

Performance Assessment of the Board

The Board's performance appraisal outcome as a whole

Appraisal Topics	Scores
• Board structure and qualifications	96.70%
• Board's roles and responsibility for business strategy setting	93.66%
• Board's practices	94.33%
• Board meetings	96.58%

Individual Appraisal Outcome

Appraisal Topic	Self-assessment Score	Cross-evaluation Score
• Director' qualifications	97.71%	98%
• Responsibility for one's own decision and action, which are explicable	99.56%	98.45%
• Responsibility for duties, performed with sufficient competency and efficiency.	92.71%	98.34%
• Fair and equitable treatment of stakeholders, which is explicable	97.33%	98.98%
• Transparent and auditable operation together with information disclosure	97.67%	99%
• Vision for long-term value addition	97.62%	96.45%
• Ethics and compliance with the Code of Conduct	98.44%	98.23%

Committees' appraisal outcome in 2016

Appraisal Topic	Nomination and Remuneration Committee	Corporate Governance Committee	Risk Management Committee
Committee Structure	95.56%	97.78%	100%
Policy	96.67%	94.29%	100%
Practices	95.83%	97.14%	98.33%
Meeting preparation and conduct	93.33%	100%	98.75%

For more information, please see 2016 Annual Report, page 58-59

Performance Assessment of the Board

Performance appraisal of the Audit Committee

1. Performance appraisal by the Chairperson

Appraisal Topics	Scores
• Independently performing duties	100%
• Reviewing the financial statements	100%
• Considering connected transactions	100%
• Reviewing the internal control system	100%
• Reviewing IRPC's risk assessment	100%
• Reviewing compliance with SET and SEC criteria	100%
• Performing other assigned duties	100%
• Regularly reporting to the Board	100%

2. The Audit Committee's appraisal outcome as a whole

Appraisal Topics	Scores
• Structure and component	100%
• Roles and responsibilities	100%
• Relations with internal and external auditors	100%
• Relations with the management	95.83%
• Reporting	100%
• Quality control	100%

3. The Audit Committee's individual appraisal

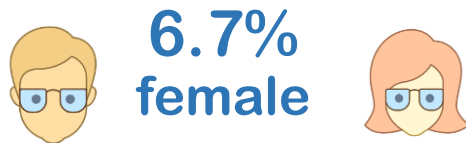
Appraisal Topics	Scores
• Business knowledge	75%
• Proficiency in duties	83.33%
• Assigned authority and duties	91.67%
• Independence and fairness	100%
• Understanding of duties and responsibilities	94.05%
• Performance and meetings	86.11%

Snapshot of 2017 Directors

All directors exhibit

- ✓ High integrity
- ✓ A proven record of success
- ✓ A commitment to sustainability and social issues
- ✓ Innovative thinking
- ✓ Knowledge of corporate governance requirements and practices

Gender diversity



Average Age
58 years

Average Tenure
3 years

Average board meeting attendance :
95% of meetings
(minimum required 75%)

The number of other external directorships in other listed companies held by the independent and non-executive directors is within four or fewer