

EAGLE CEMENT CORPORATION
2021 Board of Directors Self-Assessment Form

NAME:	DESIGNATION:
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Instructions: Carefully read each item and check the answer that best reflects your opinion on the matter.

I. COLLECTIVE BOARD RATING

BOARD COMPOSITION AND STRUCTURE As a collective body, is the Board of Directors, sufficiently:	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1. Balanced/ Diverse					
2. Knowledgeable / Competent					
3. Qualified / Experienced					

Kindly provide your comments on Board Composition and Structure:

BOARD EFFICIENCY AND IMPORTANCE Rate the Board's:	1 Very Unsatisfied	2 Unsatisfied	3 Neutral	4 Satisfied	5 Very Satisfied
1. Overall Performance					
2. Decision-making					
3. Discussion on Goals and Objectives					
4. Discussions on Business Strategies and Plans					
5. Discussions on Risks					
6. Promotion of Good Governance Principles and Programs					
7. Promotion of Continuing Education and/or Training					

Kindly provide your comments on Board Efficiency and Importance.

BOARD MEETINGS AND PARTICIPATION	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
Meetings are frequent and long enough to accomplish the Board's work.					
Directors are given the chance to fully and positively participate in meetings.					

Directors are provided quality board materials, and sufficient time ahead of meetings to study them.					
Board members are provided accurate and timely information and/or inputs.					
<i>Kindly provide your comments on Board Meetings and Participation</i>					
II. BOARD COMMITTEES' RATING					
Instructions: Rate the performance of the respective Board Committees. You do not need to be a member of the committee to rate its performance.					
	1 Very Unsatisfied	2 Unsatisfied	3 Neutral	4 Satisfied	5 Very Satisfied
Audit Committee					
Related Party Transaction Committee					
Corporate Governance Committee					
Board Risk Oversight Committee					
III. INDIVIDUAL DIRECTOR'S SELF-RATING					
Instructions: Carefully read each item and check the answer that best describes your individual performance as a director.					
	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
INDEPENDENCE. Were you able to exercise independent judgement, and in effect, view each problem/situation objectively?					
PARTICIPATION. Were you able to actively advise, counsel, and contribute to the Company's plans and strategies?					
EXPERTISE. Were you able to draw from knowledge and experience to advise on strategies, business plans, and key issues?					
<i>Kindly provide your comments on Individual Director performance.</i>					
IV. KEY OFFICER'S RATING					
Instructions: Carefully read each item and check the answer that best describes your individual performance as					
Chairman of the Board:	YES	NO			
Mr. Ramon S. Ang					

LEADERSHIP. Does the Chairman of the Board adequately lead the Board of Directors towards the attainment of its goals and strategic objectives?					
INTEGRITY. Does the Chairman of the Board conduct himself with utmost honesty and integrity in the discharge of his duties?					
DILIGENCE. Does the Chairman of the Board devote sufficient and productive time and effort to the Company's Board related functions?					
CORPORATE GOVERNANCE. Does the Chairman of the Board act in the best interest of the Company, its shareholders and other stakeholders?					
<i>Kindly provide comments on the Chairman of the Board</i>					
President/CEO: Mr. John Paul L. Ang	YES	NO			
LEADERSHIP. Does the President/CEO lead the Company towards the attainment of its goals and strategic objectives?					
INTEGRITY. Does the President/CEO conduct himself with utmost honesty and integrity in the discharge of his duties?					
DILIGENCE. Does the President/CEO devote sufficient and productive time and effort to the management of the Company's day-to-day affairs?					
CORPORATE GOVERNANCE. 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?					
<i>Kindly provide comments on the President/CEO.</i>					
Instructions: Rate the overall performance of the respective key officers for the prior year.					
	1 Very Unsatisfied	2 Unsatisfied	3 Neutral	4 Satisfied	5 Very Satisfied
Board Risk Oversight Officer: Ms. Monica L. Ang-Mercado					
Chief Audit executive: Ms. Mercedes V. Jorquia					
Compliance Officer: Atty. Fabiola B. Villa					
<i>Kindly provide comments on the above officers.</i>					