="list-style-type: none"> <li>All directors have been complying with the company’s independence policies or code of conduct/ ethics without any breaches</li> </ul>				
<ul style="list-style-type: none"> <li>The number of board members is suitable or appropriate for the company taking into account the size and complexity of the company’s operations</li> </ul>				
<b>II. QUALITY INFORMATION AND DECISION-MAKING</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<ul style="list-style-type: none"> <li>Adequate information on important issues in relation to the company’s business are sufficiently provided before board meetings</li> </ul>				
<ul style="list-style-type: none"> <li>Adequate and sufficient information are presented to facilitate decision making on subject matters, i.e. is the information presented in a concise manner, highlighting key issues and risk areas with appropriate details for additional scrutiny, allowing</li> </ul>				



directors to appreciate and assess agenda items of board meetings and to take effective decisions				
<ul style="list-style-type: none"> <li>Board meetings are carried out in an “open communication” setting with directors contributing in a timely and positive manner for each resolution of concerns</li> </ul>				
<ul style="list-style-type: none"> <li>All directors have adequate access to management and/or the Chairman</li> </ul>				
<ul style="list-style-type: none"> <li>Board meeting minutes have been prepared in a timely manner and reflect the decision-making process of the board appropriately</li> </ul>				
<ul style="list-style-type: none"> <li>The board have in place, a set of approved procedures for its members with regard to conflict resolution</li> </ul>				
<ul style="list-style-type: none"> <li>The boardroom culture promotes constructive, candid and rigorous deliberations with diversity in opinions being valued</li> </ul>				
<b>III. BOARDROOM ACTIVITIES</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<ul style="list-style-type: none"> <li>The board understands its role, authority and priorities</li> </ul>				
<ul style="list-style-type: none"> <li>The board effectively evaluates the company’s values, mission, and strategic and business plans, and echo this consideration on key issues during the financial year under review</li> </ul>				
<ul style="list-style-type: none"> <li>The board identified a suitable performance framework, i.e. key performance indicators, to monitor executive and senior management’s performance</li> </ul>				
<ul style="list-style-type: none"> <li>The board sufficiently identified and managed risks that may have a considerable impact on the company</li> </ul>				
<ul style="list-style-type: none"> <li>The board reviewed the company’s system of internal control and considered its adequacy and integrity on a regular basis</li> </ul>				
<ul style="list-style-type: none"> <li>The board periodically reviews the allocation of powers between management and the board as delineated in the “Limits of Authority” (or its equivalent) and determine if these are consistent with the changing needs of the business</li> </ul>				
<ul style="list-style-type: none"> <li>The board oversees the development and implementation of a stakeholder communication policy for the company</li> </ul>				
<ul style="list-style-type: none"> <li>The board ensures that feedback received from stakeholders is considered by the company when making business decisions</li> </ul>				



<ul style="list-style-type: none"> <li>The chairman oversees an effective decision-making process and ensure crucial alternatives are considered</li> </ul>				
<ul style="list-style-type: none"> <li>The chairman aims to ensure the board’s workload is appropriately managed and, where suitable, allocated to established board committees with specific terms of reference approved by the board</li> </ul>				
<ul style="list-style-type: none"> <li>Board members provided significant input and devoted enough time in discussing the business strategy, financial performance and position, and annual business plan</li> </ul>				
<ul style="list-style-type: none"> <li>The board accords adequate attention to discuss strategic issues that impact the company’s value creation process</li> </ul>				

IV. BOARD COMMITTEE PERFORMANCE		Rating (1 being the lowest and 4 being the highest)				Remarks
		1	2	3	4	
1.	Does each committee have the right composition?					
	i) Audit Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	ii) Risk Management Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	iii) Retirement Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	iv) Remuneration Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	v) Nomination Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	vi) Disciplinary Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	vii) Related Party Transactions Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	viii) Corporate Governance Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2.	Is the committee providing useful recommendations in assisting the board for better decision-making, and does it consequently make board meetings more efficient and effective?					
	i) Audit Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	ii) Risk Management Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	iii) Retirement Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



	iv) Remuneration Committee v) Nomination Committee vi) Disciplinary Committee vii) Related Party Transactions Committee viii) Corporate Governance Committee	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
3.	Do the members of the committee have sufficient, recent and relevant expertise in fulfilling their role?					
	i) Audit Committee: Director A _____ Director B _____ Director C _____	1 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	2 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	4 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
	ii) Risk Management Committee: Director A _____ Director B _____ Director C _____	1 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	2 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	4 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
	iii) Retirement Committee: Director A _____ Director B _____ Director C _____	1 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	2 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	4 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
	iv) Remuneration Committee: Director A _____ Director B _____ Director C _____	1 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	2 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	4 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
	v) Nomination Committee: Director A _____ Director B _____ Director C _____	1 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	2 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	4 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	



	vi) Disciplinary Committee: Director A _____ Director B _____ Director C _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	
	vii) Related Party Transactions Committee: Director A _____ Director B _____ Director C _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	
	viii) Corporate Governance Committee: Director A _____ Director B _____ Director C _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	
4.	Are committee chairs properly discharging their responsibilities, deploying resources and expertise, and providing appropriate reporting and recommendations to the board?  i) Audit Committee ii) Risk Management Committee iii) Retirement Committee iv) Remuneration Committee v) Nomination Committee vi) Disciplinary Committee vii) Related Party Transactions Committee viii) Corporate Governance Committee	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	
5.	Are the appointments of board and committee chairman based on appropriate criteria?  i) Audit Committee	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	



	ii) Risk Management Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	iii) Retirement Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	iv) Remuneration Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	v) Nomination Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	vi) Disciplinary Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	vii) Related Party Transactions Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	viii) Corporate Governance Committee					
6.	Is the communication by the board committees of sufficient quality?	1	2	3	4	
	i) Audit Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	ii) Risk Management Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	iii) Retirement Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	iv) Remuneration Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	v) Nomination Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	vi) Disciplinary Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	vii) Related Party Transactions Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	viii) Corporate Governance Committee					

**Observations and/or additional remarks/comments/suggestions:**

Name of Evaluator \_\_\_\_\_  
 Designation/Position \_\_\_\_\_  
 Date \_\_\_\_\_