For FYE2019, the evaluation was carried out internally in April 2019 through a questionnaire prepared for the Board, Board Committees and individual Directors. The results of these evaluations have been reviewed by the NRC in May 2019 and the outcomes and recommended actions were thereafter tabled and discussed by the Board and improvement actions were agreed based on such discussion. The overall conclusion was that the Board worked well and continued to function in an open and collaborative way with a high level of trust and respect.

Key areas covered in the questionnaire are:

# **SECTION 1**

#### **BOARD PERFORMANCE ASSESSMENT**

- Structure and Governance Processes
- Risk Management
- Relationship with the Group MD
- Chairman and Company Secretaries/Chief Financial Officer
- Sustainability and Corporate Responsibility

# **SECTION 2**

#### **COMMITTEE EVALUATION**

- · Audit Committee
- Nomination and Remuneration Committee
- Group Sustainability Committee

# **SECTION 3**

## **ISSUES AND PRIORITIES**

- · Priority of the Board in the next year
- The Company or Management can do to make the Board more effective
- The Board's most significant strength/ weaknesses

# **SECTION 4**

## PERSONAL PERFORMANCE ASSESSMENT

- Governing attributes
- Personal attributes

# **EVALUATION PROCESS**

#### Stage 1

Completion of questionnaires on the effectiveness of the Board, Committees and individual Director



#### Stage 2

Collation of results and preparation of a detailed report on the findings and actions



### Stage 3

Board evaluation report discussed in the NRC and the Board meetings



#### Stage 4

Key areas identified and action plan prepared and approved by the Board