



PHILAM LIFE ANNUAL PERFORMANCE EVALUATION SURVEY (2019)

The Annual Performance Evaluation Survey is designed to determine the overall effectiveness of the Board of Directors, the Chairman of the Board, the Chief Executive Officer, and the various Board Committees of Philam Life. Please provide your answers to each question on the box provided. Rest assured that your answers and comments will be kept confidential.

Upon completion of the survey, kindly send the duly filled up survey to Carla Domingo at her email address carla-vj.domingo@aia.com **on or before 20 May 2020**. If you wish to use hard copy, please let us know and we will send the hard copies to your office.

Board Composition

1. How would you rate the current size of the Board as appropriate to enable it to perform the duties?

Excellent – Consistently Good – Adequate – Needs Improvement

If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?

2. How would you rate the Board's composition as representing a good balance of skills and experience?

Excellent – Consistently Good – Adequate – Needs Improvement

If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?

3. How would you rate the different capabilities, experience and skills of Board members as applied to the various issues that come before the Board?

Excellent – Consistently Good – Adequate – Needs Improvement

If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?

Board Expertise

4. How would you rate the knowledge and understanding of the Board on the vision, mission, objectives, and strategies of Philam Life?

Excellent – Consistently Good – Adequate – Needs Improvement

If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?

5. How would you rate the knowledge and understanding of the Board on its duties and responsibilities as required by law, and as provided in the Company By-Laws and Manual of Corporate Governance?

Excellent – Consistently Good – Adequate – Needs Improvement

If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?

6. How would you rate the sufficiency of knowledge and understanding on the part of the Board of the markets in which Philam operates?

Excellent – Consistently Good – Adequate – Needs Improvement

If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?

7. How would you rate the Board's consideration of shareholder value and long-term shareholder interests in its decision-making process?

Excellent – Consistently Good – Adequate – Needs Improvement

If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?

Board Dynamics

8. How would you rate the atmosphere created by the Board in respect of openness and trust, where members feel free to speak their minds and pursue issues to conclusions?

Excellent – Consistently Good – Adequate – Needs Improvement

If 'Needs Improvement', what would you change?

9. How would you rate the Board's ability to cope constructively with conflict and differing views?

Excellent – Consistently Good – Adequate – Needs Improvement

If 'Needs Improvement', what would you change?

10. How would you rate the working relationships between individual Board members?

Excellent – Consistently Good – Adequate – Needs Improvement

If 'Needs Improvement' please elaborate

11. How would you rate the relationships among the Board, the Chairman, the CEO and the Senior Management?

Excellent – Consistently Good – Adequate – Needs Improvement
If 'Needs Improvement' please elaborate

Time Management

12. How effective is time management at Board meetings?

Excellent – Consistently Good – Adequate – Needs Improvement
If 'Needs Improvement' please elaborate

13. How would you rate the Board's meeting agendas at addressing the issues you feel need to be presented and referred to the Board to enable it to carry out its responsibilities appropriately?

Excellent – Consistently Good – Adequate – Needs Improvement
If 'Needs Improvement', what would you change?

14. How would you rate the planning of the annual cycle of work of the Board?

Excellent – Consistently Good – Adequate – Needs Improvement
If 'Needs Improvement', what would you change?

Board Support

15. How would you rate the timeliness of the materials you receive in advance of Board meetings?

Excellent – Consistently Good – Adequate – Needs Improvement
If 'Needs Improvement' please elaborate

16. How would you rate the quality and format of the materials and management reports contained in the Board packs?

Excellent – Consistently Good – Adequate – Needs Improvement
If 'Needs Improvement' please elaborate

17. How would you rate your ability as a Board member to access senior management/officers outside of Board and Committee meetings?

Excellent – Consistently Good – Adequate – Needs Improvement
If 'Needs Improvement', what would you change?

Chairman of the Board

18. How would you rate the knowledge and understanding of the Chairman of the Board on his duties and responsibilities as required by law, and as provided in the Company By-Laws and Manual of Corporate Governance?

Excellent – Consistently Good – Adequate – Needs Improvement
If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?

19. How would you rate the knowledge and understanding of the Chairman of the Board on the vision, mission, objectives, strategic initiatives, and key issues of Philam Life?

Excellent – Consistently Good – Adequate – Needs Improvement

If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?

20. Does the Chairman effectively manage and facilitate Board meetings, and contribute effectively to Board discussions and deliberations, taking due account of his knowledge, skills, and expertise?

Always – Often – Sometimes – Seldom

What would you change?

21. How would you rate the Chairman's overall contribution to the Board's overall effectiveness?

Excellent – Consistently Good – Adequate – Needs Improvement

If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?

22. How would you rate the Chairman's interpersonal relationship with the other directors?

Excellent – Consistently Good – Adequate – Needs Improvement

If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?

Chief Executive Officer (CEO)

23. How would you rate the knowledge and understanding of the (CEO) on his duties and responsibilities as required by law, and as provided in the Company By-Laws and Manual of Corporate Governance?

Excellent – Consistently Good – Adequate – Needs Improvement

If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?

24. How would you rate the knowledge and understanding of the CEO on the vision, mission, objectives, strategic initiatives, and key issues of Philam Life?

Excellent – Consistently Good – Adequate – Needs Improvement

If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?

25. Does the CEO contribute effectively to Board discussions and deliberations, taking due account of his knowledge, skills, and expertise?

Always – Often – Sometimes – Seldom

What would you change?

26. How would you rate the CEO's interpersonal relationship with the Chairman and the other directors?

Excellent – Consistently Good – Adequate – Needs Improvement

If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?

27. How would you rate the CEO's overall performance in terms of managing the business affairs of the Company, as well as the interest of its shareholders, employees, customers and stakeholders?

Excellent – Consistently Good – Adequate – Needs Improvement

If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?

Non-Executive and Independent Directors

28. How would you rate the knowledge and understanding of each non-executive and/or independent director on his duties and responsibilities as required by law, and as provided in the Company By-Laws and Manual of Corporate Governance?

- a. Francis G. Estrada**
- b. Antonino T. Aquino**
- c. Joaquin E. Quintos IV**
- d. Doris Magsaysay Ho**
- e. Paul Lloyd**

Excellent – Consistently Good – Adequate – Needs Improvement

If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?

29. Does each Director contribute effectively to Board discussions, taking due account of their respective areas of skills and expertise?

Always – Often – Sometimes – Seldom

What would you change?

30. From a full Board perspective, how would you rate the overall performance of the following non-executive/independent directors?

- a. Francis G. Estrada**
- b. Antonino T. Aquino**
- c. Joaquin E. Quintos IV**
- d. Doris Magsaysay Ho**
- e. Paul Lloyd**

Excellent – Consistently Good – Adequate – Needs Improvement

If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?

Board Committees

31. How would you rate the current structure of Board Committees?

Excellent – Consistently Good – Adequate – Needs Improvement

If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?

32. From a full Board perspective, how would you rate the overall performance of the Board Committees?

Excellent – Consistently Good – Adequate – Needs Improvement

If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?

33. How would you rate the effectiveness of the Board Committees of which you are a member, and the quality of the information received by Committee members?

a. Audit Committee

Excellent – Consistently Good – Adequate – Needs Improvement

If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?

b. Remuneration/Compensation Committee

Excellent – Consistently Good – Adequate – Needs Improvement

If 'Needs Improvement', what action plan/s or idea/s would you suggest to improve the rating?

c. Nomination and Governance Committee

Excellent – Consistently Good – Adequate – Needs Improvement

If 'Needs Improvement' please elaborate

d. Board Risk Committee

Excellent – Consistently Good – Adequate – Needs Improvement

If 'Needs Improvement' please elaborate

Strategic and Planning

- 34. How effective has the Board been in evaluating the Group's strategic objectives and plans, monitoring implementation and addressing any critical issues that arise?**

Excellent – Consistently Good – Adequate – Needs Improvement
If 'Needs Improvement' please elaborate

Personal Development

- 35. How would you rate the adequacy of training and development opportunities provided to you by the company?**

Excellent – Consistently Good – Adequate – Needs Improvement
If 'Needs Improvement' please elaborate

- 36. Please identify areas in which you feel that you would benefit from further training and development opportunities?**

Priorities for Change

- 37. Do you see any major opportunities to improve Board performance in 2018 that have not been covered by your answers to the previous survey questions?**

