

2021 BOARD APPRAISAL/PERFORMANCE REPORT (SUPPLEMENTAL)

In line with corporate governance best practices and in accordance with the key mandate of the Board of Directors, Asia-Pacific Medical Center Bacolod, Inc. (formerly known as Allied Care Experts Medical Center – Bacolod Inc.) formulated a Self-Assessment Questionnaire that is composed of varying statements based on the roles, functions and responsibilities of the Board members found under the Company’s Manual on Corporate Governance.

The 2021 Board of Directors were asked to evaluate how well the Board has performed for each criterion which includes structure, efficiency and effectiveness, participation and engagement of each member of the Board, contribution of each member director to their respective Committees, and performance of Management. The criteria also reflect the specific duties, responsibilities and accountabilities of each party assessed as provided in the Company By-Laws, Manuals, Charters and governing policies.

The Board of Directors indicated their rating using the scale of 1 to 5, (1-Poor, 2-Below Average, 3- Average, 4- Above Average, 5- Excellent). Below is the result of the Self-Assessment conducted by the 2021 Board of Directors based on the aforementioned criteria.

Good Corporate Governance Practices and Principles	RATING
Company Policies	
1. I take time to understand APMC Bacolod, Inc., its goals and strategies, its businesses, its governance and other key policies, purpose statement, and its brand.	4.40
2. I understand and adhere to the mission, vision, and values of the Company.	4.80
3. I conduct myself 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.	4.87
4. In the performance of my duties and responsibilities as a director, I consider the long-term success of the Company, its sustained competitiveness and profitability, its best interest and that of its shareholders and stakeholders.	4.67
5. Guided by the principles of its Code of Ethics and Business Conduct, I represent the APMC Bacolod, Inc. positively and constructively in all external dealings, seeking to enhance the name and reputation of APMC Bacolod, Inc.	4.87
Attendance and Participation	



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6. I regularly attend and actively participate in all meetings of the Board, Committees, and shareholders, except when prevented by justifiable cause.	4.40
7. I review meeting materials and if called for, ask the necessary questions or seek clarifications and explanations in Board and Committee meetings.	4.47
8. I willingly offer alternative viewpoints during discussions to reflect my own personal experiences and opinions.	4.53
9. I fully support decisions made by the Board in the external arena, even if that decision did not completely reflect my own viewpoints.	4.73
Performance	
10. 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.	4.60
11. I always exercise independent judgment.	4.73
12. I keep myself informed of best corporate governance practices, industry developments, and business trends affecting the businesses of the Company.	4.33
13. My board memberships in other companies, if any, do not interfere with my commitment to effectively carry out my duties and responsibilities as a director of the Company.	4.67
A. For Executive Directors only	
14. I maintain a primary identity as a Board member when dealing with Board matters, at the same time bringing to the Board the benefit of closer knowledge of operational considerations.	4.67
B. For Independent and Non-Executive Directors only	
15. I bring fully to the Board the benefit of a particular experience or expertise, at the same time not feeling constrained to contribute on matters that may be outside my personal experience and expertise.	4.00
16. I bring fully to the Board an objective and independent position, not afraid to take an unpopular position corollary to what I think is beneficial to the Company.	4.00
17. I have access to accurate, timely, and relevant information necessary for me to contribute to the discussions during the meetings.	4.00
C. For Board Committee Chairman only	
18. I oversee the conduct of the Board Committee in line with the Committee mandate and working procedures.	4.00
19. I manage the agenda of Committee meetings by taking into consideration the relevant and appropriate issues concerning the Committee and its mandate.	4.14



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20. I effectively chair Committee meetings, ensuring proper consideration of matters for discussion and recommendation to the full Board.	4.14
21. I ensure that each member of the Committee has full opportunity to express views and contribute effectively to discussion.	4.50
22. I ensure that appropriate record of Committee deliberations and conclusions are maintained.	4.25
23. I lead and facilitate the Committee in reporting considerations and recommendations on any matter, including both majority conclusions and recommendations and minority conclusions and recommendations, to the Chairman of the Board, or to the Board as a body.	4.29
D. For Board Committee members only	
24. 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.	4.31
25. I believe that, relative to the size the businesses of the Company, the Board has an effective committee structure that complements the full Board in performing its functions.	4.31
26. I have access to timely, accurate, sufficient, and relevant information about the subject matter being discussed at the committee meetings I attend.	4.23
27. I constructively engage and consult with the Company CEO and other senior leaders for the purpose of the Committee being better informed, or better positioned to offer the Board more reliable recommendation.	4.23
28. I maintain external confidentiality of the details of Committee discussions, including the individual views of members, except as otherwise agreed for formal communication to the Board and/or Senior Management by the Committee as a whole.	4.69
29. The frequency of the committee meetings is sufficient, allowing its members to perform their responsibilities according to the functions of the Committee.	4.38

This is to certify that the ratings in this appraisal/performance report are true and correct results of the self-assessment made by the 2021 Board of Directors.

MA. IVY V. MALATA, MD

Corporate Secretary

30 June 2022