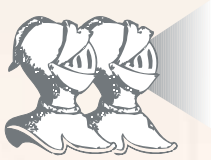


6. Do you yourself concur with the company strategy? 1 2 3 4 5 6 7
7. In your assessment, does the board as a whole believe the company has the right balance between short-term and long-term goals? 1 2 3 4 5 6 7
8. Do you yourself believe the company has the right balance between short-term and long-term goals? 1 2 3 4 5 6 7

Section 2. The Board as a whole

- | | Definitely not | | | | | | Definitely yes |
|--|-----------------------|-----------------------|-----------------------|----------------------------------|-----------------------|-----------------------|-----------------------|
| 9. Does the board as a whole seem to have a clear understanding of its roles and responsibilities? | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10. Does the board have a sufficient understanding of the company's philosophy and strategy? | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 11. Does the board confront the real issues? | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 12. Does the board have a full-year agenda? | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 13. Is the leadership of the board effective? | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 14. Do board meetings allow enough time for the exchange of ideas? | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 15. Is the information the board receives for board meetings... | | | | | | | |
| a. useful? | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b. adequate? | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| c. in an efficient format? | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| d. sufficiently related to the external environment? | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 16. Do board members come to board and committee meetings fully prepared? | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



17. Are presentations to the board...

a. focused on the right issues?

1 2 3 **4** 5 6 7

b. clear and succinct?

1 2 3 **4** 5 6 7

c. helpful?

1 2 3 **4** 5 6 7

Section 3. The Board's Group Dynamics

Definitely not Definitely yes

18. Is the board's dialogue of high quality?

1 2 3 **4** 5 6 7

19. Does the board have sufficient dialogue?

1 2 3 **4** 5 6 7

20. Is participation in the dialogue sufficiently broad?

1 2 3 **4** 5 6 7

21. Is the dialogue exciting and insight generating?

1 2 3 **4** 5 6 7

22. Is the dialogue focused?

1 2 3 **4** 5 6 7

**23. Does dialogue take place among directors
(not just between directors and the CEO)?**

1 2 3 **4** 5 6 7

24. Do board members take reasoned, independent positions?

1 2 3 **4** 5 6 7

**25. Do board members share their knowledge and experience
to help the CEO and the company?**

1 2 3 **4** 5 6 7

26. Are board discussions open and candid?

1 2 3 **4** 5 6 7

Thank you for filling in the Self Evaluation Test. As mentioned before, this test is a self reflection instrument to evaluate board performance and your role as a Board member within the Board of Directors. Analyse per item the scores you have given. Scores below "4" emphasize a weak performance of the Board or Board members for that specific item. Hopefully, this signal leads to undertake specific actions within the Board of Directors in order to improve its performance.