Thai Directorship 2016

Board Size and Number of Independent Directors (IDs)

- **Listed Companies**: 6,384
- **Board Directors**: 5,174
- **Board Seats**: 643

**Type of Sub-Committee**

<table>
<thead>
<tr>
<th>Sub-Committee</th>
<th>SET100</th>
<th>Non-SET100</th>
<th>mai</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nomination and Remuneration Committee</td>
<td>71%</td>
<td>52%</td>
<td>36%</td>
</tr>
<tr>
<td>Risk Committee</td>
<td>8%</td>
<td>11%</td>
<td>7%</td>
</tr>
<tr>
<td>Remuneration Committee</td>
<td>6%</td>
<td>8%</td>
<td>6%</td>
</tr>
<tr>
<td>Nomination Committee</td>
<td>51%</td>
<td>43%</td>
<td>34%</td>
</tr>
</tbody>
</table>

**Type of Board Chairs**

<table>
<thead>
<tr>
<th>Chair Type</th>
<th>SET100</th>
<th>Non-SET100</th>
<th>mai</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independent Chair</td>
<td>39%</td>
<td>37%</td>
<td>39%</td>
</tr>
<tr>
<td>Executive Chair &amp; CEO</td>
<td>14%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>Executive Chair but not CEO</td>
<td>8%</td>
<td>11%</td>
<td>7%</td>
</tr>
<tr>
<td>Non-Executive Chair</td>
<td>37%</td>
<td>43%</td>
<td>6%</td>
</tr>
</tbody>
</table>

**Proportion of IDs on Boards ≥ 50**

- SET 100: 26%
- NON-SET100: 23%
- mai: 28%

**Proportion of Directors holding ≤ 5 Board seats**

- SET100: 89%
- NON-SET100: 90%
- mai: 98%

**Attendance at Board Meetings**

- SET100: 92%
- NON-SET100: 90%
- mai: 93%
**Female on Boards**

- Female Directors: 83%
- Independent Female Directors: 51%
- Female CEOs: 12%

**Age and Tenure of Boards (Years)**

- **Age of Boards**
  - Max: 75.8
  - Min: 40.7
  - Mean: 54.7
- **Tenure of Boards**
  - Max: 42.0
  - Min: 1.0
  - Mean: 8.6

**Education Level of Directors**

- Bachelor’s Degree: 30%
- Master’s Degree: 55%
- Doctoral Degree: 11%

**Study major of Directors**

- Business Admin.: 31%
- Other: 16%
- Management: 4%
- Engineering: 12%
- Economics: 8%
- Science: 7%
- Arts: 5%
- Other: 16%
- Finance: 5%
- Medicine: 2%
- Law: 12%
- Accounting: 11%

**Expertise of Directors**

- Directors with industry expertise in a firm: 46%
- Directors with bureaucratic involvement in a firm: 19%
- % firm having at least one director with financial / accounting expertise: 90%

**Remuneration of Directors**

- Average remuneration of Top Management: 4.44, 4.61, 4.67, 4.93, 4.95
- Average remuneration of Director: 0.66, 0.69, 0.63, 0.61, 0.60

**Remuneration of Directors 2016 by Sector**

- 16 Sectors under mean
- 12 Sectors above mean

**Types of Directors’ Remuneration**

- Monthly/Quarterly Annual
- Bonus
- Meeting Allowance

**Memorandum of Understanding on Cooperation between**

Note: The analysis of directorship is based on 643 firms with precise disclosure of board composition.

Note: The analysis of remuneration is based on 632 firms with precise disclosure of remuneration.