

Annual Board Assessment Form (Member)

This Self-Assessment Questionnaire is composed of varying statements based on the roles, functions, and responsibilities of the Board and Board Members found under the Company's Manual on Corporate Governance. For each statement, you will be asked to choose from among the following responses:

1-	Disagree
2-	Neutral
3-	Agree

Please be forthright in your responses. This questionnaire aims to determine the Board's strengths and weaknesses.

PERFORMANCE OF INDIVIDUAL BOARD MEMBERS		1	2	3
I. Company Policies				
1	I take time to understand the Company and its subsidiaries, its goals and strategies, its businesses, its governance, and other key policies.			
2	I represent the Company positively and constructively in all external dealings, seeking to enhance the Company name and reputation.			
II. Attendance and Participation				
1	I regularly attend Board and/or Committee meetings.			
2	I contribute effectively to discussions during Board and Committee meetings.			
3	I willingly offer alternative viewpoints during discussions to reflect own personal experiences and opinions.			
4	I offer any viewpoints objectively, avoiding any comments of a personal nature about another member of the Board or his/her viewpoints.			
5	I listen to the viewpoints of other Board members with full respect and with care, in order to achieve optimal understanding.			
6	I fully support decisions made by the Board in the external arena, even if that decision did not completely reflect my own viewpoints.			
III. Performance				
1	I seek to find ways to continuously improve the efficiency and effectiveness of the Board or any committee that I am a member of, taking any relevant suggestions to the Board Chairman or Committee Chairman, as the case maybe, for his consideration.			
2	I am prepared to receive and act upon any feedback received through the Board or Committee Chairman on ways to improve performance as a Board Director or Committee member.			
3	I maintain complete external confidentiality on details of Board discussions, individual viewpoints and any matters of sensitivity, other than as the Board agrees is to be communicated in a specific manner.			
4	I always exercise independent judgment based on my assessments of			

	the situation or problem, even if my position is unpopular.			
5	I strive to keep myself informed of industry developments and business trends affecting the businesses of the Company.			

For the succeeding questions, please answer those which are applicable to you.

A. For Executive Directors only				
	I maintain a primary identity as a Board member, while dealing with Board matters, at the same time bringing to the Board the benefit of closer knowledge of operational considerations.			
B. For Independent Directors only				
	I bring fully to the Board the benefit of the particular experience or expertise that encouraged the invitation to become a Board member, at the same time not feeling constrained to contribute on matters that may be outside my personal experience and expertise.			
C. For Board Committee members only				
1	I am familiar of the mandate of the committee that I am a member of.			
2	I am familiar with specific areas of concern covered by the committee that I am a member of, and do not seek to divert into other areas not specifically envisioned by the committee mandate.			
3	I engage constructively with the Company CEO and any other senior leader of the Company, who may be consulted for the purpose of the Committee being better informed, or better positioned to offer the Board a more reliable recommendation.			
4	I maintain external confidentiality related to details of Committee discussion, including the individual views of members, other than as agreed for formal communication to the Board and/or Executive Management by the Committee as a whole.			
D. For Board Committee Chairmen only				
1	I oversee the conduct of the Board Committee in line with the Committee mandate including:			
2	I manage the agenda of Committee meetings by taking into consideration the relevant and appropriate issues concerning the Committee.			
3	I effectively chair Committee meetings, ensuring proper consideration of matters for discussion and recommendation to the full Board.			
4	I ensure that each member of the Committee has full opportunity to express views and contribute effectively to discussion.			
5	I draw the attention of a Committee member who, for one reason or another, is not contributing to discussion and recommendations as effectively as he/she could.			
6	I bring the attention of the Board Chairman to any situation where, for one reason or another, a Committee member is failing consistently to honor responsibilities as a Committee member.			
7	I ensure that appropriate record of Committee deliberations and conclusions are maintained.			
8	I lead and facilitate the Committee in reporting back to the Chairman of			

	the Board, or to the whole Board, considerations and recommendations on any matter, including both majority conclusions and recommendations, as well as minority conclusions and recommendations.			
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What do you think was your best contribution to the Board this year?

What are your suggestions to improve the performance of the Board?

Remarks