

## Key Corporate Governance Statistics (2009 – 2015)

### 1. MACRO STATISTICS

PUBLIC LISTED COMPANIES	2015	2014	2013	2012	2011	2010	2009
Total No. of Listed Companies	927	906	930	927	941	957	960
No. of Companies Covered <sup>1</sup>	870	873	862	500	820	898	899
Companies Covered in Index (%)	94%	96%	93%	54%	87%	94%	94%

MARKET CAPITALISATION	2015	2014	2013	2012	2011	2010	2009
All Public Listed Companies (RM billion)	1,718	1,683	1,484	1,420	1,250	1,243	977
Top 100 in Corporate Governance Score (RM billion)	1,161	1,304	1,041	766	858	589	570
Top 100 in Corporate Governance Score (%)	68%	77%	70%	54%	69%	47%	58%

### 2. CORPORATE GOVERNANCE STATISTICS

CORPORATE GOVERNANCE (CG) SCORE <sup>2</sup>	2015	2014	2013	2012	2011	2010	2009
No. of Companies Covered	870	873	862	500	820	898	899
Average Base Score for all Companies	62.98	60.23	61.59	56.70	57.50	55.60	52.00
Average Base Score for Top 100	80.41	76.82	75.99	68.20	66.90	66.00	66.40
Average CG Score with ROE Performance for Top 100	67.28	65.47					

### 3. SUMMARY OF FINDINGS FOR THE TOP 100 COMPANIES

KEY BOARD STATISTICS	2015	2014	2013	2012
Average board size (intentionally did not round up)	8.1	8.6	8.5	8
Average no. of board meetings	7.9	7.6	7.2	6.7
Separation of Chairman & CEO	96%	95%	95%	94%
Independent Chairman	45%	45%	43%	40%
Board Balance: ≥50% INEDs	66%	51%	35%	33%
Board assessments carried out	95%	81%	77%	76%
Tenureship of INEDs > 9 years	44%	46%	38%	34%
Average INED tenureship (Year)	6	6	6	7
Existence of NC <sup>3</sup>	100%	100%	100%	98%
NC comprised majority of INEDs	96%	99%	94%	94%
Existence of RC <sup>4</sup>	99%	98%	94%	99%
RC comprised majority of INEDs	86%	86%	81%	87%

WOMEN ON BOARDS	2015	2014	2013	2012
Female EDs on boards	1.5%	1.7%	1.50%	4.8%*
Female NINEDs on boards	3.1%	3.0%	3.30%	
Female INEDs on boards	8.8%	7.0%	4.90%	4.20%
Total No. of Women on boards	13.4%	11.7%	9.7%	9%

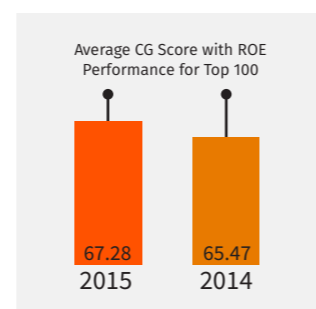
\*Total No. of Female EDs and NINEDs

OTHER DISCLOSURES	2015	2014	2013	2012
Companies having Board Charter	97%	80%	70%	38%
Companies having Code of Ethics	77%	68%	57%	58%
Companies that published AGM Minutes	38%	26%	7%	1%
Companies that published M&A	28%	22%	11%	8%
Companies disclosing individual director remuneration	33%	35%	39%	34%
Companies with Dividend Policy	38%	35%	38%	34%
Companies with Whistle Blowing Policy	70%	51%	48%	42%
Companies having Separate Corporate Responsibility or Sustainability Report/Section	93%	97%	94%	90%
Companies disclosing training attended by each Director	65%	59%	65%	56%
Annual Financial Report released within 4 months	99%	82%	81%	81%

Risk Management	2015	2014	2013	2012
Board review of material control & risk mgt systems	86%	63%	78%	38%
Disclosure of how key risks are managed	43%	62%	60%	58%
Establishment of board-level RMC	47%	35%	N/A	N/A

### 4. SUMMARY OF FINDINGS FOR ALL THE COMPANIES COVERED

KEY BOARD STATISTICS	2015	2014	2013	2012	2011	2010	2009
No. of Companies Surveyed	870	873	862	500	820	898	899
Average board size (intentionally did not round up)	7.14	7.34	7.15	7.64	7.31	7.27	7.29
Average no. of Board Meetings	5.67	5.75	5.6	5.8	5.5	5.4	5.4
Separation of Chairman & CEO	76%	79%	82%	85%	82%	83%	60%
Independent Chairman	46%	42%	40%	37%	35%	34%	30%
Board Balance: ≥50% INEDs	51%	43%	39%	27%	43%	40%	37%
Board assessments carried out	80%	54%	43%	42%	23%	24%	17%



Tenureship of INEDs > 9 years	54%	53%	47%	54%	-	-	-
Average INED tenureship (Year)	7	7	7	7	7	6	-
Existence of NC	99%	98%	95%	92%	92%	90%	89%
NC comprised majority of INEDs	98%	96%	93%	88%	82%	82%	80%
Existence of RC	96%	95%	94%	94%	93%	93%	91%
RC comprised majority of INEDs	83%	81%	80%	77%	51%	46%	48%

ACCOUNTABILITY AND AUDIT	2015	2014	2013	2012	2011	2010	2009
No. of Companies Surveyed	870	873	862	500	820	898	899
Disclosed cost incurred for IAF <sup>5</sup>	97%	96%	96%	92%	81%	75%	26%
Non-audit fees exceeded the audit fees	7%	5%	5%	7%	-	-	-

WOMEN ON BOARDS	2015	2014	2013	2012	2011	2010	2009
No. of Companies Surveyed	870	873	862	500	820	898	899
Total No. of directors on boards	6,211	6,270	6,177	3,819	5,994	6,528	6,554
Female EDs on boards	235	226	221	175			
Female NINEDs on boards	125	120	118	36			
Female INEDs on boards	253	225	195	117			
Total No. of Women on boards	613	571	534	328	504	535	492

OTHER DISCLOSURES	2015	2014	2013	2012	2011	2010	2009
No. of Companies Surveyed	870	873	862	500	820	898	899
Companies having Board Charter	74%	55%	41%	16%	-	-	-
Companies having Code of Ethics	48%	34%	26%	23%	6%	4%	4%
Companies that published AGM Minutes	5%	3%	1%	0.20%	-	-	-
Companies that published M&A	5%	3%	3%	2%			
Companies disclosing individual disclosure of remuneration	9%	8%	9%	15%	8%	6%	5%
Companies with Dividend Policy	10%	8%	8%	17%	8%	6%	5%
Companies with Whistle Blowing Policy	22%	13%	12%	13%	9%	6%	3%
Companies having Separate Corporate Responsibility or Sustainability Report/Section	73%	67%	64%	75%	79%	51%	49%
Companies disclosing training attended by each director	60%	50%	50%	49%	-	-	-
Annual Financial Report released within 4 months	89%	88%	85%	81%	83%	28%	24%

AVERAGE ANNUAL REMUNERATION OF EXECUTIVE DIRECTORS (EDs) BY SECTOR <sup>6</sup>	2015	2014	2013	2012	2011	2010	2009
No. of Companies Surveyed	870	873	862	500	820	898	899
Construction	1,268,000	992,000	877,000	947,000	688,000	731,000	641,000
Consumer Products	920,000	831,000	893,000	1,308,000	676,000	578,000	550,000
Finance	3,445,000	3,085,000	2,801,000	2,618,000	2,050,000	1,648,000	1,937,000
Hotel	561,000	635,000	781,000	550,000	391,000	468,000	304,000
Industrial Products	841,000	922,000	908,000	1,105,000	622,000	566,000	567,000
Infrastructure	1,274,000	2,209,000	3,449,000	2,903,000	1,633,000	1,611,000	1,205,000
Mining	N/A	N/A	82,000	56,000	64,000	32,000	28,000
Plantation	2,465,000	1,818,000	1,497,000	1,373,000	1,325,000	995,000	1,111,000
Property	2,041,000	1,492,000	1,300,000	1,117,000	798,000	688,000	732,000
Technology	585,000	466,000	455,000	793,000	428,000	354,000	339,000
Trading/Service	1,989,000	2,375,000	1,651,000	2,279,000	1,255,000	1,016,000	925,000

\*Not applicable as the mining company which has been surveyed has no Executive Director.

AVERAGE ANNUAL REMUNERATION OF NON-EXECUTIVE DIRECTORS (NEDs) BY SECTOR <sup>6</sup>	2015	2014	2013	2012	2011	2010	2009
No. of Companies Surveyed	870	873	862	500	820	898	899
Construction	89,000	71,000	65,000	85,000	67,000	81,000	57,000
Consumer Products	75,000	67,000	57,000	74,000	71,000	66,000	55,000
Finance	480,000	365,000	315,000	281,000	320,000	300,000	200,000
Hotel	53,000	41,000	46,000	46,000	80,000	72,000	57,000
Industrial Products	70,000	62,000	68,000	67,000	51,000	48,000	47,000
Infrastructure	102,000	88,000	69,000	64,000	67,000	67,000	61,000
Mining	50,000	49,000	41,000	49,000	44,000	43,000	38,000
Plantation	113,000	128,000	102,000	106,000	105,000	72,000	101,000
Property	92,000	81,000	98,000	98,000	82,000	60,000	73,000
Technology	59,000	42,000	39,000	55,000	37,000	33,400	30,000
Trading/Service	99,000	84,000	97,000	125,000	95,000	69,000	66,000

#### \*Notes:

1 For 2009, 2010, 2011, 2013, 2014 and 2015 all companies were covered, whilst in 2012, Top 500 companies based on market capitalisation as at 30 June 2012 were covered. REITs, PN17, GN3, privatised and newly listed companies were excluded.

2 For 2009 - 2011, the methodology was by way of MSWG's Malaysian Corporate Governance Index which included performance measures, whilst the methodology for 2012-2015 was by way of ASEAN Scorecard which did not include performance measures.

3 Abbreviation of Nomination Committee

4 Abbreviation of Remuneration Committee

5 Abbreviation of Internal Audit Function

6 Sector categorisation as per Bursa's classification.