

**JG SUMMIT HOLDINGS, INC.  
BOARD EVALUATION**

Period Covered: 2021

Name of Director:

*Instructions: Carefully review each item. Using a scale of 1 to 5, 5 being the highest; rate each item as it pertains to the Collective Board.*

**I. COLLECTIVE BOARD RATING**

<b>A. BOARD COMPOSITION</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. The Board has the right size and composition (i.e., gender, ethnicity, culture).					
2. The Board has the appropriate skills, knowledge, background and business experience to enable them to effectively participate in Board deliberations, perform competently and professionally, address the current issues and add value to the Company.					
3. The Board has an optimum mix of directors wherein majority are non-executive directors who possess the necessary qualifications to effectively participate and help secure objective, independent judgment on corporate affairs and substantiate proper checks and balances.					
4. The Board promotes and participates in continuous training and development programs to deepen their understanding of the industries where the Company operates and so it is continuously informed of the developments in the business and regulatory environments, including emerging risks, issues and challenges.					
5. The Board has a clear distinction on the role between Chairman and President.					
6. The Board takes into consideration the duration of service of each board member to ensure the refreshment of skills and perspectives, as well as independence of the members and the need for progressive change on the Board.					
7. The Board has a well-established succession planning process that ensures smooth transition of new leaders as quickly as possible.					

*How can the Company improve its Board composition and structure?*

*Kindly provide comments on why you've rated the above as such. Other comments are also welcome.*

<b>B. BOARD EFFICIENCY AND PERFORMANCE</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. The Board strengthens the tone from the top by demonstrating the required ethical values.					
2. The Board promotes good corporate governance principles, policies and mechanisms.					
3. The Board ensures that the Company has a sound and effective internal control system.					
4. The Board ensures that the Company has an adequate and effective enterprise risk management (ERM) framework in the conduct of its businesses, which includes climate related risk.					
5. The Board ensures that the Company provides comprehensive, accurate, reliable and timely reports to shareholders and the Company's various stakeholders in order to provide a fair and complete picture of the Company's financial condition, results, and business operations.					
6. The Board ensures that related party transactions (RPT) of the Company are conducted in a manner that complies with the RPT Policy which ensures fairness and transparency.					
7. The Company's business performance is taken into consideration when determining the compensation of directors and officers.					
8. The Board has oversight over Management's activities:					
a. The Board is comfortable with Management's plans; and confident in Management's abilities.					
b. Management has in place an effective process to identify risks & assess impact.					
c. Management informs the Board of all key risks; the Board is confident that the Management addresses them appropriately.					
d. The Board sufficiently challenges and supports Management.					
e. The Board is effective in monitoring Management's implementation of strategy.					
f. The Board devotes time and effort to meet with key company executives.					
g. There is an open-line of communication and constructive interaction between the Board and Management.					
h. The Board continually monitors Management's performance against clear and measurable objectives and provides constructive feedback.					

*How can the Company improve its Board efficiency and performance?*

*Kindly provide comments on why you've rated the above as such. Other comments are also welcome.*

<b>C. BOARD MEETINGS AND PARTICIPATION</b>						<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. Board meetings are held frequently enough to address matters that require Board attention.										
2. Board members are provided meeting agendas and supporting materials with sufficient time for advance review.										
3. Board members are provided easy and timely access to information or inputs.										
4. The atmosphere in Board meetings encourage open dialogue.										
5. Board members make efficient use of the time allocated for each meeting.										
6. The Board receives reports/information on industry trends, emerging issues and the business environment to address the demands of stakeholder (ex. ESG, digitalization, corporate purpose, human capital and culture).										
What specific topics should be prioritized in Board Meetings in the coming years?										
Kindly provide comments on why you've rated the above as such. Other comments are also welcome.										
<b>II. BOARD COMMITTEES</b>										
<i>Instructions: Using a scale of 1 to 5, 5 being the highest; rate each item as it pertains to the Board Committees.</i>										
<b>Did the following Committees effectively perform their responsibilities during the covered period?</b>						<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
○ Audit, RPT and Risk Oversight Committee (as individual Committee in January to November 2021)										
○ Corporate Governance and Sustainability Committee										
<b>Board Committee Structure</b>										
1. Board Committees are the right size and composition relative to their specific board functions.										
2. Board Committees adopted are appropriate considering the size and needs of the Company.										
3. Board Committee membership is appropriate to each directors' relevant expertise and strength/s.										
4. Board Committees regularly provide reports to the Board on matters that may require Board action.										
5. The frequency of Board Committee meetings is enough for the Committees to perform their respective functions.										
Kindly provide comments on why you've rated the above as such. Other comments are also welcome.										
<b>III. INDIVIDUAL DIRECTOR'S SELF-RATING</b>										
<i>Instructions: Carefully review each item. Using a scale of 1 to 5, 5 being the highest; rate your individual performance as a board member.</i>										
						<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. <b>INDEPENDENCE.</b> Were you able to exercise independent judgment, and in effect, view each problem/situation objectively?										
2. <b>PARTICIPATION.</b> Were you able to actively participate in Board/Board Committee discussions, and advise, counsel and contribute to the Company's plans and strategies?										
3. <b>EXPERTISE.</b> Were you able to draw from knowledge and experience to advise on strategy, business plans and key issues?										
4. <b>CHARACTER.</b> Were you able to conduct yourself in a manner characterized by transparency, accountability, integrity, and fairness, being fully aware that the office of a director is one of trust and confidence?										
5. <b>FIDUCIARY DUTY.</b> Were you able to consider the long-term success of the Company, its sustained competitiveness and profitability, its best interests and those of its shareholders and various stakeholders?										
6. <b>INNOVATION.</b> Do you seek to find ways to continuously improve the efficiency and effectiveness of the Board or any Committee that you are a member of?										
How can the Company assist you in the performance of your duties and responsibilities as a member of the Board?										
Kindly provide comments on why you've rated the above as such. Other comments are also welcome.										

#### IV. OFFICERS' RATING

**Instructions:** Carefully review each item. Using a scale of 1 to 5, 5 being the highest; rate the performance of the respective officers.

CHAIRMAN – MR. JAMES L. GO	1	2	3	4	5
1. <b>LEADERSHIP.</b> Does the Chairman adequately lead the Board of Directors towards the attainment of its goals and strategic objectives?					
2. <b>INTEGRITY.</b> Does the Chairman exemplify honor in all his undertakings, make sound judgements, and uphold the principle of doing the right thing because it is the right thing to do, even when no one else is watching?					
3. <b>DILIGENCE.</b> Does the Chairman devote sufficient and productive time and effort to the management of the Company's Board related functions?					
4. <b>CORPORATE GOVERNANCE.</b> Does the Chairman act in the best interest of the Company, its shareholders and other stakeholders, in a manner characterized by transparency, accountability and fairness?					
5. <b>ENTREPRENEURIAL MINDSET.</b> Does the Chairman strive for growth and demonstrate a resilient, passionate and agile mindset in guiding the Board of Directors towards the achievement of the Company's goals and objectives?					
6. <b>STEWARDSHIP.</b> Does the Chairman lead the Board to develop long-term objectives and effective business strategies; anticipate current and emerging trends; and make sure that the President/CEO manages the Company's resources well?					

*Kindly provide comments on why you've rated the above as such. Other comments are also welcome.*

PRESIDENT AND CHIEF EXECUTIVE OFFICER – MR. LANCE Y. GOKONGWEI	1	2	3	4	5
1. <b>LEADERSHIP.</b> Is the President/CEO leading the Company towards the attainment of its vision and mission and strategic objectives?					
2. <b>INTEGRITY.</b> Does the President/CEO exemplify honor in all his undertakings, make sound judgements, and uphold the principle of doing the right thing because it is the right thing to do, even when no one else is watching?					
3. <b>DILIGENCE.</b> Does the President/CEO devote sufficient and productive time and effort to the management of the day-to-day affairs of the Company?					
4. <b>CORPORATE GOVERNANCE.</b> Does the President/CEO act in the best interest of the Company, its shareholders and other stakeholders, in a manner characterized by transparency, accountability and fairness?					
5. <b>ENTREPRENEURIAL MINDSET.</b> Does the President/CEO strive for growth and demonstrate a resilient, passionate and agile mindset in guiding the Company towards the achievement of its goals and objectives?					
6. <b>STEWARDSHIP.</b> Does the President/CEO develop long-term objectives and effective business strategies; anticipate current and emerging trends; and make sure that the Company's resources are managed well?					

*Kindly provide comments on why you've rated the above as such. Other comments are also welcome.*

Did the following officers effectively perform their roles during the covered period?	1	2	3	4	5
<b>1. Corporate Secretary – Atty. Ma. Celia F. Estavillo</b>					
a. The Corporate Secretary effectively assists the Board and the Board Committees in the conduct of their meetings, including the preparation of the annual board calendar, and setting agendas for those meetings.					
b. The Corporate Secretary is well versed on relevant laws, regulations, all governance issuances, relevant industry developments and operations of the corporation, and advises the Board and the Chairman on all relevant issues as they arise.					
c. The Corporate Secretary advises on the establishment of board committees and their terms of reference.					
d. The Corporate Secretary informs members of the Board, in accordance with the By-laws, of the agenda of their meetings at least five working days in advance, and ensures that the members have before them accurate information that will enable them to arrive at intelligent decisions on matters that require their approval.					
<b>2. Chief Audit Executive – Ms. Rya Aissa S. Agustin</b>					
a. The Chief Audit Executive effectively reviews the Company's Audit Charter and, if necessary, presents improvements to the Board Audit Committee for discussion and approval.					
b. The Chief Audit Executive determines and conducts audits that are in the regular course of business and those that are unusual or subject to a conflict of interest.					
c. The Chief Audit Executive ensures monitoring and evaluating the adequacy and effectiveness of the Company's internal control system to increase efficiency and mitigate potential risks, and thereafter recommends to the Board Audit Committee for approval.					

3. Chief Compliance Officer – Ms. Michele F. Abellanosa	1	2	3	4	5
a. The Chief Compliance Officer monitors, reviews, and evaluates the compliance and accuracy of all documentary submissions of the Company, its Directors and Corporate Officers with the relevant laws, provisions and requirements of the Manual on Corporate Governance, the rules and regulations of the Securities and Exchange Commission (SEC) and other regulatory agencies.					
b. The Chief Compliance Officer identifies possible areas of compliance issues and work towards the resolution and improvements.					
4. Chief Finance and Risk Officer – Mr. Brian M. Go					
a. The Chief Finance and Risk Officer spearheads the development and implementation of the Company’s Enterprise Risk Management (ERM).					
b. The Chief Finance and Risk Officer annually reviews the ERM Charter, policies and procedures, and presents to the Board Risk Oversight Committee for its approval.					
c. The Chief Finance and Risk Officer identifies the Company’s top risks and implements risk management strategies and action plans to the Audit, RPT and Board Risk Oversight Committee (AURROC).					
d. The Chief Finance and Risk Officer reviews the effectiveness of risk measures and ensures the necessary improvement of the risk measures and strategies.					
<i>How can the Chief Audit Executive, Chief Compliance Officer; and Chief Finance and Risk Officer improve on their individual performances?</i>					
<i>What assistance or resources are needed to address his/her developmental needs?</i>					
<i>Kindly provide comments on why you’ve rated the above as such. Other comments are also welcome.</i>					
V. OVERALL COMMENTS AND SUGGESTIONS					
<i>Kindly identify any areas for improvement, such as training/continuing education programs or any other forms of assistance that you may need in the performance of your duties. Other comments are also welcome.</i>					