

Performance Assessment of the Board

2.1 Self-Assessment of 2019 Board Performance

Criteria	2019 Score
1. Structure and Qualifications	97.14%
2. Roles and Responsibilities in Effectuating Major Business Policies	95.58%
3. Conduct	96.79%
4. Meetings	98.00%
Total	96.88%

2.2 Self-Assessment of Individual Directors

Criteria	2019 Self-Assessment Score	2019 Cross-Assessment Score
1. Qualifications	94.29%	98.00%
2. Ownership of Decisions and Actions and Ability to Explain Decisions Made	96.67%	97.62%
3. Capabilities and Efficiency	94.71%	98.42%
4. Equitable Treatment of Stakeholders and Ability to Explain Actions	94.76%	97.38%
5. Transparency, Accountability, and Disclosure	96.79%	98.75%
6. Creation of Long-Term Value	95.71%	96.67%
7. Ethics / Code of Conduct	98.10%	100%
Total	95.86%	98.12%

Performance Assessment of the Board

2.3 Chairman's Assessment of the Audit Committee's Performance

Criteria	2019 Assessment Score
1. Independence	100%
2. Financial Statement Audit	100%
3. Review of Connected Transactions	100%
4. Internal Control Audit	100%
5. Risk Management Supervision	100%
6. Supervision of Compliance with SET & SEC Regulations	100%
7. Other Tasks	100%
8. Regular Progress Reported to the Board	100%
Total	100%

2.4 Self-Assessment of the Audit Committee

Criteria	2019 Assessment Score
1. Structure and Components	100%
2. Duties & Responsibilities	100%
3. Relations with Internal Auditor and Financial Auditor	100%
4. Relations with Management	100%
5. Reports	100%
6. Quality Control	100%
Total	100%

Performance Assessment of the Board

2.5 Performance Assessment of the Audit Committee member individually

Criteria	2019 Assessment Score
1. Business knowledge	100%
2. Expertise in performing duties	100%
3. Authority and duties assigned	100%
4. Independence and fairness	100%
5. Understanding of duties and responsibilities	100%
6. Performing work and meeting	100%
Total	100%

2.6 Self-Assessment of 2019 Sub-Committee Performance

Criteria	Nomination & Remuneration Committee	Corporate Governance Committee	Risk Management Committee
1. Structure	100%	93.33%	100%
2. Policies	95.00%	95.25%	99.00%
3. Conduct	97.50%	98.10%	98.67%
4. Meetings	100%	96.67%	100%
Total	98.13%	95.83%	99.42%

Board of Directors' Snapshot as of December 31, 2019

All director nominees exhibit

- High integrity, Duty of Care and Duty of Loyalty
- A proven record of success
- A commitment to sustainability and social issues
- Innovative thinking
- Knowledge of corporate governance requirement and practices

Average age

59 years

- 13 independent or non-executive members have energy/ petroleum/ petrochemical industry experience

Gender diversity

7 % female



Average tenure

3 years

Board component

- Structure of entire Board 15
- independent 8
- non-executive 14
- Executive 1

Average board meeting

Attendance: 96 % of meetings
(minimum required 75 %)

- 14 non-executive and independent directors with 3 or less other mandates (restriction as referred in CG Handbook)