

## CFSI BOARD OF DIRECTORS: SELF-EVALUATION QUESTIONNAIRE RESULTS 2021

QUESTIONNAIRE	Average	OVERALL RATING	(add average score per category)
<b>STRUCTURE</b>		<b>Excellent</b>	<b>26+</b>
1. The Board has the right number of members.	4.71	Very Good	21 - 25
2. The Board members have the appropriate qualifications and experience.	4.57	Good	16 - 20
3. The role and responsibilities of each Board member are clear.	4.29	Satisfactory	11 - 15
4. The Board has the right number of meetings per year.	4.57	Poor	6 - 10
5. The Board meetings are well-organized and planned.	4.71		
6. The allotted time for Board meetings is sufficient to discuss topics/agenda.	4.57		
<b>TOTAL</b>	<b>27.43</b>		
<b>INFORMATION</b>		<b>Excellent</b>	<b>21+</b>
7. The Board receives pre-reading materials and meeting kit well in advance of the meetings.	4.29	Very Good	17 - 20
8. The Board receives relevant and timely information about the meeting agenda and logistics.	4.57	Good	13 - 16
9. The Minutes of the Meeting accurately reflect the activities, deliberations and decisions that occur at the meetings.	4.57	Satisfactory	9 - 12
10. The Board receives the appropriate and timely updates from management on issues raised by the Board.	4.43	Poor	5 - 8
11. The Board proposes and plans relevant trainings for the members of the Board.	3.71		
<b>TOTAL</b>	<b>21.57</b>		
<b>CORE RESPONSIBILITIES</b>		<b>Excellent</b>	<b>26+</b>
12. The Board periodically evaluates and monitor the implementation of policies, strategies, including the business plans, operating budget and Management's overall performance.	4.71	Very Good	21 - 25
13. The Board ensures that CFSI complies with all relevant laws, regulations and best business practices.	4.71	Good	16 - 20
14. The Board identifies CFSI's major and other stakeholders and formulates a clear policy on communicating or relating with them effectively.	4.14	Satisfactory	11 - 15
15. The Board establishes and maintains an alternative dispute resolution system in CFSI that can amicably settle conflicts, or differences between CFSI and its Stockholders, and CFSI and third parties, including regulatory authorities.	4.14	Poor	6 - 10
16. The Board keeps its authority within the powers of the institution as prescribed in CFSI's Articles of Incorporation and By-Laws, and in accordance with existing laws, rules and regulations.	4.71		
17. The Board oversees the implementation of the corporate governance framework and periodically reviews the said framework to ensure that it remains appropriate in light of material changes to the corporation's size, complexity and business strategy, as well as its business and regulatory environments.	4.71		
<b>TOTAL</b>	<b>27.14</b>		
<b>COMMITTEES</b>		<b>Excellent</b>	<b>17+</b>
18. The Board constitutes an Audit Committee and such other committees it deems necessary to assist the Board in the performance of its duties and responsibilities.	4.86	Very Good	14 - 16
19. The committees have the right number of members.	4.86	Good	11 - 13
20. The committees have well-defined functions and are effective in assisting the Board.	4.71	Satisfactory	8 - 10
21. The committees help the Board fully understand key issues and updates.	4.86	Poor	4 - 7
<b>TOTAL</b>	<b>19.29</b>		

QUESTIONNAIRE	Average	OVERALL RATING (add average score per category)
<b>CHAIR OF THE BOARD</b> 22. The Board has discussed the role and responsibilities of the Chair. 23. The Chair ensures that every board member has an opportunity to be heard. 24. The Chair is skilled at managing different points of view. 25. The Chair runs the meeting efficiently and effectively.		<b>Excellent 17+</b> Very Good 14 - 16 Good 11 - 13 Satisfactory 8 - 10 Poor 4 - 7
<b>TOTAL</b>	<b>18.71</b>	
<b>PERFORMANCE OF INDIVIDUAL BOARD MEMBERS</b> 26. I am aware of what is expected of me as a board member. 27. I have a good meeting attendance record. 28. I read minutes, reports and other materials in advance of our board meetings. 29. I am familiar with the organization's by-laws and governing policies. 30. I encourage other members to express their opinions at board meetings. 31. I am a good listener. 32. I follow through on things I have said I would do. 33. I maintain the confidentiality of all board decisions. 34. When I have a different opinion than the majority, I raise it. 35. I support board decisions once they are made even if I do not agree with them. 36. I stay informed about issues relevant to our mission and bring information to the attention of the board.		<b>Excellent 47+</b> Very Good 38 - 46 Good 29 - 37 Satisfactory 20 - 28 Poor 11 - 19
<b>TOTAL</b>	<b>51.14</b>	