



Board Effectiveness Evaluation Year of Assessment 2022

Questionnaire - Part A

Board & Board Committee Effectiveness Evaluation

Name of Director : _____

Company : Etiqua Life and General Assurance Philippines, Inc.

Introduction

The principles and requirements set out in Bank Negara Malaysia ("BNM") Corporate Governance Policy Document, Securities Commission Malaysia ("SC") Malaysian Code of Corporate Governance, Insurance Commission ("IC") Revised Code of Corporate Governance and the ELGAP Board Charter on Corporate Governance stress on the importance of the role of an effective Board in establishing high standards of corporate governance to ensure sustainable growth and long term resilience of an organization, whilst protecting the interests of all stakeholders.

A key step towards enhancing Board effectiveness is to evaluate the performance of the Board collectively, its Board Committees and individual Directors.

This evaluation exercise may assist the Board to further enhance its overall performance moving forward, by focusing on the following:-

- Discharging the Board's principal roles and responsibilities effectively
- Improving Board infrastructure and supporting processes
- Examining Board dynamics and relationships
- Identifying key areas for improvement
- Continuing to build upon strengths

This questionnaire has been designed to take into consideration the principles and good governance practices as set out in the following guidance materials:-

- Bursa Malaysia Chapter 15 and Practice Note 9 of the Main Market Listing Requirements
- SC Malaysian Code on Corporate Governance (issued in April 2017 and revised in April 2021)
- BNM Corporate Governance Policy Document (issued in August 2016)
- Bursa Malaysia Corporate Governance Guide (3rd Edition) (revised in 2017)
- SC Guidelines on Conduct of Directors of Listed Corporations and their Subsidiaries (issued in July 2020 and revised in April 2021)
- Insurance Commission Circular Letter No. 2020-71 or the Revised Code of Corporate Governance for IC covered institutions
- ELGAP Board Charter on Corporate Governance

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Instructions for Completing the Board Effectiveness Evaluation Pack

- *Your answers will be kept completely confidential.*
- This evaluation pack has been customised for you as a Board and Board Committee member of Etiqa Life and General Assurance Philippines, Inc. ("ELGAP").
- Please use the scoring system or put a tick (✓) in the appropriate box provided to answer all the questions.
- The estimated duration for the completion of this evaluation pack is approximately 1.5 hours.
- Should you have any enquiries regarding the evaluation pack, please contact the Company Secretaries:-
 - Atty. Raul M. Hebron (tel: 0928-503-1160, Email: rmhebron@etiqa.com.ph)
 - Atty. John Joseph S. Tamares (tel: 0919-061-8370, Email: jstamares@etiqa.com.ph)

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ORGANIZATION OF THE QUESTIONNAIRE PACK

The purpose of *Part A: Board and Board Committee Effectiveness Evaluation* is to evaluate the overall performance of the Board. This evaluation comprises the following areas:-

No.	Key Areas
Part A1	Assessment of Board Effectiveness in leading the M25/ M25+ Plan
Part A2:	
1	Overall Board effectiveness
2	Board responsibilities
3	Board composition
4	Board Remuneration
5	Board Committees (a) Board Committees evaluation (b) Board Committees self-evaluation
6	Board conduct
7	Board interaction and communication
8	Board Chair
9	Board administration and process
10	Directors Learning and Development Programme

Legend

Rating		Description
1	Below Expectations	Weak demonstration of attributes, area evaluated requires immediate address
2	Needs Improvement	Attributes inconsistently demonstrated and requires further improvements to be made more effective
3	Satisfactory	Appropriate demonstration of attributes, area evaluated meets requirements
4	Strong	Exemplary and market-leading demonstration of attributes
NA	Not Applicable	In the event the specific question is not applicable to you e.g. not a Board Committee member
0	Too Soon To Comment	In the event it is too premature to provide your feedback to the specific question i.e. newly appointed to the Board / Board Committee

Part A: Board and Board Committee Effectiveness

The objective of **Part A** is to evaluate the effectiveness of the overall performance of the Board and Board Committees. **Part A** is divided into two (2) sections as per the following:-

Part A1 Assessment of Board Effectiveness in leading the M25 / M25+ Plan

ETIQA PHILIPPINES' STRATEGY HOUSE



Part A2 Board Effectiveness - Assessment of Board Effectiveness for FY2022

Where applicable, please complete the questionnaire using the grading system provided. Please provide your answer for each of the areas based on your experience during **FY2022** and provide written comments or suggestions for improving the Board's performance at the space provided at the end of each page if it has not been addressed in the questions. Your answers will be kept completely confidential.

Part A1 Key Strategic Initiatives on M25 & Strategic Programmes for M25+ Plan

For the Board's reference, the following are the key drivers for Key Strategic Initiatives on M25 of Etiqa:-

ETIQA PHILIPPINES' STRATEGY HOUSE



CURRENT YEAR ASSESSMENT - M25

Q1. In your opinion, how effective has the Board been in providing leadership and guidance to the Management in overseeing the execution of the M25 strategy, in the past year?

Rating

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:-

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

Additional Comments (if any)

FORWARD LOOKING VIEWS - M25+

Q2. In your opinion, is the Board ready and well equipped with the necessary expertise and knowledge in supporting and providing leadership and guidance to the Management in executing the M25+ Plan, going forward?

YES	NO

If you have selected “No”, kindly provide your views and comments in the space provided below, for example:-

- Whether the Board as a whole needs to spend more time focusing on specific areas of concern and if so, to set out those areas of concern; or
- Whether the Board as a whole has sufficient knowledge of the M25+, and if you believe these are lacking, to set out the areas that the Board requires more information or needs to acquire more knowledge, etc.

Additional Comments

Part A2 Board Effectiveness - Assessment of Board Effectiveness for FY2022

OVERALL BOARD EFFECTIVENESS

Q1. The following are in relation to the Board’s overall performance in the past year.

(a) In your opinion, **how effective has the Board been** in the past year?

Rating

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

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(b) In your opinion, what are the **top 3 strengths** of this Board?

Key strengths	
1.	
2.	
3.	

(c) In your opinion, what are the **top 3 areas for enhancement** to further elevate this Board's effectiveness?

Key areas for enhancement	
1.	
2.	
3.	

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

MODE OF ENGAGEMENT

The table below is only applicable to Questions 2 and 3.

Engagement Model

Mode of Engagement	PASSIVE/ WATCHDOG BOARD	ENGAGED BOARD	OPERATING/ PILOT BOARD
Characteristics	<ul style="list-style-type: none"> - Observing agent and leaves major decisions to the CEO to make - Act only if something is amiss - Alert to happenings in the organization 	<ul style="list-style-type: none"> - Level of Board activism depends on the mixture of three activities, i.e. <ul style="list-style-type: none"> a) Monitoring the organization and management's performance b) Offering advice and counsel to management, especially the CEO c) Making major decisions <p><u>Note:</u> The more decisions a Board makes or approves, the closer it is to the 'Pilot' model. Conversely, a Board that limits itself to monitoring the organization's performance, offers little advice, and is involved in few decisions is in more of a 'Watchdog' mode.</p>	<ul style="list-style-type: none"> - Heavily involved in decision making

Q2. In your opinion, what mode of engagement has the Board been applying in their oversight role?

Passive/Watchdog Board	
Engaged Board	
Operating / Pilot Board	
Others, please specify:	

Kindly provide your views on the response provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

Q3. Do you agree with the current mode of engagement applied by the Board?

YES	NO

If you have selected “No”, kindly indicate which mode of engagement that, in your opinion, the Board should adopt.

Additional Comments

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

BOARD RESPONSIBILITIES

Q4. Please rate how **effective** the Board has been in discharging its responsibility in respect of **Setting KPI's for the Management**

Guidance Note

For the Board's reference, the following are the Board's key responsibilities in setting KPIs for the Management:-

- *Setting and monitoring appropriate KPIs for the Management which are aligned to ELGAP's strategies*
- *Ensuring that KPIs are aligned and balanced between the Organization's short- and long-term strategic objectives*
- *Ensuring that Management is accountable for the achievement of KPIs*

Annually, the KPIs of CEO is presented to the Board for deliberation and feedback.

KPIs for Management

Rating (from 1 - 4)

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

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Q5. Please rate how **effective** the Board has been in discharging its responsibility in **overseeing ELGAP's business conduct**

Guidance Note

One of the Board's key responsibilities is to oversee the conduct of ELGAP's business to evaluate whether the business is being properly managed.

ELGAP's business conduct

Rating (from 1 - 4)

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

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Q6. Please rate how **effective** the Board has been in discharging its responsibility in **overseeing** risk management for ELGAP

Guidance Note

Among the Board's key responsibilities are to ensure the following:-

- setting the right risk appetite within which the Board expects the Management to operate*
- identifying principal risks faced by ELGAP and ensuring the implementation of appropriate systems to manage these risks*
- ensuring that key risks, including emerging risks from digital technology or new business model are appropriately identified, monitored, managed and addressed*
- conducting periodic review of ELGAP's risk management capabilities to ensure continued ability to support the business*

Among others, the Risk Management Committee ("RMC") and Board deliberate and approve the Annual Risk Appetite Statement ("RAS"), Outsourcing Plan FY2022 and MAHB's Contingency Funding Plan. The Board is updated on the key risk areas via the Chief Risk Officer ("CRO") Letters, Internal Capital Adequacy Assessment Process and Annual Risk Review Report.

The CRO Letter provides updates on adherence to RAS and Key Risk Indicators. The Annual Board Risk Workshop 2022 deliberates on emerging risk landscape including digital technology, competition landscape, economic outlook as well as the top risks faced by Etiqa Group. Actions identified to address the top risks are monitored and reported in the CRO Letter on a quarterly basis.

Risk management

Rating (from 1 - 4)

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

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- Q7.** Please rate how effective the Board has been in discharging its responsibility in overseeing and reviewing ELGAP's **governance, compliance and internal control** frameworks

Guidance Note

Among the Board's key responsibilities are to:-

- oversee and review ELGAP's governance, compliance, anti-corruption and internal control frameworks and ensuring that these are appropriate based on the size, nature and complexity of ELGAP's operations***
- promote good corporate governance culture within ELGAP which reinforces prudent and professional behaviour***

Among others, the Board is updated quarterly on compliance matters via the ELGAP Compliance Report. The ELGAP Compliance Plan and Data Privacy Policy were presented to the Board for deliberation and approval.

Governance, compliance and internal control framework

Rating (from 1 - 4)

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

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Q8. Please rate how effective the Board has been in driving **culture of compliance and ethics**

Guidance Note

Among the Board's key responsibilities are to:-

- promote strong ethical values in ELGAP through a formalised code of conduct***
- ensure that ethics violations are addressed consistently and there are appropriate compliance and whistle-blowing mechanisms***
- ensure that violations and breaches are effectively identified and promptly addressed***
- ensure that there is a strong culture of compliance throughout ELGAP, established through appropriate training/ reinforcement programmes and a consequence management framework***

Driving culture of compliance and ethics

Rating
(from 1 - 4)

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

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Q9. Please rate how effective the Board has been in ensuring that a **Business Continuity Plan (“BCP”)** is in place for ELGAP.

Guidance Note

Among the Board’s key responsibilities are to:-

- ensure robust crisis management and business continuity practices are in place, including having a future ready workforce, to enable ELGAP to effectively respond to crisis situations***
- conduct periodic review of the BCP for continued relevance***
- where applicable, ensure effective response to a crisis***
- where relevant, ensure appropriate adjustments to working arrangements, capability enhancement and capacity release through virtual means of working***

Among others, ELGAP’s Business Impact Analysis Review and Identification of Critical Business Functions for 2022 Report were presented to the BRCOC for deliberation and approval.

Crisis and business continuity management

Rating
(from 1 - 4)

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

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Q10. Please rate how effective the Board has been in ensuring the integrity of the Company's financial and non-financial reporting

Guidance Note:-

Among the Board's key responsibilities are to:-

- *ensure financial reporting is true, fair and transparent*
- *ensure non-financial reporting is in line with regulatory requirements, and good international practices*
- *ensure that integrated reporting is aligned with ELGAP's long-term values and is meaningful for its stakeholders*
- *ensure all accounting records and other records are retained in accordance with legal requirements*

Financial and non-financial reporting

Rating
(from 1 - 4)

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

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Q11. Please rate how effective the Board has been in ensuring lines of communications between ELGAP and regulators are sufficient

Guidance Note:-

Among the Board's key responsibilities are to:-

- promote timely and effective communication between ELGAP and regulators***
- where applicable, report promptly to regulators on matters that may affect the safety and soundness of ELGAP***

Communication between ELGAP and regulators

Rating (from 1 - 4)

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

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Q12. Please rate how effective the Board has been in setting **strategies , priorities and targets** for Sustainability

Guidance Note:-

Among the Board's key responsibilities are to:-

- ensure integration of sustainability in ELGAP's corporate strategy through appropriate environmental, social and governance considerations and decision-making*
- ensure the Board has the required competency to tackle questions and deliberate on sustainability, as well as evaluate sustainability risks and opportunities, and make informed decisions on the matter*

The Board was informed of the Key Elements that will form Etiqa's Sustainability Statement and was also updated on the progress of Sustainability activities in Etiqa on a quarterly basis.

Setting ELGAP's sustainability strategies, priorities and targets

Rating
(from 1 - 4)

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

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Q13. Please rate how effective the Board has been in addressing ELGAP's material sustainability risks and opportunities

Guidance Note:-

One of the Board's key responsibilities is to address ELGAP's material sustainability risks and opportunities.

- *Progress update of the Sustainability activities in Etiqa on a quarterly basis by Chief Strategy Officer.*
- *The ESG Risk Dashboard presenting the Etiqa underwriting and investment exposures to the vulnerable sectors, as defined by Maybank Group, are reported on quarterly basis.*
- *Regulatory updates on Climate risk are also updated to BRCOC that supports the risk oversight function.*

Progress against the achievement of sustainability targets

Rating
(from 1 - 4)

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

STRICTLY PRIVATE AND CONFIDENTIAL**Q14. Environmental, Social & Governance (“ESG”)**

	YES	NO
(a) In your opinion, has the Board paid adequate attention in addressing ESG issues in the past year?		
(b) In your opinion, has the Board devoted sufficient time to the following ESG issues in the past year?		
	YES	NO
Climate change, carbon emissions and use of natural resources		
Sustainability focused products and services		
Sustainable procurement / supply chain		
Employees’ well-being / People empowerment		
Diversity, Equity and Inclusion (DEI)		
Ethics and values		
Anti-bribery & corruption/Whistleblowing		

Kindly provide your views on the response provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

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Q15. Please rate how effective the Board has been in managing issues of individual Directors' interest which conflicts with ELGAP

Guidance Note:-

One of the Board's key responsibilities is to ensure policies and procedures are in place to manage/ address directors' actual and potential conflicts of interest

Managing Directors' conflict of interest

Rating
(from 1 - 4)

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

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BOARD COMPOSITION

Q16. The following are statements with regards to Board composition. Please provide your views on the following statements:-

- (a) Please indicate the 'must have' and 'good to have' skills and experience required on the Board to discharge its responsibilities and whether there are any gaps based on the current Board composition. Please indicate by placing ("X"). For areas that are not applicable, kindly leave the boxes empty.

Skills	Please mark ("X")		
	'Must have'	'Good to have'	Gaps
Corporate governance			
Strategic planning and business strategy			
International business/ relations			
Commercial banking			
Investment banking			
Securities and derivatives			
Islamic banking			
International banking			
Marketing			
Insurance and takaful			
Accounting and finance			
Corporate finance			
Treasury			
Taxation			
Actuarial			
Asset management			
Audit			
Risk management			
Legal and compliance			
ICT			
Human resource management			
Change management			
Entrepreneurship			
Technopreneurship			

Experience	Please mark ("X")		
	'Must have'	'Good to have'	Gaps
International posting			
Gov't/ agency/ regulatory bodies			
Professional services/ bodies			
Private enterprise			

Industry			
Banking/ capital markets			
Insurance			
Property			
Public sector			
Telco/ IT			
Electricity/ power generation			
Manufacturing			
Transportation			
Oil and gas			
Construction			
Plantation			

Other knowledge and experience required, including any specific industry experience:

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

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Skills	Please mark ("X")		
	'Must have'	'Good to have'	Gaps
Disruptive technology/digital			
Cybersecurity			
Sustainability			

Experience	Please mark ("X")		
	'Must have'	'Good to have'	Gaps

- (b) The Board continuously reviews its composition to ensure appropriate diversity in **age, cultural background/ethnicity/nationality and gender**.

	Rating
Age	
Gender	
Cultural Background/ Ethnicity/ Nationality	
(c) The current Board composition is appropriate to provide sufficient oversight of ELGAP in light of the evolving industry and regulatory landscape.	

- (d) In relation to Board effectiveness, do you feel that the **current** Board size is appropriate to facilitate effective oversight, delegation of responsibilities amongst members and productive discussions? Please circle where relevant. If you have selected "No", please indicate what the ideal Board size should be.

Ideal Board size			
Current members - 7 members	Yes	No	

- (e) In your opinion, how effective is the **board succession plan**?

Rating

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

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BOARD REMUNERATION

Q17. The following statements are in relation to Director Remuneration. Please provide your rating to the following statements:-

Guidance Note:-

Board remuneration should be:-

- reflective of the role, effort, time, expected contribution, and risks involved in performing directors duties given ELGAP's strategy
- Comparable to similar organizations and/or industry practices
- reflective of an effective Board remuneration philosophy and framework

- (a) The remuneration that you receive on this Board **appropriately compensates you for your role, effort and time required to perform your duties.**

Rating

Kindly provide your views on the rating provided for the Board to consider:-

Additional Comments

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

BOARD COMMITTEES

Q18. Board Committees Evaluation (To be completed by all Board members)

- (a) In your opinion, how **effective** have the following Board Committees been in assisting the Board to perform its roles and responsibilities?

- Audit Committee of the Board (ACB)
- Board Risk and Compliance Oversight Committee (BRCOC)
- Corporate Governance Committee (CGC)
- Related Party Transactions Committee (RPTC)

Rating

- (b) **Board Committee Self Evaluation (To be completed by Directors sitting on the respective Board Committees)**

In your opinion, how effective has the Committee been in demonstrating the following?

- i. **Authority, resources and access to information** is evident and satisfactory.
- ii. This Committee **meets regularly to discuss and to follow through on key issues**.
- iii. The Committee **effectively engages issues and discharges its responsibilities** based on its Terms of References
- iv. The **current Board Committee composition** enables the Committee to carry out its duties effectively
- v. The Committee provides **timely and adequate insights and documentation to the Board**
- vi. The Committee Chair **leads the Committee effectively** to ensure robust decision making

Rating			
ACB	BRCOC	CGC	RPTC

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

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Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board Committee to consider:-

Additional Comments (if any)
<u>Audit Committee of the Board</u>
<u>Board Risk and Compliance Oversight Committee</u>
<u>Corporate Governance Committee</u>
<u>Related Party Transactions Committee</u>

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

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BOARD CONDUCT

Q19. In your opinion, have the following attributes been demonstrated sufficiently in Board meetings?

- (a) The Boardroom environment encourages **active debate, questioning and participation** prior to decisions being made.

Key considerations:

- Board members consistently provide constructive feedback, focusing on root causes of issues and potential actions required to rectify the issues discussed
- A clear division of responsibilities to ensure a balance of power and authority is evident
- Independence and objectivity in the decision making process is maintained in the interest of the ELGAP's shareholders

- (b) **Board members speak collectively and cohesively** together once decisions are made (particularly when announcing decisions).

- (c) There are **avenues to discuss sensitive matters privately** amongst **Independent Directors** should the need arise.

Rating

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

BOARD INTERACTION AND COMMUNICATION

Q20. The following are several attributes pertaining to positive Board interaction and communication with Management and stakeholders. In your opinion, how well has the Board performed in these areas?

		Rating
(a)	<p>The Board promotes an effective working relationship with Management.</p> <p>Key considerations:</p> <ul style="list-style-type: none"> The Board provides clear guidance and direction to Management on strategic matters, leveraging on their knowledge, skills and experience The Board challenges Management's plans, assumptions, approach and outcomes in a constructive, productive and effective manner The Board encourages and supports Management's execution of Board decisions by providing adequate authority, resources and targets 	
(b)	<p>The Board and Chair have an effective working relationship with the Chief Executive Officer ("CEO").</p> <p>Key considerations:</p> <ul style="list-style-type: none"> The roles of the Chair and CEO are separate and distinct, i.e. no overlap of roles is evident 	

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

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BOARD CHAIR

Q21. In your opinion, how effectively have the following attributes been demonstrated by the Board Chair?

- (a) The Chair **effectively leads the Board** in decision-making process by facilitating a consultative environment and encouraging contribution from all Directors.
- (b) The Chair **acts as a liaison between the Board and Management** and establishes an effective working relationship with the CEO and Senior Management, providing support and advice while respecting executive responsibility.
- (c) The Chair proactively **sets the tone from the top** in shaping the Board culture and upholding the corporate values of ELGAP.

Rating

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)	

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

BOARD ADMINISTRATION AND PROCESS

Q22. In your opinion, how effective have the following Board administration tools been?

		Rating
(a)	Board Charter, Board/ Board Committee Terms of References and other governance documents - provide clarity of the Board's roles vis-à-vis Management.	
(b)	Board meeting planning Key considerations: <ul style="list-style-type: none"> • Annual Board agenda - focused on key matters, including Board's principal responsibilities • Meeting agendas - sufficient notice given, time and items appropriately arranged to allow sufficient time to discuss the most complex and critical issues • Meeting frequency - appropriate frequency and length 	
(c)	Board meeting documents Key considerations: <ul style="list-style-type: none"> • Board papers - well-structured with emphasis on pertinent information and clear management recommendation for decisions required, contain sufficient detail to facilitate informed decision making and distributed in advance for adequate preparation • Board minutes - well structured, concise, captures key discussions and timely 	
(d)	Support from Company Secretary - effective, adequate and timely.	

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

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DIRECTORS LEARNING AND DEVELOPMENT PROGRAMME

Q23. The following statements are in relation to Directors' learning and development programme:-

- (a) The Directors' learning and development programme (including internal and external training) has been effective in assisting you in the performance of your duties as a Director.

Rating

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments

- (b) Please indicate the type of training that you would like to attend in the forthcoming year.

Specific Areas/ Topics

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

Thank You

Thank you for your time and valuable input to the FY2022 Board Effectiveness Evaluation exercise.

The next steps of this exercise will involve the following:-

- Collation and analysis of results from all Directors
- Preparation of the Board Effectiveness Evaluation report
- Customisation of individual Director's copy of the report upon request

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0



Board Effectiveness Evaluation Year of Assessment 2022

Questionnaire - Part B

Directors' Self and Peer Evaluation

Name of Director : _____

Company : _____

Introduction

The principles and requirements set out in Bank Negara Malaysia ("BNM") Corporate Governance Policy Document, Securities Commission Malaysia ("SC") Malaysian Code of Corporate Governance, Insurance Commission ("IC") Revised Code of Corporate Governance and the ELGAP Board Charter on Corporate Governance stress on the importance of the role of an effective Board in establishing high standards of corporate governance to ensure sustainable growth and long term resilience of an organization, whilst protecting the interests of all stakeholders.

A key step towards enhancing Board effectiveness is to evaluate the performance of the Board collectively, its Board Committees and individual Directors.

This evaluation exercise may assist the Board to further enhance its overall performance, moving forward, by focusing on the following:-

- Discharging the Board's principal roles and responsibilities effectively
- Improving Board infrastructure and supporting processes
- Examining Board dynamics and relationships
- Identifying key areas for improvement
- Continuing to build upon strengths

This questionnaire has been designed to take into consideration the principles and good governance practices as set out in the following guidance materials:-

- Bursa Malaysia Chapter 15 and Practice Note 9 of the Main Market Listing Requirements
- SC Malaysian Code on Corporate Governance (issued in April 2017 and revised in April 2021)
- BNM Corporate Governance Policy Document (issued in August 2016)
- Bursa Malaysia Corporate Governance Guide (3rd Edition) (revised in 2017)
- SC Guidelines on Conduct of Directors of Listed Corporations and their Subsidiaries (issued in July 2020 and revised in April 2021)
- Insurance Commission Circular Letter No. 2020-71 or the Revised Code of Corporate Governance for IC covered institutions
- ELGAP Board Charter on Corporate Governance

Instructions for Completing the Directors' Self and Peer Evaluation

- *Your answers will be kept completely confidential.*
- This evaluation pack has been customised for you as a Board and Board Committee member of Etiqa Life and General Assurance Philippines, Inc. ("ELGAP").
- Please use the scoring system or put a tick (✓) in the appropriate box provided to answer all the questions.
- The estimated duration for the completion of this evaluation pack is approximately 30 minutes.
- Should you have any enquiries regarding the evaluation pack, please contact the Company Secretaries:-
 - Atty. Raul M. Hebron (tel: 0928-503-1160, Email: rmhebron@etiqa.com.ph)
 - Atty. John Joseph S. Tamares (tel: 0919-061-8370, Email: jstamares@etiqa.com.ph)

ORGANIZATION OF THE QUESTIONNAIRE PACK

- The purpose of the ***Part B: Directors' Self and Peer Evaluation*** is to evaluate individual Board member's contribution to the Board and aspects on personal qualities and attributes.
- The names of the respective Directors and fellow Board members are indicated in the questionnaire for your ease of reference.
- The first column in each questionnaire is for self-evaluation. Please rate your own performance on the Board using the grading system provided.
- Subsequently, please evaluate the performance of your fellow Board members (Peer evaluation), as indicated in the subsequent columns, using the grading system provided. Only Peer ratings will be taken into account when deriving an average score, which will be compared against self-scores.
- Lastly, please provide any additional comments that you may have on your fellow Board members based on your interaction with him / her.
- The report setting out the results of Part B will not contain the names of any Board members, to maintain confidentiality. The respective Directors will receive their personal copy of their own Self and Peer evaluation results, which will contain the aggregated Peer ratings and anonymised verbatim comments.

Part B: Directors' Self and Peer Evaluation

The objective of **Part B** is to evaluate the effectiveness of performance, personality and quality aspects of Board Members. Candour, effort, integrity, knowledge and leadership are pre-requisite competencies that a Board member should possess in order to carry out his / her duties and responsibilities, competently. As such, please read each statement carefully and then provide your input for each individual Board Member on whether he / she exhibits these competencies in the course of your interactions, on a regular and consistent basis. It is important to limit your responses to how the individual behaved during Board activities and meetings; not how he / she behaves elsewhere.

Please complete the questionnaire using the grading system provided. Please provide your answer for each of the areas based on your experience during **FY2022** and provide written comments at the space provided at the end of the questionnaire, if necessary. Your answers will be kept completely confidential.

Legend

Ratings		Description
1	Below Expectations	Weak demonstration of attributes, area evaluated requires immediate address
2	Needs Improvement	Attributes inconsistently demonstrated and requires further improvements to be made more effective
3	Satisfactory	Appropriate demonstration of attributes, area evaluated meets requirements
4	Strong	Exemplary and market-leading demonstration of attributes
NA	Not Applicable	In the event the specific question is not applicable to you i.e not a Board Committee member
0	Too Soon To Comment	In the event the it is too pre-mature to provide your feedback to the specific question i.e. newly appointed to the Board / Board Committee

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Please identify from the following key skills, experience, and industry background that you bring to the Board and rate them either:-

H = High	I have strong experience, and am confident in guiding Management in this area
M = Moderate	I am able to contribute in this area, but am not an expert
L = Low	I have not had much exposure in this area, and am not confident in giving guidance to Management

<u>Skills</u>	Ratings	<u>Experience</u>	Ratings
Corporate governance		International posting	
Strategic planning and business strategy		Gov't/ agency/ regulatory bodies	
International business/ relations		Professional services/ bodies	
Commercial banking		Private enterprise	
Investment banking			
Securities and derivatives		<u>Industry</u>	
Islamic banking/ Shariah		Banking/ capital markets	
International banking		Insurance/ Takaful	
Marketing		Property	
Insurance and takaful		Public sector	
Accounting and finance		Telco/ IT	
Corporate finance		Electricity/ power generation	
Treasury		Manufacturing	
Taxation		Transportation	
Actuarial		Oil and gas	
Asset management		Construction	
Audit		Plantation	
Risk management			
Legal and compliance			
Information and communication technology			
Human resource management			
Transformation and Change management			
Entrepreneurship			
Technopreneurship			
Disruptive technology/ digital			
Cybersecurity			
Sustainability			

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The first column is for self-evaluation. Please rate your own performance on the Board, using the grading system provided. Subsequently, please evaluate the performance of your fellow Board members (Peer evaluation), as indicated in the subsequent columns, using the grading system provided.

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

Ratings												
	Self	Peer										
	D1	D2	D3	D4	D5	D6	D7	D8	D9	D10	D11	D12
CONTRIBUTION TO BOARD												
1. This Director always attends activities and meetings well prepared.												
2. This Director actively participates in Board discussions and adds value to the Board discussion making process.												
3. This Director possesses deep and broad experiences, good judgment and actively participates in Board discussions by sharing insights.												
4. This Director's knowledge and professional competence adds value to the Board as a whole.												
5. This Director is able to critically challenge and ask the right questions.												
6. This Director is confident to stand up for a point of view and unafraid to pursue an unpopular stand on issues.												
7. This Director consistently demonstrates independence of judgment and clarity of thought in problem solving.												
8. This Director takes the time and effort to request for additional information to understand and clarify matters further.												

Ratings												
	Self	Peer										
	D1	D2	D3	D4	D5	D6	D7	D8	D9	D10	D11	D12
9. This Director keeps abreast of industry developments, trends and areas that he/she has limited knowledge on, to enable him/her to contribute to Board discussions.												
DIRECTORS GENERAL DUTIES												
10. This Director demonstrates respect to confidentiality and high levels of professionalism and impeccable integrity in his/her conduct at all times.												
11. This Director demonstrates that he/she assumes his/her fiduciary role responsibly and in utmost good faith.												
12. This Director's attitude and personality does not stifle discussions.												
13. This Director is mindful and takes into consideration relevant rules and regulation affecting the organization's various operations.												
14. This Director maintains good relationships with other members of the Board, Management and key stakeholders.												
15. This Director proactively discloses real and apparent conflict of interest situations and abstains from voting when necessary.												

INDEPENDENT DIRECTORS ASSESSMENT

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

Ratings										
	Self		Peer							
	D1		D2	D3	D4	D5	D6	D7	D8	D9

Independence

1. This Director consistently demonstrates the values and principles associated with independence during Board discussions (i.e. impartiality, objectivity, and consideration of all stakeholders' interest).									
2. This Director is able to effectively delineate his/her role for providing oversight as an Independent Director whilst continuously enhancing his/her knowledge of the operations and issues of the Organization.									
3. The reward to this Director does not appear to impact discharge of his/her responsibilities as an Independent Director.									

Please provide any comments that you may have on your fellow Board members based on your interaction with him/ her. Your comments may include the following:-

- (i) Strengths and weaknesses of the Directors; and
- (ii) Suggestions on areas for improvement, moving forward.

	Comments		
D2			
D3			
D4			
D5			
D6			
D7			

	Comments		
D8			
D9			
D10			
D11			

Thank You

Thank you for your time and valuable input to the FY2022 Board Effectiveness Evaluation exercise.

The next steps of this exercise will involve the following:-

- Collation and analysis of results from all Directors
- Preparation of the Board Effectiveness Evaluation report
- Customisation of individual Director's copy of the report upon request

Note: The report setting out the results of Part B Directors' Self and Peer Evaluation will not contain the names of any Board members, to maintain confidentiality. The respective Directors will receive their personal copy of their own Self and Peer evaluation results and only the aggregated peer ratings and anonymised verbatim comments.



Board Effectiveness Evaluation Year of Assessment 2022

Questionnaire - Part C

360° Management Evaluation On Board Effectiveness

Name : _____

Company : Etiqua Life and General Assurance Philippines, Inc.

Introduction

The principles and requirements set out in Bank Negara Malaysia ("BNM") Corporate Governance Policy Document, Securities Commission Malaysia ("SC") Malaysian Code of Corporate Governance, Insurance Commission ("IC") Revised Code of Corporate Governance and the ELGAP Board Charter on Corporate Governance stress on the importance of the role of an effective Board in establishing high standards of corporate governance to ensure sustainable growth and long term resilience of an organization, whilst protecting the interests of all stakeholders.

A key step towards enhancing Board effectiveness is to evaluate the performance of the Board collectively, its Board Committees and individual Directors.

This evaluation exercise may assist the Board to further enhance its overall performance, moving forward, by focusing on the following:-

- Discharging the Board's principal roles and responsibilities effectively
- Improving Board infrastructure and supporting processes
- Examining Board dynamics and relationships
- Identifying key areas for improvement
- Continuing to build upon strengths

Instructions for Completing the 360° Management Evaluation on Board Effectiveness

- *Your answers will be kept completely confidential.*
- This evaluation pack has been customised for you as a Senior Management member of Etiqua.
- Please use the scoring system or put a tick (✓) in the appropriate box provided to answer all the questions.
- Please provide your answer for each of the questions based on your experience during FY2022.
- The estimated duration for the completion of this evaluation pack is approximately 30 minutes.
- Should you have any enquiries regarding the evaluation pack, please contact the Company Secretaries:-
 - Atty. Raul M. Hebron (tel: 0928-503-1160, Email: rmhebron@etiqua.com.ph)
 - Atty. John Joseph S. Tamares (tel: 0919-061-8370, Email: jstamares@etiqua.com.ph)

ORGANIZATION OF THE QUESTIONNAIRE PACK

The purpose of this questionnaire is to seek the Management's feedback on the effectiveness of the Board in discharging its roles and responsibilities. This evaluation comprises the following areas:

No.	Key Areas
1	Assessment of Board Effectiveness in leading the M25/ M25+ Plan
2	Board oversight
3	Board effectiveness in discharging roles and responsibilities
4	Mode of engagement
5	Effectiveness in Board communication with Management
6	Board composition
7	Effectiveness of Board Committees
8	Overall Board effectiveness

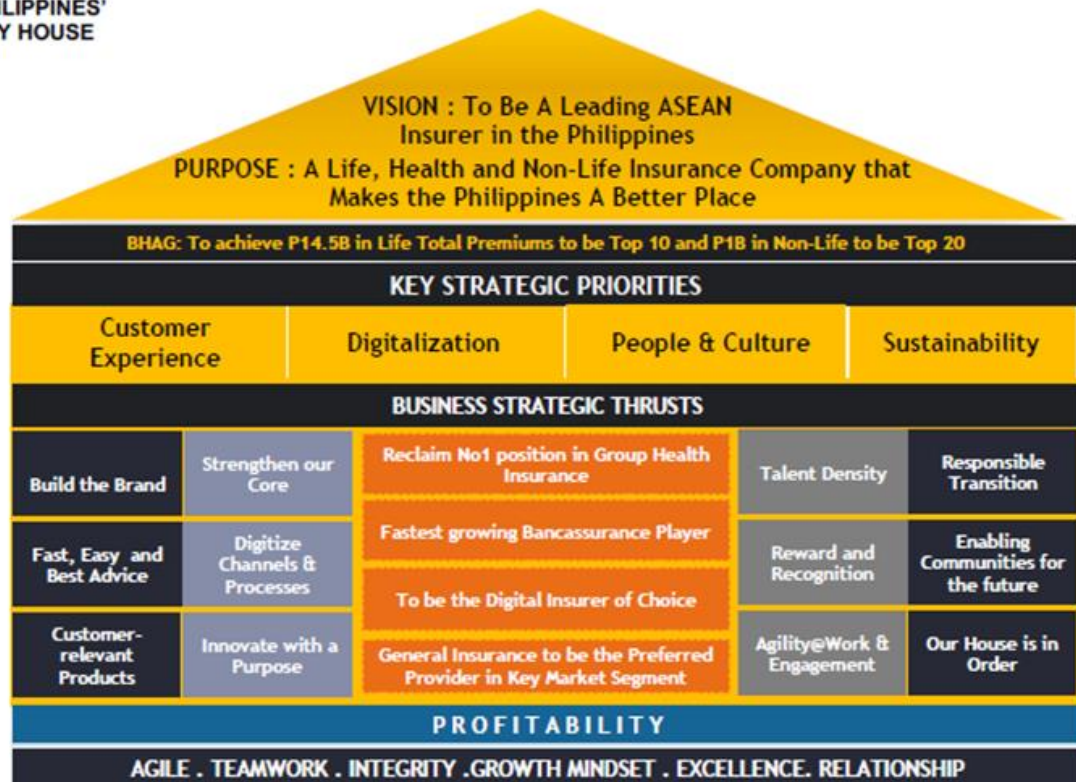
Legend

Rating		Description
1	Below Expectations	Weak demonstration of attributes, area evaluated requires immediate address
2	Needs Improvement	Attributes inconsistently demonstrated and requires further improvements to be made more effective
3	Satisfactory	Appropriate demonstration of attributes, area evaluated meets requirements
4	Strong	Exemplary and market-leading demonstration of attributes
NA	Not Applicable	In the event the specific question is not applicable/ relevant to you
0	Too Soon To Comment	In the event it is too premature to provide your feedback to the specific question

Assessment of Board Effectiveness in Leading M25 / M25+ Plan

M25 and M25+ Plan:

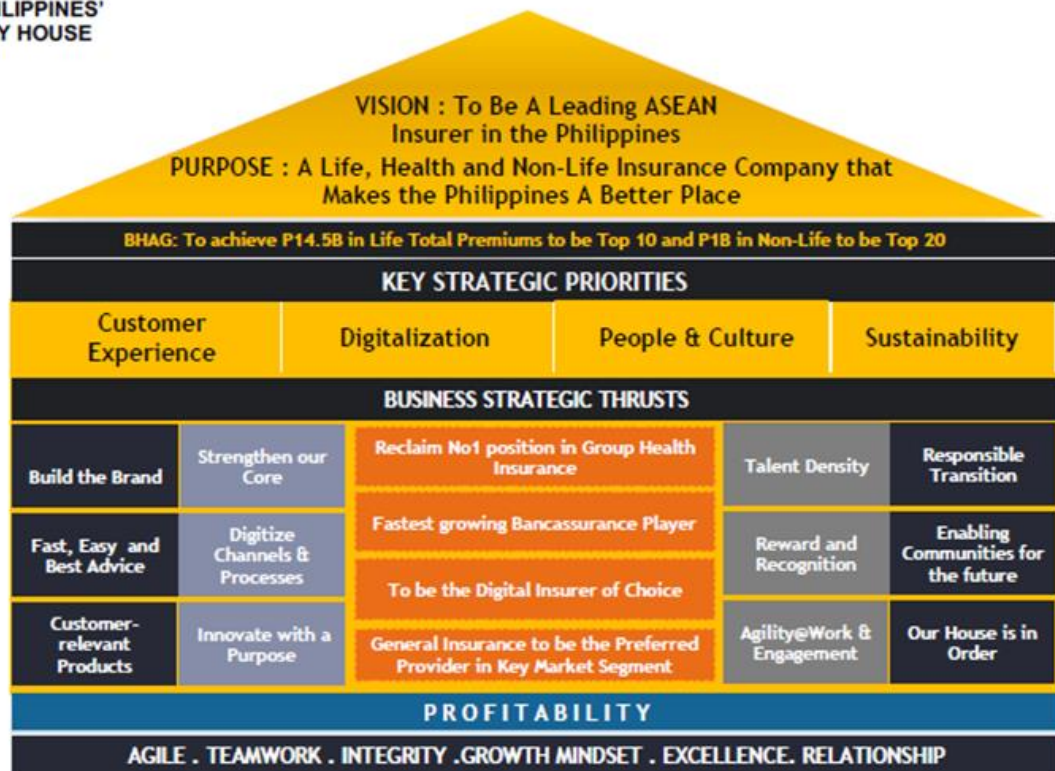
ETIQA PHILIPPINES'
STRATEGY HOUSE



Key Strategic Initiatives on M25 & Strategic Programmes for M25+ Plan

For the Senior Management's reference, the following are the key drivers for Strategic Initiatives on M25 of Etiqa:-

ETIQA PHILIPPINES' STRATEGY HOUSE



CURRENT YEAR ASSESSMENT - M25

- Q1.** In your opinion, how effective has the Board been in providing leadership and guidance to the Management in overseeing the execution of the M25 strategy in the past year?

Rating

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)

FORWARD LOOKING VIEWS - M25+

- Q2.** In your opinion, is the Board ready and well equipped with the necessary expertise and knowledge in supporting and providing leadership and guidance to the Management in executing the Strategic Programme 6 under the M25+ Plan, going forward?

YES	NO

If you have selected “No”, kindly provide your views and comments in the space provided below, for example:-

- Whether the Board as a whole needs to spend more time focusing on specific areas of concern and if so, to set out those areas of concern; or
- Whether the Board as a whole has sufficient knowledge of the M24+, and if you believe these are lacking, to set out the areas that the Board requires more information or needs to acquire more knowledge, etc.

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

BOARD OVERSIGHT

Q3. Do you think the Board has played its role as a check and balance to the Management?

YES	NO

Kindly provide your views on the response provided, including key strengths and areas for improvement for the Board to consider:

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

BOARD EFFECTIVENESS IN DISCHARGING ROLES AND RESPONSIBILITIES

Q4. In your opinion, how effective has the Board been in discharging each of the following responsibilities?

Areas	Rating
(i) Setting KPIs for Management	
(ii) Group/Entity's Business conduct	
(iii) Risk management	
(iv) Governance, compliance and internal control frameworks	
(v) Driving culture of compliance and ethics	
(vi) Crisis and business continuity management	
(vii) Integrity of Financial and non-financial reporting	
(viii) Communication with regulators	
(ix) Setting strategies, priorities and targets for sustainability and addressing material sustainability risks and opportunities	

Kindly provide your views on the ratings provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

STRICTLY PRIVATE AND CONFIDENTIAL**Q5. Environmental, Social & Governance (“ESG”)**

- (a) In your opinion, has the Board paid adequate attention in addressing ESG issues in the past year?

YES	NO

- (b) In your opinion, has the Board devoted sufficient time to the following **ESG issues** in the past year?

	YES	NO
Climate change, carbon emissions and use of natural resources		
Sustainability focused products and services		
Sustainable procurement / supply chain		
Employees’ wellbeing / People empowerment		
Diversity, Equity and Inclusion (DEI)		
Ethics and values		
Anti-bribery & corruption / Whistleblowing		

Kindly provide your views on the response provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

BOARD EFFECTIVENESS IN DISCHARGING ROLES AND RESPONSIBILITIES (Cont'd)

- Q6.** Please indicate the amount of time you would like the Board to devote to each of the following focus areas (i.e. Board's participation in deliberations), for effective discharge of its roles.

Areas	More	Sufficient	Less
Strategy and business development and target setting			
Performance management and execution of Strategy/ transformation by Management			
Succession planning and talent management			
Risk management			
Customer experience			
Stakeholder management			
Regulatory issues			
Industry issues			
IT risk and system development			
Corporate governance			
Compliance			
Internal control system			
Crisis management			

Kindly provide your views on the response provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

MODE OF ENGAGEMENT

The table below is only applicable to Questions 7 and 8.

Engagement Model

Mode of Engagement	PASSIVE / WATCHDOG BOARD	ENGAGED BOARD	OPERATING / PILOT BOARD
Characteristics	<ul style="list-style-type: none"> - Observing agent and leaves major decisions to the CEO to make - Act only if something is amiss - Alert to happenings in the organization 	<ul style="list-style-type: none"> - Level of Board activism depends on the mixture of three activities, i.e. <ul style="list-style-type: none"> a) Monitoring the organization and management's performance b) Offering advice and counsel to management, especially the CEO c) Making major decisions <p><i>Note:</i> The more decisions a Board makes or approves, the closer it is to the 'Pilot' model. Conversely, a Board that limits itself to monitoring the organization's performance, offers little advice, and is involved in few decisions is in more of a 'Watchdog' mode.</p>	<ul style="list-style-type: none"> - Heavily involved in decision making

Q7. In your opinion, what mode of engagement has the Board been applying in their oversight role?

Passive / Watchdog Board	
Engaged Board	
Operating / Pilot Board	
Others, please specify:	

Kindly provide your views on the response provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

STRICTLY PRIVATE AND CONFIDENTIAL

Q8. Do you agree with the current mode of engagement applied by the Board?

YES	NO

If you have selected “No”, kindly indicate which mode of engagement that, in your opinion, the Board should adopt.

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

EFFECTIVENESS IN BOARD COMMUNICATION WITH MANAGEMENT

- Q9.** Do you think the Board has effectively communicated to the Management on the Board's expectation?

YES	NO

Kindly provide your views on the response provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)

- Q10.** How effective has the Board been in promoting an effective working relationship with Management?

Rating

Kindly provide your views on the rating provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

BOARD COMPOSITION

Q11. Do you think the Board composition is appropriate to facilitate effective oversight of the Group in light of the evolving industry and regulatory landscape?

YES	NO

If you have selected “No”, kindly indicate what skills and experience could further add value to the current Board composition.

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

EFFECTIVENESS OF BOARD COMMITTEES

Q12. In your opinion, how effective have the following Board Committees been in providing guidance and support in your respective functions?

Please provide rating(s) for Board Committee(s) that is/are relevant to your role.

Board Committees	Rating
Audit Committee of the Board (ACB)	
Board Risk and Compliance Oversight Committee (BRCOC)	
Corporate Governance Committee (CGC)	
Related Party Transactions Committee (RPTC)	

Kindly provide your views on the rating(s) provided, including key strengths and areas for improvement for the Board to consider:-

Additional Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

OVERALL BOARD EFFECTIVENESS

Q13. From the Management’s perspective, are there additional things that the Board could do to enhance its effectiveness?

Comments (if any)

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0

Thank You

Thank you for your time and valuable input to the FY2022 Board Effectiveness Evaluation exercise.

Guidance notes on Rating:

Below Expectations	Needs Improvement	Satisfactory	Strong	Not Applicable	Too Soon To Comment
1	2	3	4	NA	0