

Performance Assessment of the Board

The Board's performance appraisal results as a whole

Appraisal topics	Scores
• Board structure and qualifications	97.80 %
• Board's roles and responsibilities for business strategy specification	97.90 %
• Board's practices	97.70 %
• Board's meetings	94.77 %

Individual Appraisal Outcome

Appraisal topics	Self-assessment score	Cross-evaluation score
• Directors' qualifications	96.80%	96.80%
• Responsibility for one's own decision and action which are explicable	99.11%	98.89%
• Responsibility for duties with sufficient competency and efficiency	97.33%	98.13%
• Fair and equitable treatment of stakeholders which is explicable	96.89%	98.67%
• Transparent and auditable operation with information disclosure	98.67%	99.00%
• Vision of long-term value addition to the business	96.44%	98.00%
• Compliance with ethics and business codes of conduct	98.89%	99.89%

Committees' appraisal outcome in 2017

Appraisal topics	The Nomination and Remuneration Committee	The Corporate Governance Committee	The Risk Management Committee
• Board structure	100%	96.67%	100%
• Board's policies	98.33%	95.00%	100%
• Board's practices	97.50%	97.85%	98.33%
• Preparation of Board meetings	98.33%	96.25%	98.75%

Performance Assessment of the Board

Performance appraisal of the Audit Committee

1. Performance appraisal by the Chairperson

Appraisal topics	Scores
• Independence in performance duties	100%
• Review of financial statements	100%
• Consideration of related transactions	100%
• Review of internal control system	100%
• Review of IRPC's risk assessment	100%
• Review of compliance with criteria specified By SET and SEC	100%
• Performing other assigned duties	100%
• Reporting IRPC's operation to the Board on	100%

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

Appraisal topics	Scores
• Structure and components of the Audit Committee	100%
• Roles and responsibilities	100%
• Relations with internal and external auditors	100%
• Relations with the management	100%
• Reporting	100%
• Quality control	100%

3. The Audit Committee's individual appraisal

Appraisal topics	Scores
• Business knowledge	91.67%
• Proficiency in performance duties	97.22%
• Assigned authority and duties	97.22%
• Independence and fairness	100%
• Understanding of duties and responsibility	100%
• Performance and meetings	98.15%

Snapshot of 2018 Director Nominees

➤ All director nominees exhibit

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

➤ **Average age**
57 years

➤ **Average tenure**
3 years

➤ **14** independent or non-executive members have energy/petroleum/petrochemical industry experience

➤ Gender diversity



➤ Board component

independent -7
non-executive-14
Executive 1

➤ **Average board meeting attendance :**
96% of meetings
(minimum required 75%)

➤ **14** non-executive/independent directors with 4 or less other mandates

(restriction as referred in CG Handbook)