



***Board Effectiveness Evaluation
Year of Assessment 2025***

Questionnaire - Part A

**Board & Board Committee
Effectiveness Evaluation**

Name of Director : _____

Company : Etiqua Life and General Assurance Philippines, Inc.

STRICTLY PRIVATE AND CONFIDENTIAL

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

STRICTLY PRIVATE AND CONFIDENTIAL

Instructions for Completing the Board Effectiveness Evaluation Pack

- The assessment period is for **FY2025**.
- *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. John Joseph S. Tamares (tel: 0919-061-8370, Email: jstamares@etiqa.com.ph)

Part A: Board and Board Committee Effectiveness

The objective of *Part A* is to evaluate the effectiveness and 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+ Plan.

Part A2: Assessment of Board Effectiveness for Financial Year (FY) 2025

- (i) Overall Board effectiveness
- (ii) Board responsibilities
- (iii) Board composition
- (iv) Board Remuneration
- (v) Board Committees
- (vi) Board Committees evaluation
- (vii) Board Committees self-evaluation
- (viii) Board conduct
- (ix) Board interaction and communication
- (x) Board Chair
- (xi) Board administration and process
- (xii) Directors Learning and Development Programme

Where applicable, please complete the questionnaire using the grading system below:-

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.

Please provide your answer for each of the areas based on your experience during **FY2025** 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.

[Questionnaires were redacted]

Thank You

Thank you for your time and valuable input to the FY2025 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



Board Effectiveness Evaluation Year of Assessment 2025

Questionnaire - Part B

Directors' Self and Peer 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.

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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. John Joseph S. Tamares (tel: 0919-061-8370, Email: jstamares@etiqa.com.ph)

Organisation of the Questionnaire Pack

- 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 Directors' 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 member, 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 and 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 on whether he / she exhibited 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 below:-

Ratings		Description
1	Below Expectations	Weak demonstration of attribute, 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, areas evaluated meets requirement.
4	Strong	Exemplary and market-leading demonstration of attributes.

Please provide your answer for each of the areas based on your experience during **FY2025** and provide written comments at the space provided at the end of the questionnaire, if necessary. Your answers will be kept confidential.

[Questionnaires were redacted]

Thank You

Thank you for your time and valuable input to the FY2025 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 2025

Questionnaire - Part C

360° Management Evaluation On Board Effectiveness

Name : _____

Company : Etiga 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

- The assessment period is for **FY2025**.
- *Your answers will be kept completely confidential.*
- This evaluation pack has been customised for you as a Senior Management member of Etiqa.
- 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 **FY2025**.
- 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. John Joseph S. Tamares (tel: 0919-061-8370, Email: jstamares@etiqa.com.ph)

360° Management Evaluation on Board Effectiveness

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:-

- (i) Assessment of Board Effectiveness in leading the M25+ Plan
- (ii) Board oversight
- (iii) Board effectiveness in discharging roles and responsibilities
- (iv) Mode of engagement
- (v) Effectiveness in Board communication with Management
- (vi) Board Composition
- (vii) Effectiveness of Board Committees
- (viii) Overall Board effectiveness

Where applicable, please complete the questionnaire using the grading system below:-

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.

Please provide your answer for each of the areas based on your experience during **FY2025** 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.

Guidance notes on ratings:

Below Expectations	Needs Improvement	Satisfactory	Strong
<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>

[Questionnaires were redacted]

Thank You

Thank you for your time and valuable input to the FY2025 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