



ESG Performance Report for Listed Companies in 2024

TQR PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024

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ESG Performance

Company Name : TQR PUBLIC COMPANY LIMITED

Symbol : TQR

Market : mai

Industry Group : Financials

Sector : SECTOR 0

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity Management, Water Management, Waste Management

The Company is aware that environmental preservation is extremely important, as it benefits employees, the organization, customers, the community, society, and the nation. Therefore, we are committed to promoting environmental conservation by establishing an environmental policy that aligns with the Company's business goals. We emphasize creating cooperation in carrying out environmental duties for all employees and departments in the organization. Every employee must be aware of their role and responsibility in environmental conservation and resource efficiency in their work. The Company has policies and procedures that comply with environmental regulations as follows:

1. Environmental Conservation and Pollution Prevention

The Company is committed to environmental preservation, including pollution prevention and improving the work environment to ensure a good environmental standard. This includes the efficient use of resources and energy, maximizing the benefits from consumption, controlling waste amounts, and recycling (re-use). Additionally, the Company plans for various emergency situations using appropriate methods. The Company organizes Big Cleaning Day activities to manage resources in the workplace, clean up, reduce waste materials, sort, and dispose of materials that do not contribute to the workplace and environmental benefits.

2. Choosing Environmentally Friendly Materials and Equipment

The Company selects products that do not harm the environment, such as paper and fabric. The Company avoids using products that are toxic to the environment in the workplace and reduces the use of products containing chemicals harmful to the environment. The use of materials and products containing hazardous substances is prohibited.

3. Energy Conservation and Efficient Resource Use

The Company has set practices for saving electricity and water, ensuring that all departments follow the same approach. Employees are encouraged to use energy and resources efficiently, such as turning off lights during lunch breaks, turning off air conditioning before the end of the workday, and adhering to scheduled device usage. The Company uses energy-efficient electrical equipment, such as energy-saving bulbs, air conditioners, and office electrical devices.

4. Providing Environmental and Energy Conservation Knowledge to Employees

The Company provides information and knowledge about environmental conservation and energy saving and announces the environmental policy to employees through internal communication channels, such as the Company's intranet. Additionally, the Company promotes environmental awareness and energy conservation through various activities, such as the "Care the Bear" project by the Stock Exchange of Thailand, to encourage employees to preserve the environment, avoid resource use, and protect the world. Employees are motivated to cooperate and follow the environmental policy seriously and consistently.

5. Environmentally Friendly Business Development

The Company emphasizes the importance of business development and investments that do not cause environmental issues. The Company promotes sustainable business practices, and has implemented Digital Marketing technologies to facilitate customers and reduce resource use, such as paper, and minimize energy consumption from document copying or shredding.

Reference link for environmental policy and guidelines : <https://investor.tqr.co.th/storage/download/corporate-governance/corporate-policies-documents/2024/20240702-tqr-environmental-policy-th.pdf>

Information on review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals : No
over the past year

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Compliance with energy management principles and standards

Compliance with water management principles and standards

Compliance with waste management principles and standards

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Paper Resource Management

Reducing paper usage within the Company by setting up collection points for single-sided used paper to be reused on the second side and reducing document printing by storing documents electronically and storing data on a shared drive. In 2024, the amount of paper used (copying and printing) was approximately 50,000 sheets, a decrease of approximately 44,200 sheets from 2023, which was approximately 94,200 sheets.

Information on incidents related to legal violations or negative environmental impacts

Number of cases and incidents of legal violations or negative environmental impacts

	2022	2023	2024
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

The Company promotes electricity saving practices, such as turning off lights within the Company premises during lunch breaks and after work, unplugging electrical appliances when not in use, etc. Moreover, the Company has switched to using LED lights throughout the Company to increase their lifespan and energy efficiency.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel : No
management

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : No

Information on electricity management

Company's electricity consumption ^(*)

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	78,400.14	94,689.21	104,355.58
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	1,704.35	1,972.69	2,426.87

Additional explanation : ^(*) Exclude electricity consumption outside of the Company

Electricity Expense ^(*)

	2022	2023	2024
Total electricity expense (Baht)	397,721.09	532,774.54	519,678.93
Percentage of total electricity expense to total expenses (%) ^(**)	0.33	0.43	0.38
Percentage of total electricity expense to total revenues (%) ^(**)	0.16	0.21	0.20

	2022	2023	2024
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	8,646.11	11,099.47	12,085.56

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Information on fuel management

Company's fuel expense ^(*)

	2022	2023	2024
Total fuel expense (Baht)	800,871.00	423,694.50	253,485.70
Percentage of total fuel expense to total expenses (%) ^(**)	0.67	0.34	0.19
Percentage of total fuel expense to total revenues (%) ^(**)	0.33	0.17	0.10

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

The Company recognizes the importance of water resource utilization and thus promotes awareness of water conservation and maximization of benefits by campaigning for employees to use water resources wisely as needed.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : No

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : No

Information on water management

Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	955.02	1,163.26	1,228.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	20.76	24.23	28.56
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00	0.00	0.00

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	955.02	1,163.26	1,228.00

Water Consumption Intensity

	2022	2023	2024
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	2022	2023	2024
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00392212	0.00465432	0.00474283

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water withdrawal expenses

	2022	2023	2024
Total water withdrawal expense (Baht)	15,659.67	19,551.62	20,593.81
Total water withdrawal expense from third-party water (Baht)	15,659.67	19,551.62	20,593.81
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.01	0.02	0.02
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.01	0.01	0.01
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	340.43	407.33	478.93

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

The Company has a campaign to reduce waste and garbage by encouraging employees to separate recyclable waste and reduce waste generation. For example, the Company provides dishes for employees and campaigns for using personal drinking glasses to reduce waste.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : No

Information on performance and outcomes of waste management

Performance and outcomes of waste management

The company's performance and outcomes of waste management : No

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : No

The Company has participated in the "Care the Bear" project organized by the Stock Exchange of Thailand. This project aims to reduce the carbon footprint from the organization's activities. The results will be analyzed to formulate an action plan to reduce the carbon footprint, lower energy costs, and manage waste generated from various organizational activities. The ultimate goal is to encourage the organization and all employees to participate in reducing greenhouse gas emissions from the organization's activities.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : No

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

The Company has implemented activities under the "Care the Bear" project to help reduce its carbon footprint in 2024, including reducing paper and plastic use, eliminating foam usage, reducing energy consumption from electrical appliances, conducting internal meetings and shareholders' meeting via electronic means, and separating waste for recycling.

Diagram of performance and outcomes in greenhouse gas management

Reducing paper use Plastic from various documents and packaging

ลดการใช้กระดาษและพลาสติก

ใช้ฐานข้อมูลดิจิทัล และประสานงานออนไลน์

- ลดการใช้กระดาษ และพลาสติก เช่น กระดาษพิมพ์, กระดาษซอง, กระดาษซองเอกสาร, กระดาษซองซองเอกสาร
- ลดการใช้พลาสติก เช่น ขวดพลาสติก, ขวดน้ำดื่ม, ขวดน้ำดื่ม, ขวดน้ำดื่ม

มีอุปกรณ์กลางใช้ซ้ำได้ในออฟฟิศ

ทางบริษัท TQR ได้จัดหาอุปกรณ์สำนักงานที่จำเป็น เช่น หมึก, ยางลบ, ยางลบ, ยางลบ, ยางลบ เพื่อลดปริมาณการใช้กระดาษและพลาสติกแบบใช้ครั้งเดียวทิ้ง (single-use) จากการซื้ออุปกรณ์และเครื่องใช้สำนักงานจากภายนอก

อีกทั้งมีตู้กดน้ำดื่มและตู้กดกาแฟในออฟฟิศ ซึ่งเป็นการช่วยลดค่าใช้จ่ายและลดการใช้น้ำดื่มและกาแฟแบบใช้ครั้งเดียวทิ้ง

อย่าลืมนำแก้วน้ำที่บริษัทแจกมาให้ใช้ด้วย

ลดใช้กระดาษ 1 แผ่น สามารถลดการปล่อย CO₂ ได้ 1 กรัม

การไม่ใช้กระดาษพิมพ์ 1 แผ่น สามารถลดการปล่อย CO₂ ได้ 1 กรัม

Refrain from using foam from packaging or foam for decoration.

งดการใช้โฟม

ในระดับองค์กร บริษัท TQR หลีกเลี่ยงการซื้อจัดจ้างวัสดุที่ทำจากโฟม ทั้งแบบโฟมที่ใช้สำหรับงานประดิษฐ์ และโฟมที่ใช้เป็นบรรจุภัณฑ์อาหาร เพื่อช่วยลดขยะมูลฝอยที่จะส่งผลกระทบต่อสิ่งแวดล้อม

เราสามารถลดการใช้โฟมได้ดังนี้

- หันมาใช้ของที่ใช้ซ้ำได้ เช่น ใช้บับเบิล หรือ กล่องข้าว
- ใช้วัสดุธรรมชาติที่ย่อยสลายง่าย เช่น กล่องกระดาษ

โฟมถือเป็นสิ่งที่คนในปัจจุบันนำมาใช้เป็นภาชนะสำหรับใส่อาหาร และทิ้งกลายเป็นขยะมูลฝอย ส่งผลกระทบต่อสิ่งแวดล้อม เกิดมลพิษทางอากาศ รวมถึงปัญหาการปล่อยก๊าซเรือนกระจก ซึ่งนักวิทยาศาสตร์คาดการณ์ว่าอาจใช้เวลาในการย่อยสลายมากกว่า 1,000 ปี

ลดก๊าซเรือนกระจก ลดโลกร้อน

Reduce energy consumption from electrical equipment

ลดการใช้พลังงานจากอุปกรณ์ไฟฟ้า

ปิดไฟ

ในช่วงพักกลางวันทางบริษัทมีนโยบายให้ปิดไฟเพนที่พนักงานออก ไปรับประทานอาหารกลางวัน และเมื่อไม่ได้ใช้งาน ซึ่งปิดไฟเป็นเวลา 1 ชั่วโมง เพื่อลดโลกร้อน

อุณหภูมิที่พอเหมาะ

ระหว่างวันในการทำงานทางบริษัทเปิดแอร์ที่ 26 องศา เพราะยังประหยัดพลังงานสูง เครื่องปรับอากาศที่ประหยัดพลังงานและประหยัดค่าไฟฟ้า

ดับปลั๊กไฟเมื่อไม่ได้ใช้งาน

เพราะการที่เสียบปลั๊กไฟไว้แล้ว เครื่องใช้ไฟฟ้าเหล่านั้นยังคงทำงานอยู่

*ที่สำคัญ ยังเป็นการป้องกันไฟฟ้าลัดวงจรอันนำไปสู่เหตุอัคคีภัยได้ด้วย อัคคีภัยอาจเกิดได้ทั้งจากอุบัติเหตุจากไฟฟ้าลัดวงจร และการใช้งานที่ไม่รัดกุมอย่างเช่น การเสียบปลั๊กหลายที่อาจก่อให้เกิดความร้อนและเป็นประกายไฟได้ รวมทั้งหลีกเลี่ยงการเสียบปลั๊กหลายชนิดพร้อมกัน

อย่าลืมปิดแอร์ด้วยน้ำยาโลกจะได้ไม่ร้อนนะพี่ๆ

ปฏิบัติตาม "หลักการ 6 CARES - TQR"

1. ปิดไฟเมื่อไม่ใช้งาน
2. ปิดแอร์เมื่อไม่ใช้งาน
3. ปิดเครื่องใช้ไฟฟ้าเมื่อไม่ใช้งาน
4. ปิดเครื่องใช้ไฟฟ้าเมื่อไม่ใช้งาน
5. ปิดเครื่องใช้ไฟฟ้าเมื่อไม่ใช้งาน
6. ปิดเครื่องใช้ไฟฟ้าเมื่อไม่ใช้งาน

Meeting via electronic media

การประชุมผ่านสื่ออิเล็กทรอนิกส์

การประชุมออนไลน์ (ONLINE MEETING)

ทางบริษัท TQR ได้มีการจัดการประชุมออนไลน์ (ONLINE MEETING) หรือสลับมาทำงานในและนอกองค์กร เช่น การประชุมผ่านสื่ออิเล็กทรอนิกส์, การประชุมรายเดือนหรือรายไตรมาส เป็นต้น

โดย ONLINE MEETING แบบนี้ยังสามารถลดปริมาณก๊าซเรือนกระจกตามหลัก CARES อื่นๆอีกด้วย

การจัดประชุมออนไลน์ (ONLINE MEETING) หรือการจัดกิจกรรมทั้งภายในและภายนอกองค์กร สามารถช่วยลดการสิ้นเปลืองวัสดุสำหรับตกแต่งสถานที่ เนื่องจากไม่มีการใช้อุปกรณ์ตกแต่งซึ่งช่วยลดค่าใช้จ่ายในการจัดประชุม

1. ลดการปล่อยก๊าซเรือนกระจกจากการประชุมแบบออนไลน์
2. ลดการใช้กระดาษและพลาสติก เช่น ใบเสนอราคาเอกสารที่เป็นกระดาษออนไลน์แทน
3. ลดการใช้โฟมจากภาชนะบรรจุอาหาร
4. ลดขยะจากการจัดอาหาร/เครื่องดื่มต้อนรับผู้เข้าร่วมประชุม
5. ลดการสิ้นเปลืองวัสดุเพราะไม่มีการใช้อุปกรณ์ตกแต่ง
6. ลดการปล่อยพลังงาน เช่น ไฟ เครื่องปรับอากาศ จากการใช้จอประชุมขนาดใหญ่

ผลที่ได้จากการจัดประชุมออนไลน์

Choosing decorative materials that can be recycled



Reduce waste by recycling



Information on greenhouse gas management

The company's greenhouse gas emissions

Greenhouse Gas Emissions Intensity

Information on verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions : No

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2022	2023	2024
Total reduced GHG (Metric kilograms of carbon dioxide equivalent)	0.00	128,866.00	31,645.65
Care the Bear Project (Metric kilograms of carbon dioxide equivalent)	N/A	128,866.00	31,645.65

Absorption and removal of Greenhouse Gas

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ESG Performance

Company Name : TQR PUBLIC COMPANY LIMITED Symbol : TQR
Market : mai Industry Group : Financials Sector : SECTOR 0

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes
Social and human rights guidelines : Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and Occupational Health at Work, Non-discrimination, Supplier rights

Respect for Human Rights

The Company has a policy of supporting and respecting the protection of human rights by treating stakeholders, whether employees, communities, and surrounding society, with respect for human dignity, taking into account equality and equal freedom, not violating fundamental rights, and not discriminating on the basis of race, nationality, religion, language, skin color, gender, age, education, physical condition, or social status. The Company also ensures that its business is not involved in human rights violations, such as child labor and sexual harassment. In addition, the Company has promoted the monitoring of compliance with human rights requirements by providing opportunities for participation in expressing opinions and channels for complaints for those who have been harmed by human rights violations arising from the Company's business operations, and taking appropriate remedial action. In order to ensure the effectiveness of human rights respect, the Company has developed human rights knowledge and instilled awareness among its personnel to comply with human rights principles.

Fair Labor Practices

The Company recognizes the importance of human resource development and fair treatment of labor, which are factors that will enhance the value of the business and strengthen the Company's competitiveness and sustainable growth in the future. The Company has established the following policies and practices:

- Respect the rights of employees in accordance with human rights principles and comply with labor laws.
- Provide a fair hiring process and employment conditions, including setting compensation and considering performance under a fair performance appraisal process.
- Promote personnel development by organizing training courses, seminars, workshops, and sending personnel to participate in seminars and training courses in various related fields to develop knowledge, abilities, and potential of personnel, as well as to instill good attitudes, morals, ethics, and teamwork among personnel.
- Provide various benefits for employees as required by law, such as social security, and beyond what is required by law, such as health insurance, accident insurance, etc., including providing various types of financial assistance to employees, such as funeral expenses.
- Provide annual health check-ups to personnel at all levels of the Company, taking into account risk factors such as age, gender, and working environment of each individual.
- Ensure that employees can work safely and have good hygiene in the workplace by providing measures to prevent accidents and fostering employee safety awareness, as well as providing training and promoting good hygiene among employees and maintaining a hygienic and safe workplace at all times.
- Provide opportunities for employees to express their opinions or complaints about unfair treatment or wrongdoing in the Company, as well as provide protection for employees who report such matters.

Customer Responsibility

The Company is committed to developing services for the satisfaction and maximum benefit of customers and adheres to treating customers with responsibility, and honesty, as follows:

- The Company considers the quality, standards, and efficiency of its services so that customers are satisfied with the Company's services. In addition to developing a quality service management system, the Company also pays attention to occupational health and safety management to ensure that customers receive the highest quality and efficient services.

- The Company has a project to continuously develop services to meet customer needs and to ensure customer satisfaction with the diversity of quality and standardized services that meet customer needs.
- The Company adheres to fair marketing practices, with a policy of ensuring that customers receive accurate information about the Company's services, without distortion, ambiguity, or exaggeration, so that customers have accurate and sufficient information to make decisions.
- The Company has a customer relations system in place to communicate with customers, including receiving complaints about the quality of service effectively through various channels in order to be able to respond to customer needs quickly.
- The Company will keep customer information confidential and will not disclose customer information that it has become aware of as a result of its business operations, which is information that would normally be kept confidential, except as required by law, and will not use such information for any improper purpose.
- The Company organizes various activities to strengthen relationships between customers and the Company in a sustainable manner.

Responsibility to Business Partners

The Company conducts its business with fairness, legality, and grows with its business partners through transparent, verifiable, and ethical operations, as follows:

- The Company has established procurement procedures to ensure transparency and fairness, to reduce costs and work processes, as well as to develop procurement technology, vendor registration, to be more efficient.
- The Company provides channels for communication with business partners, including receiving complaints from business partners.
- The Company organizes various activities to meet with business partners to develop and enhance the ability to do business together, exchange ideas, and strengthen relationships, as well as communicate the Company's policies to business partners.
- The Company encourages business partners to conduct business ethically, respect human rights, treat labor fairly, and be socially and environmentally responsible.

Environmental Care

The Company places importance on social responsibility in environmental care and protection by strictly complying with relevant environmental laws, with the objective of preserving and avoiding environmental damage, providing environmental management systems both as guidelines and as equipment in business operations.

Community and Social Engagement

The Company recognizes its responsibility to the community and society and has a policy of providing assistance and social development as follows:

- The Company has a policy of supporting and providing appropriate assistance to society and communities, especially communities around the Company's premises.
- The Company provides opportunities for communities and stakeholders to participate in providing feedback on various projects that may affect the community, as well as to submit comments or complaints resulting from the Company's operations.
- The Company cooperates in implementing international standards or agreements on various issues that have been developed to help prevent or reduce environmental impacts.
- The Company encourages its employees to be aware of and responsible for the environment and society.

Innovation and dissemination of innovation resulting from socially, environmentally, and stakeholder-responsible operations.

The Company applies the concept of social responsibility to adapt and create business innovations that create benefits and competitiveness for the business and society, as follows:

- Explore the various processes of the business that are currently being carried out to determine whether they pose risks or have negative impacts on society and the environment, and explore ways to mitigate such impacts, including studying, considering, and analyzing work processes in detail and comprehensively to create opportunities for development towards the discovery of business innovations.
- Disclose innovations discovered that are beneficial to society and the environment to encourage other businesses and entrepreneurs to follow suit.
- Analyze problem-solving approaches and develop innovations on an ongoing basis, which is a continuous process to create opportunities to invent new services and for growth along with sustainable profit generation for the business.

Reference link for social and human rights policy and guidelines : <https://investor.tqr.co.th/storage/download/corporate-governance/corporate-policies-documents/2024/20240701-tqr-social-responsibility-th.pdf>

Information on review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year : No

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

Information on incidents related to legal or social and human rights violations

Number of cases and incidents of significant legal or social and human rights violations

	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type : Company
Data disclosure coverage (%) : 0.00

Information on employees and labor management plan

Employees and labor management plan

The company's employee and labor management plan : Yes
Employee and labor management plan implemented : Fair employee compensation, Employee training and development, Promoting employee relations and participation, Migrant/foreign labor, Child labor, Occupational health and safety in workplace
by the Company in the past year

Fair Employee Compensation

The Company has clear criteria for determining compensation, considering job positions, skills, experience, and work performance. It benchmarks compensation against the market or competitors in the same industry to ensure that the compensation paid is appropriate and competitive. The Company employs a transparent and fair performance evaluation system, such as evaluation based on work results and the ability to achieve goals.

Employee Training and Development

The Company assesses the skills required by employees to align with organizational goals, such as technological skills, specialized knowledge, or communication skills. It establishes training plans that correspond to the main objectives of the training, such as enhancing specialized skills, developing management skills, promoting the Company's core values, or preparing for future positions. Training is conducted both internally and by external experts.

Promoting Employee Relations and Engagement

The Company promotes a positive corporate culture, receptiveness to feedback, and open communication. It encourages employees to express their opinions and suggestions freely without fear or concern about repercussions. The Company organizes activities to foster familiarity and strong relationships among employees, such as company trips, annual parties, birthday celebrations, and celebratory events for various occasions, to make employees feel like a part of the organization.

Fair Labor Practices

The Company upholds fair labor practices, including recruiting and selecting individuals with knowledge, abilities, morals, and ethics to join the Company without discrimination based on gender, ethnicity, or religion. The Company does not employ individuals under the age of 18.

Occupational Health and Safety

The Company prioritizes occupational health and safety. It communicates workplace safety measures, such as the proper use of tools and equipment, and provides fire and other emergency evacuation drills to ensure employees can follow procedures effectively. The Company regularly inspects the work environment to ensure the absence of potential hazards, including cleanliness checks, maintenance of work tools, and safety equipment inspections.

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee : No
and labor management goals?

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Information on employment

Employment

	2022	2023	2024
Total employees (persons)	46	48	43
Male employees (persons)	14	14	17
Percentage of male employees (%)	30.43	29.17	39.53
Female employees (persons)	32	34	26
Percentage of female employees (%)	69.57	70.83	60.47

Number of employees categorized by age

	2022	2023	2024
Total number of employees under 30 years old (Persons)	8	8	5
Percentage of employees under 30 years old (%)	17.39	16.67	11.63
Total number of employees 30-50 years old (Persons)	36	38	35
Percentage of employees 30-50 years old (%)	78.26	79.17	81.40
Total number of employees over 50 years old (Persons)	2	2	3
Percentage of employees over 50 years old (%)	4.35	4.17	6.98

Number of male employees categorized by age

	2022	2023	2024
Total number of male employees under 30 years old (Persons)	2	2	3
Percentage of male employees under 30 years old (%)	14.29	14.29	17.65
Total number of male employees 30-50 years old (Persons)	10	10	12
Percentage of male employees 30-50 years old (%)	71.43	71.43	70.59
Total number of male employees over 50 years old (Persons)	2	2	2
Percentage of male employees over 50 years old (%)	14.29	14.29	11.76

Number of female employees categorized by age

	2022	2023	2024
Total number of female employees under 30 years old (Persons)	6	6	2
Percentage of female employees under 30 years old (%)	18.75	17.65	7.69
Total number of female employees 30-50 years old (Persons)	26	28	23
Percentage of female employees 30-50 years old (%)	81.25	82.35	88.46
Total number of female employees over 50 years old (Persons)	0	0	1
Percentage of female employees over 50 years old (%)	0.00	0.00	3.85

Number of employees categorized by position

	2022	2023	2024
Total number of employees in operational level (Persons)	N/A	N/A	23
Percentage of employees in operational level (%)	N/A	N/A	53.49
Total number of employees in management level (Persons)	N/A	N/A	9
Percentage of employees in management level (%)	N/A	N/A	20.93
Total number of employees in executive level (Persons)	N/A	N/A	11
Percentage of employees in executive level (%)	N/A	N/A	25.58

Number of male employees categorized by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	N/A	N/A	9
Percentage of male employees in operational level (%)	N/A	N/A	52.94
Total number of male employees in management level (Persons)	N/A	N/A	4
Percentage of male employees in management level (%)	N/A	N/A	23.53
Total number of male employees in executive level (Persons)	N/A	N/A	4
Percentage of male employees in executive level (%)	N/A	N/A	23.53

Number of female employees categorized by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	N/A	N/A	14
Percentage of female employees in operational level (%)	N/A	N/A	53.85
Total number of female employees in management level (Persons)	N/A	N/A	5
Percentage of female employees in management level (%)	N/A	N/A	19.23
Total number of female employees in executive level (Persons)	N/A	N/A	7
Percentage of female employees in executive level (%)	N/A	N/A	26.92

Significant changes in the number of employees

Significant changes in number of employees over the past 3 : No
Years

Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	1	1	0
Total number of employees with disabilities (Persons)	1	1	0
Total male employees with disabilities (persons)	1	1	0
Total female employees with disabilities (persons)	0	0	0
Percentage of disabled employees to total employees (%)	2.17	2.08	0.00
Total number of workers who are not employees with disabilities (persons)	0	0	0
Contributions to empowerment for persons with disabilities fund	No	Yes	No

Information on compensation of employees

Employee remuneration by gender

	2022	2023	2024
Total employee remuneration (baht)	57.04	36.70	40.66
Average remuneration of employees (Baht / Person)	1.24	0.75	0.93

Provident fund management policy

Provident fund management policy : Have

The Company established a provident fund under the management of Bangkok Bank Public Company Limited in accordance with the Provident Fund Act B.E. 2530 (as amended) in 2557. The main objectives are to create morale and motivation for employees and to encourage employees to work with the Company for a long period. The Company will contribute to the provident fund at the rate of 3 to 5 percent (depending on the length of service) of the employee's base salary, and the employee will contribute to the fund at the rate of 3 percent but not exceeding 15 percent of the base salary.

Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	46	48	43
Proportion of employees who are PVD members (%)	100.00	100.00	100.00

Information on employee development

Employee training and development

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	24.00	24.00	24.00

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Information on safety, occupational health, and work environment

Number of working hours

	2022	2023	2024
Total number of hours work (Hours)	1,104.00	1,204.00	1,672.00
Total number of hours worked by employees (Hours)	1,104.00	1,204.00	1,672.00

Statistic of accident and injuries of employees from work

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	0	0	0
Total number of employees that lost time injuries for 1 day or more (Persons)	0	0	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.00	0.00	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00

	2022	2023	2024
Lost time injury frequency rate (LTIFR) (Persons / 1 million-manhours) ^(*)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) ^(**)	0.00	0.00	0.00

Additional explanation : ^(*) The company with the total number of employees over 100 or more

^(**) The company with the total number of employees less than or equal to 100

Information on promoting employee relations and participation

Employee engagement

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	5	5	21
Proportion of voluntary resignations (%)	10.87	10.42	48.84
	2022	2023	2024
Evaluation result of employee engagement	No	No	No

Employee internal groups

Employee internal groups : No

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

Consumer data privacy and protection policy and guidelines	:	Yes
Consumer data privacy and protection guidelines	:	Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data
Reference link to consumer data privacy and protection policy and guidelines	:	https://investor.tqr.co.th/storage/download/corporate-governance/corporate-policies-documents/2024/20240702-tqr-data-protection-policy-th.pdf

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines	:	Yes
Responsible sales and marketing guidelines	:	Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights.
Reference link for responsible sales and marketing policy and guidelines	:	https://investor.tqr.co.th/storage/download/corporate-governance/corporate-policies-documents/2024/20240701-tqr-social-responsibility-th.pdf

Policy and guidelines on communicating the impact of products and services to customers / consumers

Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Yes
Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Prohibition of exaggerated, inaccurate, or misleading marketing claims
Reference link to policy and guidelines on communicating the impact of products and services to customers / consumers	:	https://investor.tqr.co.th/storage/download/corporate-governance/corporate-policies-documents/2024/20240701-tqr-social-responsibility-th.pdf

Information on customer management plan

Customer management plan

Company's customer management plan	:	Yes
Customer management plan implemented by the company in the past year	:	Responsible production and services for customers, Communication of product and service impacts to customers / consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

Developing products and services responsibly to customers.

The Company develops products and services to meet customer needs, with a focus on safety and cybersecurity control. Additionally, it prioritizes training employees who interact with customers to ensure they can professionally respond to customer needs and resolve issues.

Communicating information about the impact of products and services to customers.

The Company clearly communicates information related to the impact of products and services to customers, such as providing complete, accurate, and easy-to-understand information. The Company focuses on providing information that is not misleading or distorted.

Developing customer satisfaction and strengthening customer relationships.

The Company focuses on providing excellent service and building lasting relationships with customers. In addition to developing products and services that meet customer needs, we also train our employees to communicate effectively with

customers and resolve customer issues to ensure service quality and customer satisfaction.

Protecting customer's personal data.

The Company protects customers' personal data by complying with the Personal Data Protection Act (PDPA) and other relevant regulations.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : No

Details of setting customer management goals

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : No

Channels for receiving complaints from customers/consumers

Company's channels for receiving complaints from : Yes
customers/consumers

Telephone : 021508560

Fax : 021508563

Email : info@tqr.co.th

Company's website : www.tqr.co.th

Address : TQR Public Company Limited
46/7 Rungrojthanakul (Building A) 8th floor,
Ratchadapisek Road, Huai khwang, Bangkok 10310

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

Reference link for community development and engagement policies : <https://investor.tqr.co.th/storage/download/corporate-governance/corporate-policies-documents/2024/20240702-tqr-sd-policy-th.pdf>

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by the company over the past year : Forests and natural resources

Natural Resource Conservation

The Company promotes the responsible use of resources, such as energy conservation, using water only as necessary, and reducing the use of natural resources that impact the environment. It is also committed to collaborating with the community in various projects related to the preservation of natural resources for the long-term benefit of society and the community.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : No

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : No

Benefit from implementing social development project

Financial benefits

Does the company measure the financial benefits from social development? : No

Non-financial benefits

Does the company measure the non-financial benefits from social development? : No

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ESG Performance

Company Name : TQR PUBLIC COMPANY LIMITED Symbol : TQR
Market : mai Industry Group : Financials Sector : SECTOR 0

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

Good corporate governance refers to a system that provides a framework and internal management processes to connect the relationships between the Board of Directors, executives, employees, and shareholders. It aims to enable the Company to grow sustainably and stably, adding value to shareholders in the long term. Its main objective is to create appropriate benefits for shareholders, taking into account all stakeholders under proper, transparent, and auditable operations, based on the principles of honesty, integrity, and fairness.

To achieve these objectives, the Company has established a good corporate governance policy in accordance with the good corporate governance principles of the Stock Exchange of Thailand, the Securities and Exchange Commission, and the Thai Institute of Directors Association (IOD), and in line with the Company's Code of Conduct. The Board of Directors has approved the Good Corporate Governance Policy to serve as a guideline for conducting business and as a standard for the Board of Directors, executives, and all employees to strictly adhere to in performing their duties.

Policy and guidelines related to the board of directors

Are there policy and guidelines related to the board of directors : Yes

Guidelines related to the board of directors : Nomination of Directors, Determination of Director Remuneration, Independence of the Board of Directors from the Management, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Nomination of Directors

The Nomination and Remuneration Committee is responsible for recruiting qualified individuals who align with the Company's business strategies to serve as members of the Board of Directors and sub-committees. The selection process considers knowledge, abilities, expertise, and work experience, and also utilizing a Board Skills Matrix as a tool to assess the qualifications of all directors. The committee also evaluates the independence of director candidates for independent director positions. The Company verifies that the qualifications of nominated individuals comply with relevant laws. This includes considering suitable candidates from the Director Pool of the Thai Institute of Directors Association (IOD) and nominations from shareholders who have been screened to meet the specified criteria before being presented to the Board of Directors for consideration.

Determination of Director Remuneration

The Nomination and Remuneration Committee is responsible for considering and determining the remuneration of directors in a prudent, transparent, and clear manner, taking into account the appropriateness and consistency with the scope, duties, and responsibilities of the directors. This will be benchmarked against companies in the same industry with similar size, including consideration of business expansion and growth of the Company, which will enable the Company to attract and retain qualified directors. The proposal will then be submitted to the Board of Directors for approval before being submitted to the shareholders' meeting for further approval.

Independence of the Board of Directors from the Management

Independent Directors

In the recruitment and appointment of independent directors, the Nomination and Remuneration Committee will consider and screen individuals who possess the qualifications and are suitable, without any prohibited characteristics under the law, including relevant regulations. The Nomination and Remuneration Committee will consider selecting independent directors

from qualified individuals with work experience and other relevant qualifications. Subsequently, the selected candidates will be presented to the Board of Directors' meeting and the shareholders' meeting (as the case may be) for consideration and appointment as directors of the Company.

To comply with relevant laws, the Company has stipulated that at least one-third of the total number of directors must be independent directors, and there must be no less than 3 independent directors. The Company has defined the meaning of "independent director" in compliance with the Notification of the Capital Market Supervisory Board No. Tor Jor. 39/2559, Re: Application for and Approval of Offering for Sale of Newly Issued Shares.

Separation of the Positions of Chairman of the Board of Directors and Chief Executive Officer

The Chairman of the Board of Directors is an independent director, whereby the Chairman of the Board of Directors and the Chief Executive Officer are not the same person. This separation of powers between the Board of Directors and the management is in accordance with the provisions of the Company's Board Charter. The Chairman of the Board of Directors plays a crucial role in overseeing the Board of Directors' meetings to ensure compliance with good corporate governance principles and established policies, ensure that the Board meetings are conducted effectively, and providing opportunities for participating directors to express their opinions and inquire about information freely. Additionally, The Chairman of the Board of Directors oversees shareholders' meeting to ensure compliance with regulations and good corporate governance principles, promoting the efficient and transparent operation of the Company's business.

The Chief Executive Officer is the highest-ranking executive of the Company, responsible for all aspects of the Company's performance. The Chief Executive Officer is the leader of the organization, setting the strategic direction of the business, as well as overseeing, controlling, and managing the overall business operations to ensure alignment with the Company's policies, strategies, vision, mission, strategic plans, and operational directions. The Chief Executive Officer is also responsible for managing and monitoring work performance, resource management, and budget management to meet targets, comply with risk management policies, and ensure that the organization can operate and conduct business effectively. This includes achieving both short-term and long-term objectives, maintaining business leadership, enhancing the organization's image and brand value, creating competitiveness, developing the Company to operate at international standards, and leading to sustainable business development.

Director Development

The Company places importance on continuous director development. The Company has a policy to encourage directors to develop their knowledge and attend training or seminars to enhance their knowledge in various fields related to their roles and responsibilities, both as directors and members of sub-committees. To facilitate knowledge development, the Company provides information on training courses or seminars and regularly informs directors to enhance their awareness of good corporate governance and strengthen their ability to perform their duties effectively. Details of the training history of individual directors are shown in Attachment 1 of this 56-1 One Report.

Board Performance Evaluation

The Company has a policy to conduct an annual performance evaluation of the Board of Directors to allow the Board to jointly consider the overall performance. This is to review the performance, obstacles, and problems during the past year in order to improve the effectiveness of the work for shareholders and the organization to the highest level, in accordance with good corporate governance guidelines. This evaluation is an assessment of the overall performance of the Board of Directors as a whole, the sub-committees as a whole, and individual directors (self-assessment).

The evaluation process, after reviewing the evaluation form for completeness and accuracy, the Company Secretary will send the evaluation form to the directors for evaluation from December to January of each year and summarize the evaluation results and report the evaluation results to the Board of Directors.

Corporate Governance of Subsidiaries and Associated Companies

In overseeing the operations of subsidiary and associated company, the Board of Director will consider appointing a Company representative with qualifications and experience appropriate to the business in which the Company has invested, to serve as a director of the subsidiary and associated company. The representative may be the Chairman of the Board, CEO, director, senior executive, or any other person from the Company who has no conflict of interest with the business of the subsidiary and associated company. This is to ensure that the Company can effectively control and oversee the operations of the subsidiary and joint venture as if they were part of the Company itself. The Company requires that its

representative manage the subsidiary and associated company businesses to serve the best interests of the Company and ensure compliance with the relevant laws governing the operations of those subsidiaries and/or associated company. Additionally, the appointment of the representative to the subsidiary or associated company board will be in accordance with the Company's shareholding proportion. The Company will closely monitor the financial position and performance of its subsidiaries and associated company and ensure that proper data collection and accounting records are maintained for audit purposes.

Reference link for Corporate Governance of Subsidiaries and Associated Companies : <https://investor.tqr.co.th/storage/download/corporate-governance/corporate-policies-documents/2024/20240701-tqr-investment-associate-companies-policy-th.pdf>

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

Guidelines and measures related to shareholders and stakeholders : Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Government agencies, Community and society

Shareholder

The Company is committed to conducting business fairly and ethically towards shareholders. The Company places importance on treating all shareholders equally, reporting important and useful information to all shareholders regularly, equally, completely, and truthfully, in a timely manner, and sufficiently for all shareholders to make decisions equally. The Company encourages shareholders to attend shareholder meetings to participate in making decisions on important matters, as well as to be informed of the Company's operations and activities. The Company strives to be a good representative of shareholders in conducting business based on honesty, integrity, and good ethics. The Company monitors the performance of the Board of Directors and management by establishing measures to prevent the use of inside information for the personal benefit of the Board of Directors and management to protect the interests of shareholders and refrain from any actions that would violate or infringe upon the rights of shareholders.

Employee

The Company recognizes the value of human resources and encourages employees to perform at their highest potential. We provide a fair and equitable work environment with opportunities for career advancement. The Company treats all employees equally, without discrimination based on race, gender, skin color, religion, national origin, age, sexual orientation, disability, or any personal characteristics irrelevant to job performance. We maintain a workplace free from harassment and intimidation for all personnel, regardless of the source or method. Furthermore, the Company provides fair compensation to all executives and employees. Appointments, transfers, rewards, and disciplinary actions are carried out in good faith and based on the knowledge, abilities, and suitability of the executives or employees. We prioritize the development of employee knowledge, abilities, and skills by providing equal and comprehensive opportunities. The Company strictly adheres to all laws and regulations related to executives and employees.

Customer

The Company is committed to creating satisfaction and confidence for its customers to receive good service according to the standards. The Company develops the quality of service to meet customer needs continuously and consistently by monitoring and following up on customer feedback on the Company's services to bring the results to improve the service even better. As well as promoting good relationships with customers to be able to deliver quality services that meet or exceed customer expectations at a fair price.

Business competitor

The Company has a policy to treat competitors by focusing on fair and transparent business practices. The Company adheres to the principles of good corporate governance in competition, in accordance with the law, business ethics, and best practices that are in line with international standards, under the framework of laws related to competition practices.

The Company places importance on business competitors, not viewing them solely as trade rivals. The Company also sees opportunities where former competitors can transform into important business partners in the future. Therefore, the Company has the following practices towards competitors:

- Conducting business within the framework of generally accepted competition rules.
- Supporting and promoting free and fair trade, without monopolization or requiring partners to trade exclusively with the Company.

- Not violating confidentiality or seeking confidential business information of competitors through dishonest, illegal, or unethical means.
- Not damaging the reputation of competitors by making false accusations.
- Not engaging in trade agreements or any actions that may lead to unfair competition or trade monopolies.

Business partner

The Company has a policy to treat its business partners equally and fairly. All operations must consider reputation, legal compliance, regulations, and important practices. The Company complies with partner agreements and considers equality in business operations and mutual benefits with partners. The Company recognizes the importance of partners as individuals who assist and contribute to the efficient and successful business operations. Therefore, the Company treats its partners equally based on fairness and mutual respect. Furthermore, the selection of business partners is based on qualifications and suitability in other aspects of the partners, using the same criteria for all partners to ensure fairness in the selection process. The Company also provides opportunities for new partners to participate. The Company promotes a strict no gift policy, prohibiting any unethical benefits given to or received from business partners.

Creditor

The Company has a policy on fair and responsible treatment of creditors, taking into account the best interests of the Company and based on fairness, and avoiding situations that give rise to conflicts of interest. The Company is committed to complying with agreements, contracts, and providing accurate and truthful information at all times to ensure fairness for both parties. The Company has a practice of adhering to contracts and complying with the conditions of creditors in the repayment of principal, interest, and the care of collateral. In cases where this is not possible, the Company must promptly negotiate with creditors in advance to reach a mutual agreement. The Company discloses accurate and complete financial information on a regular basis to assure creditors of its financial position and ability to repay debts.

Government agencies

The Company complies with relevant laws and regulations and cooperates in complying with government policies. It does not engage or conduct business with organizations or individuals that violate the law.

Community and society

The Company recognizes that it is a part of society and has a responsibility to assist society and support community and social activities. The Company has a policy of conducting business with an emphasis on the environment and the conservation of various resources. It also focuses on creating an organizational culture and promoting environmental care practices both inside and outside the Company to its personnel, promoting the efficient and maximized use of resources. In addition, the Company will comply with government policies, as well as explore and understand relevant rules and regulations, to prevent the Company's business operations from impacting the way of life of that society or community.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Company's business operations are governed by a policy that upholds the highest standards of ethics and morality. The Company recognizes the importance of ethical conduct. In addition to developing quality and standards in business operations, the Company is committed to corporate governance and adheres to the principles of business ethics. The Company encourages its Board of Directors, executives, and employees to operate with integrity, conduct business with honesty, transparency, straightforwardness, and compliance with relevant laws and regulations. This approach will enable the Company to achieve stable and sustainable growth, as well as gain recognition, trust, and confidence from shareholders, customers, partners, employees, and all stakeholders.

The Company has established a Code of Business Conduct to serve as a guideline or framework for the Board of Directors, executives, and employees. This Code aligns with the Company's vision, mission, and values, which are fundamental to sustainable business operations. Furthermore, the Code of Business Conduct sets the standard and applies to directors, executives, and employees at all levels. The Company expects all members to participate in upholding the Code of Business Conduct by adhering to their assigned responsibilities. The Board of Directors, executives, and employees must acknowledge, understand, and strictly comply with the Code to ensure that their duties are carried out effectively, transparently, and in the best interest of the Company, while being fair to all stakeholders involved.

Reference link for the full version of business code of conduct : <https://investor.tqr.co.th/storage/download/corporate-governance/corporate-policies-documents/2024/20240702-tqr-code-of-conduct-th.pdf>

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and IT system security, Environmental management, Human rights

Prevention of Conflicts of Interest

The Board of Directors has established a policy prohibiting directors, executives, and employees from using their positions as directors, executives, or employees of the Company to seek personal gain, or for the benefit of their families or close associates, whether financial or otherwise, and to avoid engaging in self-dealing, except when necessary for the benefit of the Company, under the rules and regulations set forth by the Stock Exchange of Thailand. Therefore, the following are the practices for directors, executives, and employees of the Company:

Receiving money or benefits or having financial involvement with those who conduct business with the Company.

- Directors, executives, and employees at all levels must not accept money or any benefits personally from customers, business partners, or any person as a result of working on behalf of the Company or having financial involvement, such as joint ventures, joint trading with customers, contractors, sellers of goods or services to the Company, or from any other person doing business with the Company.
- Directors, executives, and employees at all levels shall not borrow or solicit money from customers or those who conduct business with the Company, except for borrowing money from banks or financial institutions as customers of such banks, or financial institutions.
- Directors, executives, and employees at all levels shall avoid engaging in related party transactions, except when necessary for the benefit of the Company, under the rules and regulations set forth by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand, such as disclosing information about the names and relationships of related persons, policies for determining the price and value of transactions, as well as the opinions of the Board of Directors and the Audit Committee regarding such transactions, and prohibiting related party transactions in the nature of providing financial assistance, such as lending money, guaranteeing loans to companies that are not their subsidiaries.

Conducting business outside the Company or engaging in other work outside of Company work.

Directors, executives, and employees are prohibited from engaging in or participating in any business that competes with the Company's business, whether or not such directors, executives, or employees benefit directly or indirectly.

Anti-corruption

The Company is committed to conducting business with morality and ethics, and managing its operations with transparency in accordance with good corporate governance principles. This ensures business effectiveness, responsibility towards society, and all stakeholders. The Company has established guidelines for the appropriate conduct of the Board of Directors, management, and employees in business ethics and employee code of conduct, which are part of the Company's corporate governance. Furthermore, the Company intends to join the Thai Private Sector Collective Against Corruption to demonstrate its intention and commitment to combating all forms of corruption. The Company has established an "Anti-Corruption Policy and Measures" to serve as a guideline for the Board of Directors, executives, employees, subsidiary, and associated company to adhere to and comply with this policy. This reflects the Company's firm commitment and determination that it does not tolerate corruption in any form.

Reference link for Anti-corruption : <https://investor.tqr.co.th/storage/download/corporate-governance/corporate-policies-documents/2024/20240701-tqr-anti-corruption-policy-th.pdf>

Whistleblowing and Protection of Whistleblowers

The Company has established systematic, transparent, and fair guidelines for considering and investigating complaints to ensure that whistleblowers or complainants have confidence and trust in the fair investigation process. This aligns with

the policy for receiving complaints and whistleblowing regarding fraud or non-compliance with laws, regulations, Company regulations, and the Company's Code of Business Conduct. All complaints will be kept confidential, and complainants are not required to disclose their identity.

Complaint Channels

- Internet system on the Company's website. www.tqr.co.th
- Intranet system.
- E-mail: audit@tqr.co.th
- By mail to the Chairman of the Audit Committee, TQR Public Company Limited, 46/7 Rungrojthanakul Building, 8th Floor, Ratchadaphisek Road, Huai Khwang Sub-district, Huai Khwang District, Bangkok 10310.
- Other channels provided by the Company, such as the Company's suggestion box.

In 2024, the Company did not receive any complaints, whistleblowing, or reports of fraud and misconduct.

Reference link for Whistleblowing and Protection of Whistleblowers : <https://investor.tqr.co.th/storage/download/corporate-governance/corporate-policies-documents/2024/20240702-tqr-whistleblowing-regarding-corruption-policy-th.pdf>

Prevention of Misuse of Inside Information

The Company has policies and procedures for monitoring and overseeing directors, executives, employees, and staff in the use of confidential information and/or non-public information of the Company and its subsidiary. This includes prohibiting the disclosure of such information for personal gain or the benefit of others, both directly and indirectly, regardless of whether compensation is received. It also includes prohibiting insider trading of the Company's securities.

Reference link for Prevention of Misuse of Inside Information : <https://investor.tqr.co.th/storage/download/corporate-governance/corporate-policies-documents/2024/20240701-tqr-insider-trading-policy-th.pdf>

Gift giving or receiving, entertainment, or business hospitality

The Company establishes a policy on giving or receiving gifts or entertainment as follows:

1. Directors, executives, or employees shall not solicit, accept, or agree to accept money or any other benefits from business associates.
2. Directors, executives, or employees may give or receive gifts according to customary practices, provided that such gifts do not influence any business decisions of the recipient.
3. If an executive or employee receives a gift of unusual value from a business associate on a customary occasion, they must report it to their supervisor accordingly.

Compliance with laws, regulations, and rules

The Company complies with the Securities and Exchange Act, the regulations of the Stock Exchange of Thailand, the Insurance Act, the regulations of the Office of the Insurance Commission (OIC), and other laws related to the Company's business, including the Company's Articles of Association, as well as shareholders' resolutions.

Information and IT system security

The Company's policy is to make information technology systems a key factor in supporting the policy of sustainable business development alongside the organization's environment and society. To support the response to the expectations and needs of stakeholders, especially having guidelines, tools, and standards that are modern, efficient, and secure in accordance with international standards. In order for any information technology operations of the Company to be stable, secure, and reliable, as well as the Company's information and information assets are properly maintained. Taking into account the risks of threats to information security and cybersecurity that may arise, measures to maintain confidentiality, accuracy, completeness, and readiness for proper operation, including compliance with rules, regulations, laws on information security.

Reference link for Information and IT system security : <https://investor.tqr.co.th/storage/download/corporate-governance/corporate-policies-documents/2024/information-technology-policy-th.pdf>

Environmental management

The Company recognizes that environmental care is crucial, benefiting personnel, the organization, customers, communities, society, and the nation. We are committed to promoting environmental conservation by establishing environmental policies aligned with our business objectives. We emphasize fostering collaboration in environmental stewardship among all employees and departments within the organization. Every employee must be aware of their roles, responsibilities, and accountability in environmental preservation and resource efficiency in their work.

Reference link for Environmental management : <https://investor.tqr.co.th/storage/download/corporate-governance/corporate-policies-documents/2024/20240702-tqr-environmental-policy-th.pdf>

Human rights

The Company recognizes and prioritizes the promotion and preservation of human rights both within and outside the Company, in conjunction with ethics and good governance. The Company protects human rights by establishing policies and guidelines on human rights in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGP) to align with sustainable development policies and ensure that the Company's business operations are free from human rights violations.

Reference link for Human rights : <https://investor.tqr.co.th/storage/download/corporate-governance/corporate-policies-documents/2024/20240702-tqr-human-rights-policy-th.pdf>

Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and employees to comply with the business code of conduct : Yes

The Company mandates that it is the duty and responsibility of all directors, executives, and employees to acknowledge, understand, and strictly comply with the policies and practices stipulated in the Company's business ethics.

In the event of a violation of laws, regulations, rules, ethics, or relevant Company policies, or if a supervisor allows their subordinates to commit such violations, the executives or employees must report directly to the Human Resources Department. The Human Resources Department will then proceed according to the steps stipulated in the relevant policies and work regulations.

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks : No

Information on material changes and developments in policy and corporate governance system over the past year

Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors' charter

In the past year, did the company review the corporate governance policy and guidelines, or board of directors' charter : Yes

Material changes and developments in policy and guidelines over the past year : No

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Fully implement

The Company has established a written Corporate Governance Policy. The Company has adopted the Principles of Good Corporate Governance for Listed Companies 2017 (CG Code 2017), which consists of 8 principles, as follows:

Practice 1: Recognize the role and responsibilities of the Board of Directors as the leader of the organization that creates sustainable value for the business.

The Company has clearly defined the roles, responsibilities, and duties of the Board of Directors as detailed in the

Board Charter, which will be reviewed at least annually. The Board of Directors plays a crucial role in setting business objectives and goals, operating policies, risk management, and operating strategies, including the allocation of necessary resources to enable Company personnel to perform their duties and achieve the set objectives. The Board of Directors will monitor, evaluate, and oversee the reporting of the Company's operating results appropriately.

The Board of Directors will oversee the Company's operations to be conducted ethically, responsibly, and accountably to shareholders and all stakeholders, for the benefit of society and with consideration for the environment. The Company will be able to adapt to changes from various factors while maintaining its competitiveness to achieve good operating results and long-term benefits for shareholders and all stakeholders.

Furthermore, the Board of Directors has defined the roles and responsibilities of the Chief Executive Officer and will oversee the directors, the Chief Executive Officer, executives, and employees to perform their duties with responsibility, prudence, and integrity for the best interests of the Company, based on adequate information and without any direct or indirect conflicts of interest in the matters being decided upon. The Board of Directors will oversee the Company's operations to comply with laws, regulations, and resolutions of the shareholders' meeting.

Practice 2: Define the objectives and key goals of the business that are geared towards sustainability.

The Board of Directors will establish the Company's key objectives and goals in accordance with the Company's vision, mission, and values, including strategies, goals, and annual plans, for personnel to follow to ensure that the Company achieves these goals within the specified timeframe. It will also promote the Company's sustainability by considering value creation for the Company, customers, stakeholders, and society as a whole, and by adopting innovation and technology appropriately and securely.

Practice 3: Enhance Board Effectiveness.

The Board of Directors must consist of individuals with knowledge, abilities, and experience who can perform their duties for the benefit of the Company and are accepted by all parties. They play a crucial role in setting Company policies. The Board Charter stipulates that the Board of Directors shall consist of no less than 5 directors and at least 1/3 of the total number of directors shall be independent directors, but not less than 3, to ensure an appropriate balance of power. Details regarding the composition of the Board of Directors, qualifications of the Chairman, qualifications of directors, term of office, powers, duties and responsibilities, performance evaluation, selection, and determination of remuneration are as specified in the respective committees charters.

The Board of Directors will conduct an annual performance evaluation of the Board of Directors.

The Company has appointed a company secretary to perform duties related to Board of Directors meetings, shareholders' meetings, support the work of the Board of Directors, coordinate compliance with Board resolutions, and support directors and/or executives in receiving knowledge and training in various courses related to their specific duties.

Practice 4: Recruitment and development of senior executives and personnel management.

The Board of Directors has established qualifications for the Chief Executive Officer to serve as guidelines for recruiting personnel with qualifications and experience beneficial to the Company to join the Company. Details are as outlined in the Chief Executive Officer Charter.

The Board of Directors will oversee that remuneration and performance evaluations are conducted appropriately, taking into account the adequacy of the Board of Directors' duties and responsibilities. Executives will receive compensation in the form of salary and annual bonuses, which are determined based on the Company's performance and primarily on their abilities.

The Board of Directors will understand the structure and relationships of shareholders that may affect the control of management.

In terms of personnel development, the Board of Directors will monitor the management and development of personnel to ensure an appropriate number of employees with the right knowledge, skills, experience, and motivation. It will also promote training and knowledge sharing for those involved in the Company's corporate governance system, such as directors, the Audit Committee, executives, and the company secretary, to ensure continuous improvement in their work. This may be done internally or through the use of external institutions.

In the event of a change in directors or the appointment of new directors, the company secretary will provide documents and information useful for the performance of duties to the new directors, such as the structure and relationships of shareholders that may affect the administration and operation of the business, including providing an introduction to the nature of the business and the Company's business practices to the new directors.

Practice 5: Promote innovation and responsible business practices.

The Board of Directors recognizes the importance of innovation for the sustainable growth of the Company. Therefore, it encourages management to seek out new products with innovation and modern technology that benefit society and customer use, while also preserving the environment. It also supports the adoption of modern information technology in the organization by establishing an appropriate framework for IT governance and management at the organizational level to develop operational processes and manage business risks. This ensures that the Company can achieve its objectives and key business goals sustainably.

The Board of Directors will monitor management to ensure that they operate with social and environmental responsibility. This will be reflected in the operational plan to align with the objectives, goals, and business strategies. Additionally, the Board of Directors will oversee management to ensure the efficient and effective development, allocation, and management of resources to achieve the Company's objectives, goals, and business strategies, taking into account the impact and development of resources throughout the value chain.

Practice 6: Ensure an appropriate risk management and internal control system.

The Board of Directors has appointed an Audit Committee to assist the Board of Directors in overseeing the Company's good corporate governance system and providing impartial opinions on the financial statements and internal control system. The Audit Committee also provides opportunities for management and auditors to discuss and manage potential risks to ensure that the financial statements are reliable, of good quality, and ultimately add value to the organization. The Audit Committee must consist of at least 3 independent directors who meet the qualifications set by the Capital Market Supervisory Board and the Stock Exchange of Thailand. At least 1 member must have knowledge, understanding, or experience in accounting or finance and have up-to-date knowledge of the reasons for changes in financial reports. Details regarding the composition of the Audit Committee, qualifications of the Audit Committee members, term of office, powers, duties, and responsibilities are as specified in the Audit Committee Charter.

The Board of Directors has appointed a Risk Management Committee to oversee the Company's risk management, establish risk management policies that cover the entire organization, and ensure that the Company has a risk management system or process in place.

Practice 7: Maintain financial credibility and information disclosure.

1. The Board of Directors prioritizes the disclosure of information that is accurate, complete, sufficient, transparent, and timely, including both financial and general information, as well as other information that has or may have an impact on the Company's securities prices. This information is crucial for the decision-making process of the Company's investors and stakeholders. The Company will disclose such information in accordance with the regulations of the Securities and Exchange Commission, the Capital Market Supervisory Board, and the Stock Exchange of Thailand, as well as generally accepted accounting standards.

2. The Company has appointed a company secretary to communicate with investors or shareholders and other stakeholders appropriately, equitably, and in a timely manner.

The Company will hold regular meetings to analyze operating results. It will also disclose Company information, financial information, and general Company information to shareholders, securities analysts, credit rating agencies, and relevant government agencies through various channels, namely, reporting to the Office of the Securities and Exchange Commission, the Stock Exchange of Thailand, and the Company's website. In addition, the Company prioritizes regular information disclosure to keep shareholders informed through the Company's website. The information on the Company's website is kept up-to-date.

3. The Company places importance on financial liquidity and the ability to repay debts. It also prioritizes the preparation of financial statements and financial information, which are presented in the annual report. The Audit Committee will review the quality of the financial reports and the internal control system, including the adequacy of disclosures in the notes to the financial statements, and report to the Board of Directors. The Board of Directors' responsibility for the financial statements will be presented alongside the auditor's report in the annual report.

4. In the event that the Company experiences financial difficulties or is likely to experience difficulties, the Board of Directors will ensure that the Company has a plan to resolve the problems that has been considered reasonable, taking into account the rights of stakeholders, including creditors.

5. The Board of Directors will prepare a sustainability report as appropriate.

6. The Company will disclose information about each director, the roles and responsibilities of the Board of Directors and sub-committees, the number of meetings and attendance in the past year, and insights from their duties, including training and professional development, in the annual report. This includes disclosing the remuneration policy, the nature and details of the remuneration of directors and senior management in the Company.

7. The Company will disclose audit fees and other service fees provided by the auditor.

8. The Company will provide a report on policies related to good corporate governance, the code of business conduct, the risk management policy, and the corporate social responsibility policy that have been approved, including a summary and the results of compliance with such policies. In cases where compliance with such policies is not possible, reasons will be provided. The report will be disseminated through various channels, such as the annual report and the Company's website.

Practice 8: Support shareholder engagement and communication.

1. The Company will send a notice of meeting along with information on each agenda item that is accurate, complete, and sufficient for shareholders to exercise their rights, both in Thai and English, to shareholders at least 7 days before the meeting date, or any other period as required by law or relevant regulations. Each agenda item will include the opinion of the Board of Directors and sufficient supporting information for shareholders to review before the meeting date. Additionally, the Company will publish this information on its website before the shareholders' meeting.

2. The Company supports shareholder participation, such as establishing guidelines for minority shareholders to propose additional agenda items for meetings and guidelines for minority shareholders to nominate individuals for director positions. It will also provide opportunities for shareholders to submit their opinions, suggestions, or inquiries in advance of the meeting date according to the Company's established guidelines. The Company will publish these guidelines on its website.

3. In the event that shareholders are unable to attend the meeting in person, the Company will allow shareholders to appoint an independent director or any other person to attend the meeting on their behalf by using a proxy form as provided by the Company along with the notice of meeting.

4. At the shareholders' meeting, the Company will provide an opportunity for all shareholders to have equal rights to express their opinions, suggestions, or ask questions freely on various related agenda items before voting on any agenda items. Directors and relevant Company executives will attend the shareholders' meeting to answer questions at the meeting.

5. The Company will disclose the voting results for each agenda item and the resolutions of the meeting to shareholders at the meeting and through the Stock Exchange of Thailand's SET Portal system and the Company's website after the conclusion of the meeting within the next business day.

6. The Company will submit the minutes of the shareholders' meeting to the Stock Exchange of Thailand within 14 days from the date of the shareholders' meeting. The Company will record the minutes of the meeting accurately and completely in all material respects, including questions and answers during the meeting, the names of the questioners and respondents, opinions, and important suggestions, in the minutes of the meeting for shareholders to review.

Other corporate governance performance and outcomes

The Company received a 5-star corporate governance rating, or "Excellent CG Scoring", in the Corporate Governance Report of Thai Listed Companies (CGR) project organized by the Thai Institute of Directors Association (IOD). The Company also achieved a perfect score of 100 in the Annual General Meeting of Shareholders (AGM) Checklist assessment conducted by the Thai Investors Association for the second consecutive year (2023-2024).

Corporate Governance Structure

Information on corporate governance structure

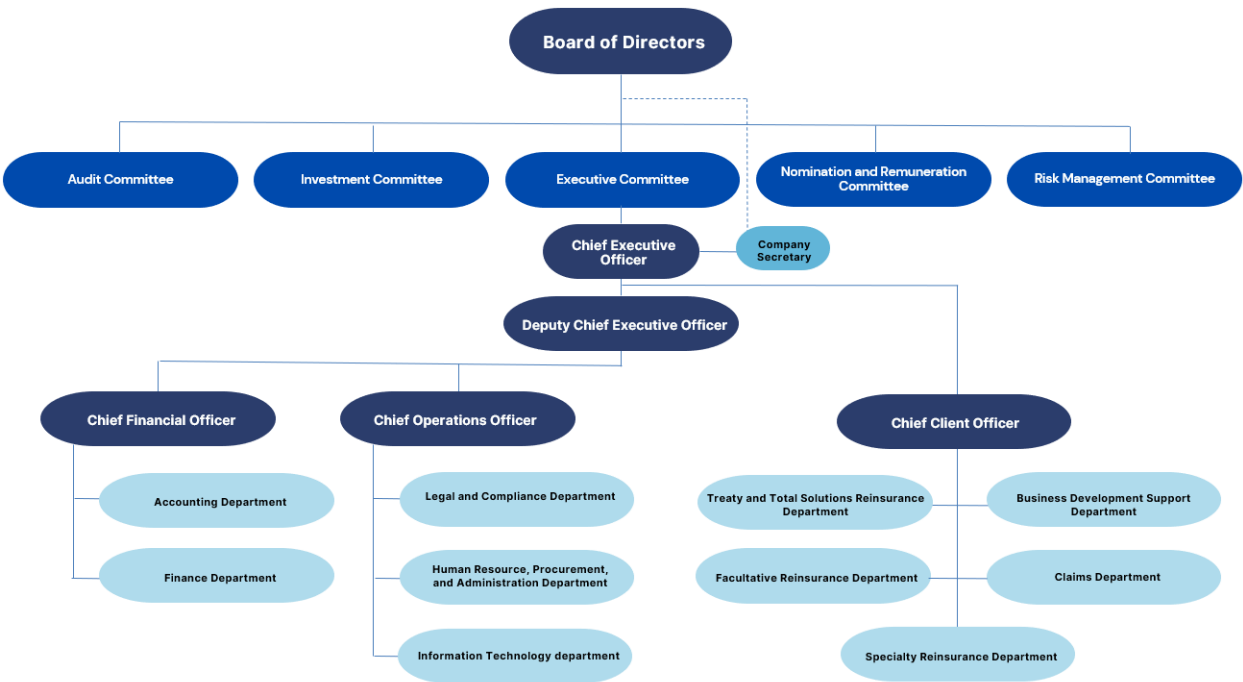
Corporate governance structure

Corporate governance structure diagram

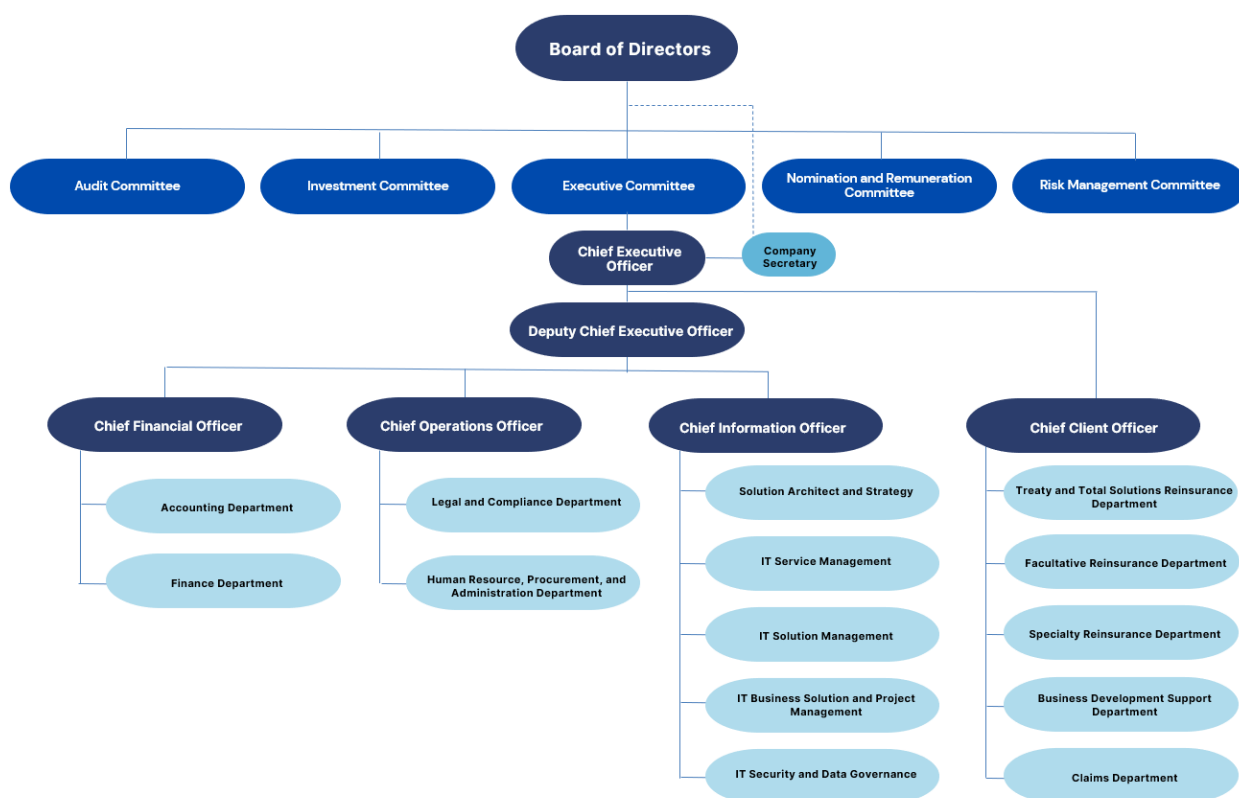
Corporate governance structure as of date : 31 Dec 2024

Corporate governance structure diagram

The Management Structure of the Company as of December 31, 2024



The Management Structure of the Company as of February 1, 2025



The Board of Directors' Meeting No. 1/2025, held on January 28, 2025, has resolved to approve the organizational structure change in the Information Technology department, effective from February 1, 2025 onwards.

Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2024	
	Male (persons)	Female (persons)
Total directors	11	
	8	3
Executive directors	3	
	2	1
Non-executive directors	8	
	6	2
Independent directors	5	
	4	1
Non-executive directors who have no position in independent directors	3	
	2	1

	2024	
	Male (%)	Female (%)
Total directors	100.00	
	72.73	27.27
Executive directors	27.27	
	18.18	9.09
Non-executive directors	72.73	
	54.55	18.18
Independent directors	45.45	
	36.36	9.09
Non-executive directors who have no position in independent directors	27.27	
	18.18	9.09

Additional explanation : Displayed % (percentage) from proportion of total board of directors

	2024	
	Male (years)	Female (years)
Average director age	55	
	56	52

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. KRISHNA BOONYACHAI</p> <p>Gender: Male</p> <p>Age : 60 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 100,000 Shares (0.043478 %) 	<p>Chairman of the Board of Directors</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	25 Dec 2019	Governance/ Compliance, Audit, Corporate Management, Business Administration, Economics
<p>2. Ms. TRITHIP SIVAKRISKUL</p> <p>Gender: Female</p> <p>Age : 58 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	25 Dec 2019	Finance, Accounting, Audit, Governance/ Compliance, Business Administration
<p>3. Mr. CHATCHAVIN PIPATCHOTITHAM</p> <p>Gender: Male</p> <p>Age : 51 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	25 Dec 2019	Accounting, Audit, Risk Management, Governance/ Compliance, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. THANUTUM KIATPHAIBOOL</p> <p>Gender: Male</p> <p>Age : 54 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : No</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	25 Dec 2019	Finance, Marketing, Governance/ Compliance, Business Administration, Corporate Management
<p>5. Mr. ANUKOOL TUNTIMAS</p> <p>Gender: Male</p> <p>Age : 57 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> Shareholding by persons related to the directors, executives according to Section 59 (shares) : 1,953,000 Shares (0.849130 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	22 Apr 2023	Business Administration, Construction Services, Governance/ Compliance, Law, Risk Management
<p>6. Mr. KRIST SUCHARE</p> <p>Gender: Male</p> <p>Age : 65 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	25 Dec 2019	Strategic Management, Governance/ Compliance, Marketing, Business Administration, Insurance

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. UNCHALIN PUNNIPA</p> <p>Gender: Male</p> <p>Age : 62 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Political Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <p><u>Indirect shareholding details</u></p> <p>Shares held by related entity (TQM ALPHA PUBLIC COMPANY LIMITED) amount to 102,190,000 shares, representing 44.43%</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	8 Aug 2022	Insurance, Corporate Management, Governance/ Compliance, Business Administration, Strategic Management
<p>8. Mrs. NAPASSANUN PUNNIPA</p> <p>Gender: Female</p> <p>Age : 52 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Political Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <p><u>Indirect shareholding details</u></p> <p>Shares held by related entity (TQM ALPHA PUBLIC COMPANY LIMITED) amount to 102,190,000 shares, representing 44.43%</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	8 Aug 2022	Insurance, Strategic Management, Governance/ Compliance, Corporate Management, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
9. Mr. CHANAPHAN PIRIYAPHAN Gender: Male Age : 54 years Highest level of education : Master's degree Study field of the highest level of education : Communication Arts Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes	Director (Executive Directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Existing director	3 Feb 2020	Insurance, Governance/ Compliance, Strategic Management, Business Administration, Corporate Management
10. Mrs. YUPARES PIRIYAPHAN Gender: Female Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Risk Management and Insurance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes	Director (Executive Directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	1 May 2012	Insurance, Governance/ Compliance, Corporate Management, Business Administration, Strategic Management
11. Mr. PORNKASEM LAUDHITTIRUT Gender: Male Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Urban Planning, Land, and Housing Development Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes	Director (Executive Directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Existing director	17 Apr 2012	Insurance, Marketing, Governance/ Compliance, Business Administration, Strategic Management

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. KRISHNA BOONYACHAI	Chairman of the Board of Directors		✓	✓		
2. Ms. TRITHIP SIVAKRISKUL	Director		✓	✓		
3. Mr. CHATCHAVIN PIPATCHOTITHAM	Director		✓	✓		
4. Mr. THANUTUM KIATPHAIBOOL	Director		✓	✓		
5. Mr. ANUKOOL TUNTIMAS	Director		✓	✓		
6. Mr. KRIST SUCHARE	Director		✓		✓	
7. Mr. UNCHALIN PUNNIPA	Director		✓		✓	✓
8. Mrs. NAPASSANUN PUNNIPA	Director		✓		✓	✓
9. Mr. CHANAPHAN PIRIYAPHAN	Director	✓				✓
10. Mrs. YUPARES PIRIYAPHAN	Director	✓				✓
11. Mr. PORNKASEM LAUDHITTIRUT	Director	✓				✓
Total (persons)		3	8	5	3	5

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	1	9.09
2. Insurance	6	54.55
3. Construction Services	1	9.09
4. Law	1	9.09
5. Marketing	3	27.27
6. Accounting	2	18.18
7. Finance	2	18.18
8. Corporate Management	6	54.55
9. Strategic Management	6	54.55
10. Risk Management	2	18.18
11. Audit	3	27.27
12. Governance/ Compliance	11	100.00
13. Business Administration	11	100.00

Information about the other directors

	2024
The chairman of the board and the highest-ranking executive are from the same person	No
The chairman of the board is an independent director	Yes
The chairman of the board and the highest-ranking executive are from the same family	No
Chairman is a member of the executive board or taskforce	No
The company appoints at least one independent director to determine the agenda of the board of directors' meeting	Yes

Additional explanation : (*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards

(**) If a remark is specified, the remark from the most recent year will be displayed

The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the board of : Have
directors and the Management

Methods of balancing power between the board of directors : Appointing one independent director to jointly consider
and Management setting the board meeting agenda

The Chairman of the Board of Directors is an independent director, and the Chairman of the Board of Directors and the Chief Executive Officer (CEO) are not the same person, in order to balance the power between the Board of Directors and management. This is in compliance with the provisions of the Board of Directors Charter. Additionally, the Chairman of the Board of Directors jointly considers and determines the agenda for each board meeting.

Information on the roles and duties of the board of directors

The Board of Directors Charter is created to define matters related to the Board of Directors in compliance with applicable laws, regulations, and good corporate governance principles. It includes the composition and appointment of the Board of Directors, the qualifications of the directors, their term of office, powers, duties, and responsibilities, board meetings, board reporting, the evaluation of the board's performance, and the review and improvement of the charter.

Reference link for the board charter : <https://investor.tqr.co.th/storage/download/corporate-governance/corporate-policies-documents/board-of-directors-charter-th.pdf>

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Board of Directors

Role

- Audit Subcommittee
- RiskManagement Subcommittee
- Nomination Subcommittee
- Remuneration Subcommittee
- Nomination Remuneration Subcommittee

Scope of authorities, role, and duties

1. Perform duties with responsibility, prudence, and honesty, prioritizing the best interests of the Company. Comply with all applicable laws, Company objectives, regulations, and shareholder resolutions.
2. Establish, review, and approve the Company's and its subsidiaries' vision, mission, goals, strategies, policies, authorization frameworks, business plans, and budgets. Monitor, supervise, manage, and follow up on the performance of the management of both the Company and its subsidiaries to ensure alignment with established policies, plans, and budgets, effectively and efficiently, in accordance with business policies.
3. Consider and approve the appointment of qualified individuals without prohibited characteristics as stipulated in the Public Limited Company Act B.E. 2535, the Securities and Exchange Act, the Non-Life Insurance Act, and the notifications of the Office of the Insurance Commission (OIC), as well as relevant announcements, regulations, and rules, to serve as Company directors in the event of a vacancy on the Board of Directors for reasons other than retirement, unless the remaining term of such director is less than 2 months.
4. Consider the appointment of an Audit Committee with qualifications as prescribed by the Securities and Exchange Act, the notifications of the Securities and Exchange Commission, including the announcements, regulations, and/or rules of the Stock Exchange of Thailand.
5. Consider the appointment of an Executive Committee, selecting from among the directors and/or executives of the Company or its subsidiaries, and define the scope of authority, duties, and responsibilities of the Executive Committee.
6. Consider the appointment of other sub-committees, along with defining their scope of authority, duties, and responsibilities to assist and support the Board of Directors in fulfilling its responsibilities.
7. Consider the appointment of a Managing Director or Chief Executive Officer of the Company and a company secretary who possess the qualifications stipulated by law, including consideration of their remuneration.
8. Consider the appointment and amendment of authorized directors to sign and bind the Company.
9. Consider and approve the acquisition or disposal of assets and/or related transactions, except for transactions that

require shareholder approval. Such consideration and approval shall be in accordance with the notifications of the Capital Market Supervisory Board and/or relevant announcements, regulations, and/or rules of the Stock Exchange of Thailand and the Office of the Insurance Commission (OIC).

10. Consider and approve the payment of interim dividends to shareholders when deemed appropriate based on the company's profits, and report such dividend payments to the shareholders at the next shareholders' meeting.

11. Prepare the annual report of the Board of Directors, the consolidated financial statements, and the Company's separate financial statements as of the end of the accounting period, audited by the auditor, to present the financial position and operating results for the past year, and submit them to the shareholders' meeting for approval.

12. Consider, select, and recommend the appointment of the Company's, subsidiaries', and/or associated companies' auditors, including consideration of appropriate remuneration, as proposed by the Audit Committee, before presenting it to the Annual General Meeting of Shareholders for approval.

13. Ensure that the Company, subsidiaries, and/or associated companies implement appropriate and effective accounting systems, including the establishment of effective internal control and internal audit systems.

14. Consider and establish a risk management policy that covers the entire organization and oversee the implementation of a risk management system or process with appropriate measures and controls to mitigate potential impacts on the business of the Company and its subsidiaries.

15. Establish a good corporate governance policy and an anti-corruption policy for the Company, subsidiaries, and/or associated companies in accordance with good governance principles, at least in line with the guidelines set by the Stock Exchange of Thailand and/or the SEC, and ensure the effective implementation of such policies to ensure that the Company, subsidiaries, and/or associated companies are accountable to all stakeholders fairly.

16. Directors are responsible for disclosing their own conflicts of interest and those of related persons to the Company, and for establishing a system for reporting conflicts of interest of executives and related persons.

17. Authorize one or more directors or any other person to act on behalf of the Board of Directors, subject to the supervision of the Board of Directors, or may grant such person the authority as deemed appropriate by the Board of Directors and for a period of time as deemed appropriate by the Board of Directors. The Board of Directors may revoke, withdraw, modify, or amend such authorization. Such authorization shall not empower such person to consider and decide on matters in which such person or a person who may have a conflict of interest has a stake or may have a conflict of interest of any other nature with the Company, subsidiaries, and/or associated companies, as defined in the notifications of the Capital Market Supervisory Board and/or the Stock Exchange of Thailand and/or other relevant agencies, unless it is an approval of a transaction that is in accordance with the policies and criteria previously considered and approved by the Board of Directors.

18. Ensure the disclosure of the roles and responsibilities of the Board of Directors and sub-committees, the number of meetings held, and the attendance of each director in the past year, and report on the performance of the Board of Directors and all sub-committees.

19. Encourage directors and executives of the Company and its subsidiaries to participate in relevant training programs and seminars organized by the Thai Institute of Directors Association (IOD) related to their duties and responsibilities.

20. Monitor and oversee the management and operations of the Company, subsidiaries, and/or associated companies to ensure compliance with company policies, relevant business laws, including the Securities and Exchange Act, notifications of the Capital Market Supervisory Board, regulations of the Stock Exchange of Thailand, the Non-Life Insurance Act, and relevant notifications of the Office of the Insurance Commission (OIC).

21. In the event that the Company establishes subsidiaries and/or associated companies, the Board of Directors shall consider appointing representatives to serve as directors and executives of such subsidiaries and/or associated companies, at least in proportion to the shareholding in such subsidiaries and/or associated companies, unless otherwise

restricted by other laws or conditions of joint ventures with the government, or other cases approved in accordance with the Securities and Exchange Act, notifications of the Capital Market Supervisory Board, or regulations of the Stock Exchange of Thailand. The directors and executives of such subsidiaries and/or associated companies who are appointed or nominated must possess the qualifications, roles, duties, and responsibilities as prescribed by relevant laws and must not be deemed untrustworthy as per the notification of the Securities and Exchange Commission regarding the determination of untrustworthiness of directors and executives of companies.

22. In the event that the Company establishes subsidiaries and/or associated companies, the Board of Directors shall oversee and monitor such subsidiaries and/or associated companies to ensure the disclosure of important information, such as financial position and operating results, connected transactions, conflict of interest transactions, acquisition or disposal of significant assets, and other significant transactions that are not in the ordinary course of business of the subsidiaries and/or associated companies. The disclosure of such information must be adequate, complete, accurate, and made within the timeframe specified by the Company and in accordance with the regulations of relevant agencies.

23. In the event that the Company establishes subsidiaries and/or associated companies, the Board of Directors must ensure that such subsidiaries and/or associated companies have appropriate and robust internal control systems in place to prevent potential fraud. The Board of Directors should also ensure that subsidiaries and/or associated companies have clear systems in place to demonstrate that they have adequate systems for disclosing material transactions in accordance with established criteria in a consistent and reliable manner. There should be channels for the Company's Board of Directors and executives to access information from subsidiaries and/or associated companies to effectively monitor their performance, financial position, transactions between subsidiaries and/or associated companies with their directors and/or executives, and material transactions of subsidiaries and/or associated companies. Furthermore, the Board of Directors must ensure that subsidiaries and/or associated companies have mechanisms in place to audit such systems, allowing the Company's internal audit team to directly access information. The results of such audits should be reported to the Audit Committee and the Board of Directors to ensure that subsidiaries and/or associated companies are effectively and consistently complying with the established systems.

Reference link for the charter

<https://investor.tqr.co.th/storage/download/corporate-governance/corporate-policies-documents/board-of-directors-charter-th.pdf>

Audit Committee

Role

- Audit Subcommittee

Scope of authorities, role, and duties

The Audit Committee has the authority to conduct audits and investigations as necessary on matters that may have a material impact on the reputation, financial position, and performance of the Group, including the interests of shareholders. The Audit Committee's duties and responsibilities are as follows:

1. Review the Company's financial reports for accuracy and adequate disclosure by coordinating with the auditors and management responsible for preparing quarterly and annual financial reports. The Audit Committee may recommend that the auditors review or examine any items deemed necessary and material during the Company's audit.
2. Review the Company and its subsidiaries to ensure they have appropriate and effective internal control and internal audit systems by jointly reviewing with the auditors and internal auditors. The Audit Committee shall consider the independence of the internal audit function, as well as approve the appointment, transfer, termination, and compensation of the head of internal audit or any other unit responsible for internal audit. The Audit Committee shall also approve the internal audit plan and assign tasks to internal audit staff to support the work of the Audit Committee.
3. Review the Company's compliance with the Securities and Exchange Act, the Stock Exchange of Thailand's regulations, the Insurance Act, the regulations of the Office of the Insurance Commission (OIC), and other laws relevant to the Company's business, as well as relevant standards.
4. Consider, select, and propose the appointment of auditors for the Company and its subsidiaries and/or associated companies, and propose their remuneration. This process should consider the auditor's credibility, adequacy of resources, the audit work volume of the audit firm, and the experience of the personnel assigned to audit the Company. Additionally, the Audit Committee must meet with the auditors without management present at least once a year.
5. Consider and provide opinions on related party transactions or transactions that may involve conflicts of interest for the Company and/or its subsidiaries, in accordance with the provisions of relevant laws and regulations and the regulations of the Stock Exchange of Thailand. This ensures that such transactions are reasonable and in the best interests of the Company.
6. Prepare an Audit Committee report to be disclosed in the Company's annual report. This report, signed by the Audit Committee Chairman, should include at least the following information:
 - 6.1 Opinion on the accuracy, completeness, and reliability of the financial statements of the Company and its subsidiaries.
 - 6.2 Opinion on the adequacy of the internal control systems of the Company and its subsidiaries.
 - 6.3 Opinion on compliance with the Securities and Exchange Act, the Stock Exchange of Thailand's regulations, or other laws relevant to the Group's business.
 - 6.4 Opinion on the suitability of the auditors.
 - 6.5 Opinion on transactions that may involve conflicts of interest for the Company and its subsidiaries.
 - 6.6 Number of Audit Committee meetings held and the attendance of each Audit Committee member.
 - 6.7 Overall comments or observations received by the Audit Committee from performing its duties under its charter.
 - 6.8 Any other information deemed relevant for shareholders and the general public to be aware of, within the scope of duties and responsibilities assigned by the Board of Directors.
7. Review and provide opinions on policies related to the Audit Committee's authority, such as accounting policies, corporate governance policies, social responsibility policies, and anti-corruption policies.
8. Review the Company's corporate governance, social responsibility, and anti-corruption processes.
9. Perform other duties as assigned by the Board of Directors.

Reference link for the charter

<https://investor.tqr.co.th/storage/download/corporate-governance/corporate-policies-documents/audit-committee-charter-th>

Nomination and Remuneration Committee

Role

- Nomination Subcommittee
- Remuneration Subcommittee

Scope of authorities, role, and duties

1. Consider the recruitment and selection of qualified individuals to serve as directors of the Company to replace directors who retire by rotation or to fill vacant directorships in cases other than by rotation. The process should establish transparent criteria and methods for recruitment and selection, considering experience, profession, diversity of skills (Board Skills Matrix), and specific qualifications necessary for the Company's business operations. This ensures a balance in various fields, maximizes benefits, and may include consideration of reputable organizations' nominee lists or director databases (Director Pool). Proposals are to be submitted to the Board of Directors and/or the Shareholders' Meeting for approval.
2. Consider nominating qualified directors to serve on sub-committees of the Board. Proposals are to be submitted to the Board of Directors for approval.
3. Consider and determine appropriate remuneration for directors and sub-committee members. This involves establishing fair and reasonable remuneration policies and methods. Proposals are to be submitted to the Board of Directors and the Shareholders' Meeting for approval.
4. Consider the approach and principles for the annual performance evaluation of the Board of Directors. This includes defining performance indicators (Board KPIs) and developing evaluation forms for both the Board of Directors and the Nomination and Remuneration Committee.
5. Consider the recruitment and selection of a qualified individual to serve as Chief Executive Officer. The process should establish transparent criteria and methods for recruitment and selection, considering experience, knowledge, necessary skills, specific qualifications essential for the Company's business operations, leadership qualities, and experience in leading an organization to achieve its objectives and goals. Proposals are to be submitted to the Board of Directors for approval.
6. Consider the approach and determine the remuneration for the Chief Executive Officer. This includes defining the scope and criteria for the annual performance evaluation of the Chief Executive Officer, as well as considering performance evaluations to determine appropriate remuneration before submitting proposals to the Board of Directors for approval.
7. Perform other duties as assigned by the Board of Directors.

Reference link for the charter

<https://investor.tqr.co.th/storage/download/corporate-governance/corporate-policies-documents/20250224-nomination-and-remuneration-charter-th.pdf>

Risk Management Committee

Role

- Risk Management Subcommittee

Scope of authorities, role, and duties

1. Establish policies and a framework for assessing and managing the Company's risks.
2. Establish an enterprise risk management approach and strategy to ensure that risks are at an acceptable level at an appropriate cost.
3. Consider and review risk management approaches and tools to ensure they are effective and appropriate to the nature and magnitude of each risk associated with the Company's business transactions.
4. Consider and approve a risk management plan that covers key risk types, including Strategic Risk, Operational Risk, Financial Risk, Reputation Risk, Compliance Risk, IT Risk, and other risks such as fraud and corruption risks.
5. Consider and provide opinions on monitoring and evaluating enterprise risk management and ensure that the Company has adequate and appropriate risk management in key areas, including fraud and corruption risks.
6. Communicate and develop personnel to have knowledge and understanding of risks and the risk management process.
7. The Risk Management Committee may seek advice from experts to assist it in performing its duties under the Charter effectively at the Company's expense.
8. The Risk Management Committee has the authority to invite executives or related persons to attend meetings to clarify or provide additional information regarding risks and the performance of duties as deemed appropriate by the Risk Management Committee.
9. The Risk Management Committee is responsible for reporting on risk management activities or any other duties assigned by the Board of Directors.

Reference link for the charter

<https://investor.tqr.co.th/storage/download/corporate-governance/corporate-policies-documents/risk-management-committee-charter-th.pdf>

Investment Committee

Role

- Other
 - Corporate Investment Management Supervision and Control

Scope of authorities, role, and duties

1. Consider and establish annual investment policies, criteria, and plans for approval by the Board of Directors.
2. Approve policies and operational guidelines to control investments in the Company's investment portfolio and ensure compliance with regulations, requirements, and Company policies.
3. Review and approve various investment transactions on behalf of the Company.
4. Monitor, supervise, and control investment management to align with the investment policy framework and Company objectives.
5. Review and approve operations to comply with regulations and standards used to measure investment performance. The Company may utilize any tools or equipment to track operations and examine the performance of its investment portfolio.
6. Undertake any other responsibilities related to investment activities, investment policies, or other matters as assigned by the Board of Directors to the Investment Committee from time to time.
7. Report the Company's investment performance to the Board of Directors.

Reference link for the charter

<https://investor.tqr.co.th/storage/download/corporate-governance/corporate-policies-documents/tqr-investment-committee-charter-th.pdf>

Executive Committee

Role

- Other
 - Management of the Company's business operations.

Scope of authorities, role, and duties

1. Provide recommendations on the direction, strategy, management structure, annual operational plan, and budget of the Company.
2. Ensure the Company's business operations are conducted in accordance with the established plans, objectives, and goals.
3. Monitor and assess the Company's performance and operations, as well as those of the associated companies, and report to the Board of Directors monthly.
4. Identify and evaluate new business opportunities for the Company.
5. Review and provide recommendations regarding the Company's dividend policy to the Board of Directors.
6. Review and approve transactions related to investments, asset sales, human resources management, finance, general administration, and any other business-related transactions, within the scope of approval authority set by the Board of Directors.
7. Review and assess the Company's risk management and internal control systems.
8. The Executive Committee may delegate specific tasks to executives or employees as appropriate. However, such delegation must not result in the Executive Committee or its delegates approving matters where they or related parties may have a conflict of interest, as defined by the Securities and Exchange Commission or the Capital Market Supervisory Board. The approval of such matters must be in line with the policies and principles set by the Board of Directors and applicable laws.
9. Engage advisors or independent individuals to provide opinions or recommendations as necessary.
10. Request that executives or employees attend Executive Committee meetings or provide relevant information on matters being discussed in the meetings.
11. Report regularly to the Board of Directors on activities conducted by the Executive Committee within its authority, including any other matters deemed necessary and appropriate for the board's attention.
12. Regularly assess the performance of the committee each year.
13. Review and assess the adequacy of this charter and propose amendments to the Board of Directors for consideration.
14. Carry out other tasks as assigned by the Board of Directors.

Reference link for the charter

<https://investor.tqr.co.th/storage/download/corporate-governance/corporate-policies-documents/executive-committee-charter-th.pdf>

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Ms. TRITHIP SIVAKRISKUL^(*)</p> <p>Gender: Female</p> <p>Age : 58 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	25 Dec 2019	Finance, Accounting, Audit, Governance/ Compliance, Business Administration
<p>2. Mr. KRISHNA BOONYACHAI^(*)</p> <p>Gender: Male</p> <p>Age : 60 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	25 Dec 2019	Governance/ Compliance, Audit, Corporate Management, Business Administration, Economics
<p>3. Mr. CHATCHAVIN PIPATCHOTITHAM^(*)</p> <p>Gender: Male</p> <p>Age : 51 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	25 Dec 2019	Accounting, Audit, Risk Management, Governance/ Compliance, Business Administration

Additional explanation :

(*) Directors with expertise in accounting information review

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. CHANAPHAN PIRIYAPHAN Gender: Male Age : 54 years Highest level of education : Master's degree Study field of the highest level of education : Communication Arts Thai nationality : Yes Residence in Thailand : Yes	Chairman of the executive committee	3 Feb 2020
2. Mrs. YUPARES PIRIYAPHAN Gender: Female Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Risk Management and Insurance Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 May 2012
3. Mr. PORNKASEM LAUDHITTIRUT Gender: Male Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Urban Planning, Land, and Housing Development Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	17 Apr 2012

Other Subcommittees

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Mr. THANUTUM KIATPHAIBOOL	The chairman of the subcommittee (Independent director)
	Ms. TRITHIP SIVAKRISKUL	Member of the subcommittee (Independent director)
	Mr. KRIST SUCHARE	Member of the subcommittee
Risk Management Committee	Mr. ANUKOOL TUNTIMAS	The chairman of the subcommittee (Independent director)
	Mr. CHATCHAVIN PIPATCHOTITHAM	Member of the subcommittee (Independent director)
	Mrs. YUPARES PIRIYAPHAN	Member of the subcommittee

Subcommittee name	Name list	Position
Investment Committee	Mr. CHANAPHAN PIRIYAPHAN	The chairman of the subcommittee
	Mr. CHATCHAVIN PIPATCHOTITHAM	Member of the subcommittee (Independent director)
	Mr. KRIST SUCHARE	Member of the subcommittee
	Mrs. YUPARES PIRIYAPHAN	Member of the subcommittee

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. CHANAPHAN PIRIYAPHAN</p> <p>Gender: Male</p> <p>Age : 54 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Communication Arts</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Chief Executive Officer (The highest-ranking executive)	1 Sep 2015	Insurance, Governance/ Compliance, Strategic Management, Business Administration, Corporate Management
<p>2. Mrs. YUPARES PIRIYAPHAN</p> <p>Gender: Female</p> <p>Age : 48 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Risk Management and Insurance</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Deputy Chief Executive Officer	3 Feb 2020	Insurance, Governance/ Compliance, Corporate Management, Business Administration, Strategic Management
<p>3. Ms. Theeraya Phongpool</p> <p>Gender: Female</p> <p>Age : 50 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Chief Client Officer	15 May 2020	Marketing, Finance, Business Administration, Insurance, Strategic Management
<p>4. Mrs. Orarat Suwongs^(***)</p> <p>Gender: Female</p> <p>Age : 45 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Entrepreneurship Management</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Chief Information Officer	1 Feb 2025	IT Management, Data Management, Business Administration

List of executives	Position	First appointment date	Skills and expertise
5. Mr. PORNKASEM LAUDHITTIRUT Gender: Male Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Urban Planning, Land, and Housing Development Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Executive Vice President - Treaty and Total Solutions Reinsurance Department	1 Feb 2024	Insurance, Marketing, Governance/ Compliance, Business Administration, Strategic Management
6. Mr. Sopon Porntangjitlikhit Gender: Male Age : 52 years Highest level of education : Bachelor's degree Study field of the highest level of education : Law Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Executive Vice President - Claims Department	2 Sep 2024	Insurance, Law
7. Ms. Parichat Chotipumiwet ^(*) Gender: Female Age : 42 years Highest level of education : Master's degree Study field of the highest level of education : Management and Strategies Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No	Chief Financial Officer	20 Jun 2022	Insurance, Accounting, Finance, Strategic Management

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

(***) Appointed after the fiscal year end of the reporting year

Remuneration policy for executive directors and executives

The Board of Directors has assigned the Nomination and Remuneration Committee to determine, consider, and oversee the remuneration structure of the Board of Directors and the Chief Executive Officer, including monitoring the performance evaluation process according to the established criteria. This information is then used to determine appropriate remuneration in both the short and long term.

Executive Directors

The Nomination and Remuneration Committee considers and determines remuneration carefully, clearly, and transparently, as well as considers the appropriateness and consistency with the scope of duties, responsibilities of the Executive Directors, and benchmarking from companies in the same industry at a similar level. It also considers the business expansion and profit growth of the Company, which is sufficient to attract and retain qualified directors. This is then

presented to the Board of Directors for approval and subsequently to the Annual General Meeting of Shareholders for consideration and approval.

Senior Executives / Executives

The remuneration of senior executives/executives will be reviewed annually by the Chief Executive Officer, in accordance with the principles and policies set by the Nomination and Remuneration Committee.

Reference link for remuneration policy for executive directors : <https://investor.tqr.co.th/storage/download/corporate-governance/corporate-policies-documents/2024/20240702-tqr-director-and-executive-compensation-policy-th.pdf>
and executives

Does the board of directors or the remuneration committee : Yes
have an opinion on the remuneration policy for executive
directors and executives

The Nomination and Remuneration Committee considered the approach and determined the remuneration for the Chief Executive Officer. It established the criteria and guidelines for evaluating the Chief Executive Officer's annual performance, including considering the performance evaluation to determine appropriate remuneration. The Committee then presented its considerations, along with its opinion on the reasonableness of the Chief Executive Officer's remuneration, to the Board of Directors for approval.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	40,390,000.00	40,290,000.00	40,680,000.00

Executive directors received monetary compensation solely for their roles as executives of the Company. The executive compensation includes salary, bonus, social security contributions, provident fund contributions, and employee benefits.

Other remunerations of executive directors and executives

	2022	2023	2024
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Other benefits such as travel expenses, accommodation expenses, and telephone expenses.

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors : 0.00
and executives in the past year

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Mr. Chittapol Visetchotikul	chittapol.vis@tqr.co.th	021508560

List of the company secretary

General information	Email	Telephone number
1. Mr. Chanaphan Piriyaphan	comsec@tqr.co.th	021508560

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. P&L Corporation Company Limited - -	plia@plgroup.co.th	025266100

Head of investor relations

Does the Company have an appointed head of investor : Have
relations

List of the head of investor relations⁽¹⁾

General information	Email	Telephone number
1. Ms. Wiraya Manakitjongkol	ir@tqr.co.th	021508560

Remark: ⁽¹⁾ The Company has assigned Ms. Wiraya Manakitjongkol, Assistant Vice President - Company Secretary Office, to serve as the contact person for investors, oversee the Company's information disclosure, and gather information to support investor relations activities.

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED 15TH FLOOR, BANGKOK CITY TOWER, 179/74-80 SOUTH SATHORN ROAD THUNG MAHA MEK SATHON Bangkok 10120 Telephone +66 2844 1000	2,420,000.00	-	<p>1. Ms. SAKUNA YAMSAKUL Email: th_marketing_and_communications@pwc.com License number: 4906</p> <p>2. Mr. PAIBOON TUNKOON Email: th_marketing_and_communications@pwc.com License number: 4298</p> <p>3. Ms. SINSIRI THANGSOMBAT Email: th_marketing_and_communications@pwc.com License number: 7352</p>

Details of the auditors of the subsidiaries

Audit fee (Baht)	Other service fees
180,000.00	-

Assigned personnel in case of a foreign company

Does the company have any individual assigned to be : No
representatives in Thailand

Performance Report on Corporate Governance

Information about the summary of duty performance of the board of directors over the past

Summary of duty performance of the board of directors over the past year

The Board of Directors has reviewed and approved key issues regarding the direction and policies of the Company's operations, including the business plan and annual budget. The Board of Directors oversees and monitors the management's execution to ensure that operations are carried out in accordance with the established policies, strategies, and business plans effectively.

Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. CHATCHAVIN PIPATCHOTITHAM	Director	25 Dec 2019	Accounting, Audit, Risk Management, Governance/ Compliance, Business Administration
Mr. THANUTUM KIATPHAIBOOL	Director	25 Dec 2019	Finance, Marketing, Governance/ Compliance, Business Administration, Corporate Management
Mrs. YUPARES PRIYAPHAN	Director	1 May 2012	Insurance, Governance/ Compliance, Corporate Management, Business Administration, Strategic Management

Selection of independent directors

Criteria for selecting independent directors

Qualifications

The Company has defined the meaning of "independent director" in compliance with the Notification of the Capital Market Supervisory Board No. Tor Jor. 39/2559, Re: Application for and Approval of Offering for Sale of Newly Issued Shares, which contains the following criteria:

1. Holding shares not exceeding 1 percent of the total number of shares with voting rights of the Company, its parent company, subsidiary company, associate company, major shareholder or controlling person, including shares held by related persons of such independent director.
2. Neither being nor used to be an executive director, employee, staff, advisor who receives salary, or controlling person of the Company, its parent company, subsidiary company, associate company, same-level subsidiary company, major shareholder or controlling person, unless the foregoing status has ended not less than two years prior to the date of being appointed as independent director. Such prohibited characteristic shall not include the case where the independent director used to be a government official or advisor of a government unit, which is a major shareholder or controlling person of the Company.
3. Not being a person related by blood or legal registration as father, mother, spouse, sibling, and child, including spouse of child of other director, executive, major shareholder, controlling person, or person to be nominated as director, executive or controlling person of the Company or its subsidiary company.
4. Neither having nor used to have a business relationship with the Company, its parent company, subsidiary

company, associate company, major shareholder or controlling person, in the manner which may interfere with his/her independent judgement, and neither being nor used to be a significant shareholder or controlling person of any person having a business relationship with the Company, its parent company, subsidiary company, associate company, major shareholder or controlling person, unless the foregoing relationship has ended not less than two years prior to the date of being appointed as independent director.

A business relationship as stated in the first paragraph shall include any normal business transaction, rental or lease of immovable property, transaction relating to assets or services or granting or receipt of financial assistance through receiving or extending loans, guarantee, providing assets as collateral, and any other similar actions, which result in the Company or its counterparty being subject to indebtedness payable to the other party in the amount of three percent or more of the net tangible assets of the Company or twenty million baht or more, whichever is lower. The amount of such indebtedness shall be calculated according to the method for calculation of value of connected transactions under the Notification of the Capital Market Supervisory Board governing rules on connected transactions mutatis mutandis. The consideration of such indebtedness shall include indebtedness occurred during the period of one year prior to the date on which the business relationship with the person commences.

5. Neither being nor used to be an auditor of the Company, its parent company, subsidiary company, associate company, major shareholder or controlling person, and not being a significant shareholder, controlling person, or partner of an audit firm which employs auditors of the Company, its parent company, subsidiary company, associate company, major shareholder or controlling person, unless the foregoing relationship has ended not less than two years prior to the date of being appointed as independent director.

6. Neither being nor used to be a provider of any professional services including those as legal advisor or financial advisor who receives service fees exceeding two million baht per year from the Company, its parent company, subsidiary company, associate company, major shareholder or controlling person, and not being a significant shareholder, controlling person or partner of the provider of professional services, unless the foregoing relationship has ended not less than two years prior to the date of being appointed as independent director.

7. Not being a director appointed as representative of directors of the Company, major shareholder or shareholder who is related to major shareholder.

8. Not undertaking any business in the same nature and in competition to the business of the Company or its subsidiary company or not being a significant partner in partnership or being an executive director, employee, staff, advisor who receives salary or holding shares exceeding 1 percent of the total number of shares with voting rights of other company which undertakes business in the same nature and in competition to the business of the Company or its subsidiary company.

9. Not having any other characteristics, which cause the inability to express independent opinions with regard to the Company's business operations.

After having been appointed as an independent director, the independent director may be assigned by the Board to take part in the business decisions of the Company, its parent company, subsidiary company, associated company, same-level subsidiary company, major shareholder or controlling person, on condition that these decisions must be collective ones.

In case that the appointed independent director is the person who has or used to have a business relationship, or provision of professional services at a value exceeding the specified amount under item 4 or 6, the Company shall be granted an exemption from such prohibition of having or having had a business relationship or provision of professional services at such excessive value, provided that the Company has obtained an opinion of the Board of Directors indicating that after a consideration in accordance with Section 89/7 of the Securities and Exchange Act, the appointment of such person does not affect the performance of duties and the giving of independent opinions, and that the relevant information is disclosed in the notice of shareholders' meeting under the agenda of the appointment of an independent director.

To ensure that the composition and operation of the Board of Directors are conducive to the exercise of independent judgment in decision-making, the Company has stipulated in the Board Charter that independent directors shall serve a consecutive term of no more than 9 years from the date of their first appointment as an independent director. In the event that an independent director is to be reappointed, the Board of Directors will reasonably consider the necessity of such reappointment.

Nomination Process

In the nomination and appointment of independent directors, the Nomination and Remuneration Committee will carefully evaluate individuals who meet the qualifications and suitability requirements, with no disqualifications under applicable laws and regulations. The committee will select independent directors from qualified individuals with relevant experience

and other appropriate qualifications. The selected candidates will then be presented to the Board of Directors' meeting and/or the shareholders' meeting (as the case may be) for consideration and appointment as directors of the Company.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors : No
over the past year

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors : Yes
through the nomination committee
Method for selecting persons to be appointed as the highest- : Yes
ranking executive through the nomination committee

Number of directors from major shareholders

Number of directors from each group of major shareholders : 2
over the past year (persons)

Rights of minority shareholders on director appointment

The Board of Directors provides an opportunity for minority shareholders to propose candidates who are suitably qualified to be elected as directors of the Company, in accordance with the criteria, regulations, and procedures set by the Company.

Method of director appointment : Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. KRISHNA BOONYACHAI (Chairman of the Board of Directors)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2021: Director Leadership Certification Program (DLCP) • 2021: Ethical Leadership Program (ELP) • 2021: Risk Management Program for Corporate Leaders (RCL) • 2021: Successful Formulation & Execution of Strategy (SFE) • 2020: Advanced Audit Committee Program (AAP) • 2020: Director Certification Program (DCP) • 2020: Role of the Chairman Program (RCP)
2. Ms. TRITHIP SIVAKRISKUL (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: Ethical Leadership Program (ELP) • 2021: Advanced Audit Committee Program (AAP) • 2021: Risk Management Program for Corporate Leaders (RCL) • 2012: Director Certification Program (DCP) • 2009: Successful Formulation & Execution of Strategy (SFE) • 2005: Director Accreditation Program (DAP)
3. Mr. CHATCHAVIN PIPATCHOTITHAM (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2020: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2024: Thailand Insurance Leadership Program Class 12
4. Mr. THANUTUM KIATPHAIBOOL (Director)	Non-participating	-
5. Mr. ANUKOOL TUNTIMAS (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2022: Director Leadership Certification Program (DLCP) • 2022: Strategic Board Master Class (SBM) • 2009: Advanced Audit Committee Program (AAP) • 2004: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2016: Boards that Make a Difference (BMD) • 2014: Director Certification Program Update (DCPU) • 2009: Role of the Compensation Committee • 2007: Corporate Governance and Social Responsibility (CSR) • 2007: Finance for Non-Finance Directors (FND)
6. Mr. KRIST SUCHARE (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2011: Director Certification Program (DCP)
7. Mr. UNCHALIN PUNNIPA (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2019: Strategic Board Master Class (SBM) • 2011: Director Certification Program (DCP) • 2010: Role of the Chairman Program (RCP)
8. Mrs. NAPASSANUN PUNNIPA (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2011: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2024: KU executive innovation and strategic projects (KU-ExISP) Class 1/2024
9. Mr. CHANAPHAN PIRIYAPHAN (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2020: Director Certification Program (DCP)

List of directors	Participation in training in the past financial year	History of training participation
10. Mrs. YUPARES PIRIYAPHAN (Director)	Participating	Thai Institute of Directors (IOD) • 2020: Director Certification Program (DCP) Other • 2024: Top Executive Program in Commerce and Trade (TEPCoT) (Class 16), the University of the Thai Chamber of Commerce
11. Mr. PORNKASEM LAUDHITTIRUT (Director)	Non-participating	Thai Institute of Directors (IOD) • 2020: Director Certification Program (DCP)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The evaluation criteria for the performance of the Board of Directors will assess the overall performance of the Board (as a whole), the performance of sub-committees (by committee), and the individual performance of directors (self-assessment). The evaluation form uses a scoring system ranging from 0 to 4 (where 0 means strongly disagree or no action taken on the issue, and 4 means strongly agree or excellent action taken on the issue). The scores will then be processed into a percentage rate according to the following guidelines:

<60% = Needs Improvement

≥60% - 70% = Satisfactory

>70% - 80% = Good

>80% - 90% = Very Good

>90% = Excellent

The evaluation is structured according to the guidelines of the Stock Exchange of Thailand. For the self-assessment of the Board of Directors, the evaluation includes the following 6 main topics:

1. Structure and qualifications of the Board of Directors
2. Roles, duties, and responsibilities of the Board of Directors
3. Board meetings
4. Performance of the directors
5. Relationship with management
6. Directors' self-development

For the self-assessment of sub-committees, the evaluation includes the following 3 main topics:

1. Structure and qualifications of the sub-committee
2. Sub-committee meetings
3. Roles, duties, and responsibilities of the sub-committee

As for evaluation process, after reviewing the evaluation forms to ensure they are complete and accurate, the company secretary will send the evaluation forms to the directors for completion between December and January each year. After the evaluations are collected, the results will be summarized and reported to the board of directors for review.

Evaluation of the duty performance of the board of directors over the past year

In 2024, the Company conducted an annual evaluation of the directors' performance according to the established criteria, allowing the directors to review the overall performance of the board and assess the challenges and obstacles faced during the past year. This process is aimed at improving the effectiveness of the board's work in line with good corporate governance practices. The evaluation results for the performance of the board in 2024 were rated as "Excellent".

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The Nomination and Remuneration Committee is responsible for considering the approach and determining the compensation for the Chief Executive Officer (CEO). This includes setting the criteria and guidelines for evaluating the CEO's annual performance, as well as assessing the performance to determine appropriate compensation before presenting it to the Board of Directors for approval.

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year : 6
(times)

Date of AGM meeting : 22 Apr 2024

EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. KRISHNA BOONYACHAI (Chairman of the Board of Directors, Independent director)	6	/	6	1	/	1	N/A	/	N/A
2. Ms. TRITHIP SIVAKRISKUL (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
3. Mr. CHATCHAVIN PIPATCHOTITHAM (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
4. Mr. THANUTUM KIATPHAIBOOL (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
5. Mr. ANUKOOL TUNTIMAS (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
6. Mr. KRIST SUCHARE (Director)	6	/	6	1	/	1	N/A	/	N/A
7. Mr. UNCHALIN PUNNIPA (Director)	5	/	6	1	/	1	N/A	/	N/A

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
8. Mrs. NAPASSANUN PUNNIPA (Director)	5	/	6	1	/	1	N/A	/	N/A
9. Mr. CHANAPHAN PIRIYAPHAN (Director)	6	/	6	1	/	1	N/A	/	N/A
10. Mrs. YUPARES PIRIYAPHAN (Director)	6	/	6	1	/	1	N/A	/	N/A
11. Mr. PORNKASEM LAUDHITTIRUT (Director)	6	/	6	1	/	1	N/A	/	N/A

Remuneration of the board of directors

Types of remuneration of the board of directors

The Company has established a remuneration policy for directors that is appropriate to their duties and responsibilities, comparing remuneration with that of other companies in the same industry. The Nomination and Remuneration Committee is responsible for reviewing and proposing remuneration to the Board of Directors. The committee considers the appropriateness of the policy, including factors such as business expansion and the Company's profit growth.

In 2024, the Company paid a total of 1,295,000 baht in meeting allowances for the directors. The 2024 Annual General Meeting of Shareholders on April 22, 2024, approved to set the directors' remuneration for the year 2024 as follows:

1. Meeting Allowance

- Board of Directors: Chairman 30,000 baht per meeting, director 20,000 baht per meeting
- Sub-committees (Audit Committee, Nomination and Remuneration Committee, Risk Management Committee, Investment Committee, Executive Committee): Chairman 25,000 baht per meeting, director 20,000 baht per meeting

2. Other benefits for the Board of Directors include insurance coverage for directors' and officers' liability, as well as expenses for attending training courses organized by the Thai Institute of Directors Association (IOD).

Directors who are executives of the Company and its business group have expressed their intention not to receive directors' remuneration.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. KRISHNA BOONYACHAI (Chairman of the Board of Directors)			260,000.00		N/A
Board of Directors	180,000.00	N/A	180,000.00	-	
Audit Committee	80,000.00	N/A	80,000.00	-	
2. Ms. TRITHIP SIVAKRISKUL (Director)			260,000.00		N/A
Board of Directors	120,000.00	N/A	120,000.00	-	
Audit Committee	100,000.00	N/A	100,000.00	-	
Nomination and Remuneration Committee	40,000.00	N/A	40,000.00	-	
3. Mr. CHATCHAVIN PIPATCHOTITHAM (Director)			260,000.00		N/A
Board of Directors	120,000.00	N/A	120,000.00	-	
Audit Committee	80,000.00	N/A	80,000.00	-	
Investment Committee	40,000.00	N/A	40,000.00	-	
Risk Management Committee	20,000.00	N/A	20,000.00	-	
4. Mr. THANUTUM KIATPHAIBOOL (Director)			170,000.00		N/A
Board of Directors	120,000.00	N/A	120,000.00	-	
Nomination and Remuneration Committee	50,000.00	N/A	50,000.00	-	
5. Mr. ANUKOOL TUNTIMAS (Director)			145,000.00		N/A
Board of Directors	120,000.00	N/A	120,000.00	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Risk Management Committee	25,000.00	N/A	25,000.00	-	
6. Mr. KRIST SUCHARE (Director)			200,000.00		N/A
Board of Directors	120,000.00	N/A	120,000.00	-	
Nomination and Remuneration Committee	40,000.00	N/A	40,000.00	-	
Investment Committee	40,000.00	N/A	40,000.00	-	
7. Mr. UNCHALIN PUNNIPA (Director)			0.00		N/A
Board of Directors	0.00	N/A	0.00	-	
8. Mrs. NAPASSANUN PUNNIPA (Director)			0.00		N/A
Board of Directors	0.00	N/A	0.00	-	
9. Mr. CHANAPHAN PIRIYAPHAN (Director)			0.00		N/A
Board of Directors	0.00	N/A	0.00	-	
Executive Committee	0.00	N/A	0.00	-	
Investment Committee	0.00	N/A	0.00	-	
10. Mrs. YUPARES PIRIYAPHAN (Director)			0.00		N/A
Board of Directors	0.00	N/A	0.00	-	
Executive Committee	0.00	N/A	0.00	-	
Risk Management Committee	0.00	N/A	0.00	-	
Investment Committee	0.00	N/A	0.00	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
11. Mr. PORNKASEM LAUDHITTIRUT (Director)			0.00		N/A
Board of Directors	0.00	N/A	0.00	-	
Executive Committee	0.00	N/A	0.00	-	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	780,000.00	0.00	780,000.00
2. Audit Committee	260,000.00	0.00	260,000.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination and Remuneration Committee	130,000.00	0.00	130,000.00
5. Risk Management Committee	45,000.00	0.00	45,000.00
6. Investment Committee	80,000.00	0.00	80,000.00

Summary of the remuneration of the board of directors

	2024
Meeting allowance (Baht)	1,295,000.00
Other monetary remuneration (Baht)	0.00
Total (Baht)	1,295,000.00

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board of : 0.00
directors over the past year
(Baht)

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies	: Yes
Mechanism for overseeing subsidiaries and associated companies	: Yes
Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors	: The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

The Company has established mechanisms to monitor subsidiaries and/or associated companies both directly and indirectly, including measures to monitor the management of subsidiaries and/or associated companies to protect the Company's investment interests and to control, supervise, manage, and be responsible for the operations of subsidiaries and/or associated companies as if they were a unit of the Company, as follows:

1. The Board of Directors is responsible for monitoring and overseeing the management and operations of subsidiaries and/or associated companies to comply with the policies set by the Company, including laws related to business operations, the Non-Life Insurance Act, and the Notification of the Office of the Insurance Commission (OIC), as well as the Securities and Exchange Act, the notifications of the Capital Market Supervisory Board, and the regulations of the Stock Exchange of Thailand, mutatis mutandis, to the extent not inconsistent with other laws.
2. The Board of Directors is responsible for appointing representatives to be directors and executives in subsidiaries and/or associated companies at least in proportion to the shareholding in the subsidiaries and/or associated companies that operate the core business and have regulations or requirements that make the appointment of such persons subject to the approval of the Board of Directors' meeting. The Board of Directors shall also clearly define the scope of duties and responsibilities of the representatives appointed as directors and executives in such subsidiaries and/or associated companies, and define the scope of duties and responsibilities of the representatives that require the consideration of such directors and executives at the board meetings of the subsidiaries and/or associated companies on important matters to be approved by the Board of Directors' meeting prior to such meetings, unless there are restrictions under other laws or conditions of joint ventures with the government, or other cases as prescribed by the Securities and Exchange Act, the notifications of the Capital Market Supervisory Board, or the regulations of the Stock Exchange of Thailand. The directors and executives of the aforementioned subsidiaries and/or associated companies who are appointed or nominated must be qualified as prescribed by the relevant laws and must not have characteristics that render them untrustworthy, according to the SEC's announcement on the characteristics of directors and executives with a lack of trustworthiness. They must also be included in the list of directors and executives in the company's securities information system and not be subject to any disqualifications under the regulations of the Office of Insurance Commission (OIC).
3. The Board of Directors is responsible for ensuring that subsidiaries and/or associated companies have internal control systems, risk management systems, and fraud prevention systems in place. The Board of Directors shall also establish measures to monitor the performance of subsidiaries and/or associated companies effectively, consistently, and with sufficient prudence to ensure that the operations of subsidiaries and/or associated companies are in accordance with the Company's plans, budgets, policies, as well as laws and announcements on good corporate governance of listed companies, including announcements, regulations, and relevant rules of the Capital Market Supervisory Board, the Office of the Securities and Exchange Commission, and the Stock Exchange of Thailand, the Non-Life Insurance Act, and the Notification of the Office of the Insurance Commission (OIC) effectively and continuously. In addition, the Board of Directors is also responsible for monitoring and ensuring that the directors and executives of subsidiaries and/or associated companies perform their duties and responsibilities as prescribed by law.
4. The Board of Directors is responsible for overseeing and monitoring the subsidiaries and/or associated companies to disclose important information to the Stock Exchange of Thailand, the Securities and Exchange Commission, and investors in general, such as information on financial position and operating results, connected transactions and transactions that may have conflicts of interest of subsidiaries and/or associated companies, acquisitions or disposals of significant assets, and any other material transactions that are not in the ordinary course of business of the subsidiaries and/or associated companies. The disclosure of such information must be adequate, complete, accurate, and within the timeframe specified by the Company and in accordance with the regulations of the relevant authorities.

5. In the event that a subsidiary enters into a related party transaction with a related person of the subsidiary, or a transaction relating to the acquisition or disposal of assets of the subsidiary in accordance with the criteria prescribed by the notifications of the Capital Market Supervisory Board and/or the notifications of the Stock Exchange of Thailand (as the case may be), the Company and the subsidiary must comply with the criteria and procedures prescribed in such notifications prior to entering into such transactions, mutatis mutandis. The subsidiary must comply with the criteria and procedures prescribed in such notifications in the same manner as if the Company were entering into such transactions itself. In the event that such transactions require the approval of the Board of Directors' meeting and/or the shareholders' meeting of the Company, in accordance with the notifications of the Capital Market Supervisory Board and/or the notifications of the Stock Exchange of Thailand and/or relevant laws, the Company and the subsidiary shall consider the size of the transaction compared to the consolidated financial statements of the Company.

6. For any transaction or action that is material or affects the financial position and operating results of the subsidiary and associated company, which is a matter that must be approved by the Board of Directors or the shareholders' meeting of the Company (as the case may be), the Board of Directors shall have the duty to convene a meeting of the Board of Directors and/or a meeting of the shareholders of the Company (as the case may be) to consider and approve such matter before the subsidiary and associated company convenes a meeting of its board of directors and/or shareholders (as the case may be) to consider and approve such transaction or action. In doing so, the Company shall disclose information and comply with the criteria, conditions, procedures, and methods related to the matter for which approval is requested as prescribed in the Public Limited Companies Act, the Civil and Commercial Code, the Securities and Exchange Act, and other relevant laws, as well as the notifications, regulations, and rules of the Capital Market Supervisory Board, the Securities and Exchange Commission, the Office of the Securities and Exchange Commission, and the Stock Exchange of Thailand, mutatis mutandis (to the extent not inconsistent), completely and accurately.

Information on the monitoring of compliance with corporate governance policy and guidelines

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest : Yes
over the past year

The Board of Directors has established a policy prohibiting directors, executives, and employees from using their position within the Company to seek personal benefits for themselves, their family members, or close associates, whether in financial matters or otherwise. They must avoid engaging in transactions that involve themselves, except in cases where it is necessary for the benefit of the Company, and in accordance with the guidelines and regulations set by the Stock Exchange of Thailand.

Additionally, the Company requires directors and senior executives to submit reports on their own interests and those of related parties. This ensures that the Company has the necessary information to comply with regulations regarding related party transactions, preventing conflicts of interest with individuals and entities involved. The Company also requires the reporting of securities holdings by directors and executives to the Board of Directors. Directors and executives must abstain from participating in decisions where they have an interest or conflict of interest, whether direct or indirect.

Number of cases or issues related to conflict of interest

	2022	2023	2024
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of inside : Yes
information to seek benefits over the past year

The Company has established that directors or executives who engage in securities trading of the Company must notify the company secretary at least one day in advance of the transaction. In addition, there are policies and procedures to monitor and control the actions of directors, executives, employees, and staff regarding the use of confidential and/or insider information that has not been publicly disclosed, to prevent them from disclosing or exploiting such information for personal or third-party benefit, whether directly or indirectly, and regardless of whether they receive any compensation. Furthermore, they are prohibited from trading the Company's securities using insider information. To prevent the misuse of insider information, the Company has set the following guidelines:

1. The Company will provide training to its directors and executives on the duty to report holdings of securities and derivatives in the Company for themselves, their spouses or cohabitants, and minor children. This also applies to legal entities where the director or executive, their spouse or cohabitant, or minor children hold more than 30% of the voting rights of such legal entities. These reports must be submitted to the Securities and Exchange Commission in accordance with Section 59 and Section 275 of the Securities and Exchange Act B.E. 2535, as well as reports on the acquisition or disposal of the Company's securities according to Section 246 and Section 298 of the same Act.
2. Directors and executives are required to prepare and submit reports on the holdings of securities and derivatives in the Company for themselves, their spouses or cohabitants, and minor children. They must also report holdings in legal entities where they or their family members hold more than 30% of the voting rights. These reports must be submitted to the company secretary within 30 days of their appointment as directors or executives, and whenever there are changes to these holdings. Additionally, the company secretary must summarize the reports on securities holdings and changes to the Board of Directors at each quarterly meeting.
3. Directors, executives, and individuals holding management positions in the accounting or financial sectors (from vice president level and above) who have knowledge of material insider information that may affect the price or value of the Company's securities must refrain from buying, selling, offering to buy or sell, or encouraging others to trade the Company's securities during the "Embargo Period." The embargo period lasts one month prior to and until the public release of the Company's quarterly and annual financial results. Directors and executives will be notified in writing to refrain from trading the Company's securities at least one month before the public disclosure of such information, and they should wait at least 24 hours after the information is made public before engaging in any trading activity. They are also prohibited from disclosing this insider information to others. Violations of these regulations will be treated as disciplinary offenses under the Company's internal policies and may result in sanctions ranging from verbal or written warnings, reprimands, to dismissal from employment.
4. Directors, executives, and employees of the Company, as well as former directors, executives, and employees who have resigned, are prohibited from disclosing insider information or Company's confidential information, as well as confidential information related to the Company's business partners, to any external parties, even if the disclosure does not cause harm to the Company, its subsidiaries, or business partners.
5. Directors, executives, and employees of the Company, or former directors, executives, and employees, have an obligation to maintain the confidentiality of the Company's insider information. They are required to use this information solely for the Company's business purposes and are prohibited from using it for the benefit of other companies in which they hold positions, including those where they are shareholders, directors, or executives.

Number of cases or issues related to the use of inside information to seek benefits

	2022	2023	2024
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past : Yes
year

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, Assessment and identification of corruption risk, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The Company has established an anti-corruption policy to ensure that directors, executives, and employees at all levels are aware of the importance of conducting business ethically, transparently, and in a manner that is accountable, while preventing corruption in all of the Company's business activities.

Regarding the results of the annual assessment of organizational risk and compliance with the anti-corruption policy for the year 2024, the Company's internal auditor conducted an inspection and evaluation of the Company's internal control system. The audit findings concluded that no instances of corrupt practices or fraudulent behavior. Additionally, the audit review report did not identify any non-compliance with applicable laws and regulations. The findings were reported to the Audit Committee.

The Board of Directors has reviewed the anti-corruption policy and concluded that the policy is appropriate and sufficient for the Company's oversight. The Company has provided comprehensive training to employees on anti-corruption practices. Furthermore, the Company is committed to joining the Thai Private Sector Collective Action Against Corruption (CAC) initiative in the future.

Number of cases or issues related to corruption

	2022	2023	2024
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing procedures : Yes
over the past year

The Company has established a Whistleblowing Policy to receive complaints and wrongdoing regarding corruption or non-compliance with laws, regulations, Company rules, and the Company's code of business ethics. The Company has provided channels for reporting complaints and wrongdoing through mail, email, and telephone. In 2024, there were no complaints or reports of misconduct or corruption. This information has been reported to the Audit Committee and the Board of Directors.

Number of cases or issues related to whistleblowing

	2022	2023	2024
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

Information on report on the results of duty performance of the audit committee in the past year

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Ms. TRITHIP SIVAKRISKUL (Chairman of the audit committee)	4	/	4

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
2 Mr. KRISHNA BOONYACHAI (Member of the audit committee)	4	/	4
3 Mr. CHATCHAVIN PIPATCHOTITHAM (Member of the audit committee)	4	/	4

The results of duty performance of the audit committee

The Company's Audit Committee comprises three independent directors with accounting and financial expertise. All members meet the qualifications set by the Securities and Exchange Commission and the Stock Exchange of Thailand. The Audit Committee performs its duties as assigned by the Board of Directors and in accordance with the Audit Committee Charter. In 2024, the Audit Committee held four meetings, which were attended by all three members. The Committee's work is consistent with its charter. The key points are summarized below:

1. Review of financial statements.

The Audit Committee reviews the quarterly and annual financial statements before submitting them to the Board of Directors for consideration. The Committee provides useful advice and comments to ensure that the financial statements are prepared in accordance with legal requirements and generally accepted accounting principles, are reliable and timely, and contain sufficient disclosures for the benefit of users of the financial statements. The Audit Committee also meets with the auditors without management present to independently discuss significant accounting and disclosure issues.

2. Review of the internal control system.

The Audit Committee reviews the adequacy of the internal control system by considering the internal audit plan and receiving internal audit reports to ensure that the internal control system is adequate to prevent or mitigate errors, risks, or fraud. The Audit Committee is of the opinion that the Company's internal control system is appropriate and sufficient for its operations, and no material weaknesses were identified.

3. Review of corporate governance and anti-corruption.

The Audit Committee reviews the adequacy of the Company's key policies and the Audit Committee Charter to ensure that the Company has appropriate and effective corporate governance processes that build stakeholder confidence and are consistent with good corporate governance principles. The Committee also reviews related activities to support and promote anti-corruption in accordance with the Company's anti-corruption policy and measures. In 2024, there were no reports of fraud and corruption complaints received.

4. Review of the Company's disclosures in the event of related party transactions or transactions that may involve conflicts of interest.

The Audit Committee reviews related party transactions or transactions that may involve conflicts of interest to ensure that such transactions are reasonable and justified, based on the principles of accuracy, prudence, and transparency, taking into account the interests of the Company and its stakeholders.

5. Supervise internal audit work.

The Audit Committee reviews and approves the annual internal audit plan and acknowledges the internal auditor's performance at its quarterly meetings. The Committee also monitors the progress of remediation efforts to ensure that management prioritizes and addresses the identified risks in a timely manner.

6. Consider the appointment of the Company's auditor.

The Audit Committee selects the auditor based on the scope of services, auditor independence, and reasonableness of audit fees. The Board of Directors and the Shareholders' Meeting approved the appointment of PricewaterhouseCoopers ABAS Limited as the Company's auditor for 2024. The auditor is on the list of auditors approved by the Securities and Exchange Commission.

7. Evaluate the performance of the Audit Committee.

The Audit Committee conducts an annual self-assessment of its performance to ensure compliance with good corporate governance principles. Based on the 2024 assessment, the Audit Committee has performed effectively and within the scope of duties and responsibilities as stipulated in the Audit Committee Charter.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. CHANAPHAN PIRIYAPHAN (Chairman of the executive committee)	12	/	12
2 Mrs. YUPARES PIRIYAPHAN (Member of the executive committee)	12	/	12
3 Mr. PORNKASEM LAUDHITTIRUT (Member of the executive committee)	12	/	12

The results of duty performance of Executive Committee

The Company's Executive Committee consists of 3 executive directors. In 2024, the Executive Committee held 12 meetings, which all 3 directors attended. The Executive Committee has performed its duties in accordance with its charter. The key points are summarized below:

1. Review and consider the Company's annual goals, policies, business plans, and budgets for submission to the Board of Directors for approval.
2. Monitor the Company's operating results and the progress of the Company's projects.
3. Identify and evaluate new business opportunities for the Company.
4. Conduct an annual performance evaluation to ensure compliance with good corporate governance principles. Based on the 2024 evaluation results, the Executive Committee has performed effectively and within the scope of duties and responsibilities as defined in the Executive Committee's charter.
5. Review the Executive Committee's charter annually to ensure it is up-to-date, appropriate to the scope of duties and responsibilities, and in accordance with good corporate governance principles.

Meeting attendance Nomination and Remuneration Committee

Meeting Nomination and Remuneration Committee (times) : 2

List of Directors	Meeting attendance Nomination and Remuneration Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)

List of Directors	Meeting attendance Nomination and Remuneration Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. THANUTUM KIATPHAIBOOL (The chairman of the subcommittee)	2	/	2
2 Ms. TRITHIP SIVAKRISKUL (Member of the subcommittee)	2	/	2
3 Mr. KRIST SUCHARE (Member of the subcommittee)	2	/	2

The results of duty performance of Nomination and Remuneration Committee

The Company's Nomination and Remuneration Committee comprises two independent directors and one non-executive director. In 2024, the Nomination and Remuneration Committee held two meetings, which all three directors attended. The Nomination and Remuneration Committee has performed its duties in accordance with its charter. The key points are summarized below:

1. Consider the directors who retire by rotation, by proceeding with the recruitment process and criteria set forth to propose to the Board of Directors and the shareholders' meeting for approval. The retiring directors will not participate in the consideration of such matters. In 2024, the Board of Directors provided an opportunity for minority shareholders to propose a list of qualified persons to be elected as directors of the Company to replace the retiring directors in advance. No shareholders submitted a list of any persons to the Company.
2. Consider and refine the policies and criteria for determining the remuneration of directors and the Chief Executive Officer for the year 2024 by considering the responsibilities, size of the business, business environment, and economic conditions, overall performance, and consistency with the Company's strategies and long-term goals. Also, consider and compare with the remuneration rates of companies in the same industry, which are at a competitive and reasonable level.
3. Review the criteria, evaluation process, and performance evaluation form for the committee and the Chief Executive Officer to comply with good corporate governance principles.
4. Conduct an annual performance evaluation to ensure compliance with good corporate governance principles. Based on the 2024 evaluation results, the Nomination and Remuneration Committee has performed effectively and within the scope of duties and responsibilities as defined in the Nomination and Remuneration Committee's charter.
5. Review the Nomination and Remuneration Committee's charter annually to ensure it is up-to-date, appropriate to the scope of duties and responsibilities, and in accordance with the good corporate governance principles.

Meeting attendance Risk Management Committee

Meeting Risk Management Committee (times) : 1

List of Directors	Meeting attendance Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. ANUKOOL TUNTIMAS (The chairman of the subcommittee)	1	/	1
2 Mr. CHATCHAVIN PIPATCHOTITHAM (Member of the subcommittee)	1	/	1

List of Directors	Meeting attendance Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
3 Mrs. YUPARES PIRIYAPHAN (Member of the subcommittee)	1	/	1

The results of duty performance of Risk Management Committee

The Company's Risk Management Committee comprises two independent directors and one executive director. In 2024, the Risk Management Committee held one meeting, which was attended by all three directors. The Risk Management Committee has performed its duties in accordance with its charter. The key points are summarized below:

1. Consider and endorse the annual risk management plan for 2024, including providing suggestions for improving operations to ensure appropriate and effective implementation, and report significant risk management results to the Board of Directors.
2. Oversee the Company's assessment of the impact and opportunities of identified risks to prioritize risks and enable the Company to have appropriate risk management methods.
3. Conduct an annual performance evaluation to ensure compliance with good corporate governance principles. Based on the 2024 evaluation results, the Risk Management Committee has performed effectively and within the scope of duties and responsibilities as defined in the Risk Management Committee's charter.
4. Review the Risk Management Committee's charter annually to ensure it is up-to-date, appropriate to the scope of duties and responsibilities, and in accordance with the good corporate governance principles.

Meeting attendance Investment Committee

Meeting Investment Committee (times) : 2

List of Directors	Meeting attendance Investment Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. CHANAPHAN PIRIYAPHAN (The chairman of the subcommittee)	2	/	2
2 Mr. CHATCHAVIN PIPATCHOTITHAM (Member of the subcommittee)	2	/	2
3 Mr. KRIST SUCHARE (Member of the subcommittee)	2	/	2
4 Mrs. YUPARES PIRIYAPHAN (Member of the subcommittee)	2	/	2

The results of duty performance of Investment Committee

The Company's Investment Committee comprises one independent director, one non-executive director, and two executive directors. In 2024, the Investment Committee held two meetings, which all four directors attended. The Investment Committee has performed its duties in accordance with its charter. The key points are summarized below:

1. Refine and review the annual investment policy framework for the Board of Directors' approval.

2. Monitor investment management to comply with the investment policy framework and the Company's objectives.
3. Conduct an annual performance evaluation to ensure compliance with good corporate governance principles. Based on the 2024 evaluation results, the Investment Committee has performed effectively and within the scope of duties and responsibilities as defined in the Investment Committee's charter.
4. Review the Investment Committee's charter annually to ensure it is up-to-date, appropriate to the scope of duties and responsibilities, and in accordance with the good corporate governance principles.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The Company recognizes and prioritizes conducting business under the principles of sustainable development, taking into account value creation in three dimensions: economic, social, and environmental, based on good corporate governance to create stable and sustainable growth for the Company. The Company has established the following practices:

1. The Company places importance on operating sustainably throughout the entire business chain, while promoting and supporting stakeholders across the value chain to operate in accordance with sustainable development guidelines to create long-term value and growth for the Company.
2. The Company has established an efficient, transparent, and rigorous management system by establishing business ethics, anti-corruption policies, and standardized internal control and audit processes to build confidence among the Company's stakeholders.
3. The Company conducts business with fairness, adhering to laws, trade regulations, fair trade competition, and does not condone any benefits derived from illegal operations, unethical practices, or unjust means.
4. The Company promotes compliance with human rights as guaranteed and protected by the Constitution of the Kingdom of Thailand, taking into account human dignity, rights, liberties, equality, and non-discrimination against individuals with differences in gender, age, ethnicity, religion, skin color, and beliefs.
5. The Company treats employees fairly, considering them as a key factor in creating value and driving the business. The Company therefore takes care of the work environment, promotes well-being, ensures a good quality of life, and prioritizes skills development, training to enhance work skills, and providing equal opportunities for growth.
6. The Company values its stakeholders by identifying stakeholder groups, their needs, and comprehensively addressing those needs. This includes establishing channels for receiving feedback and complaints from stakeholders.
7. The Company develops products that meet customer needs, focusing on quality and standardized services to create customer satisfaction.
8. The Company promotes participation in community and social development for strength and sustainability by engaging in various activities in education, religion, sports, human resource development, employment promotion, and community development projects.
9. The Company prioritizes environmental quality management, promoting the prevention and mitigation of environmental impacts arising from its operations, such as waste management, greenhouse gas emissions, and engaging with other sectors of society in environmental conservation activities.
10. The Company prioritizes and promotes the efficient use of resources and energy, as well as establishing guidelines and methods to reduce resource and energy consumption.
11. The Company prioritizes biodiversity by conducting comprehensive biodiversity studies under environmental impact assessments, regularly monitoring, protecting, conserving, restoring, and mitigating impacts on the natural environment to maintain biodiversity in the project's area of operation and surrounding communities.
12. The Company prioritizes the management of safety, occupational health, and the environment in the workplace for employees and stakeholders.
13. The Company prioritizes comprehensive risk management in all operations, establishing guidelines for risk management and continuous monitoring to increase opportunities and reduce losses in business operations.

Reference link for sustainability policy : <https://investor.tqr.co.th/storage/download/corporate-governance/corporate-policies-documents/2024/20240702-tqr-sd-policy-th.pdf>

Sustainability management goals

Does the company set sustainability management goals : Yes

The Company aims to support the United Nations Sustainable Development Goals : SDGs and apply them to the formulation of business strategies, as well as organizational development to align with the direction and goals of sustainable development at the international level. This is to build confidence and create benefits for all stakeholders and covers all three dimensions: economic, social, and environmental. There are six UN Sustainable Development Goals that align with the Company's sustainability management goals.

United Nations SDGs that align with the organization's sustainability management goals : Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 12 Responsible Consumption and Production

Information on review of policy and/or goals of sustainable management over the past year

Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals of sustainable management over the past year : Yes

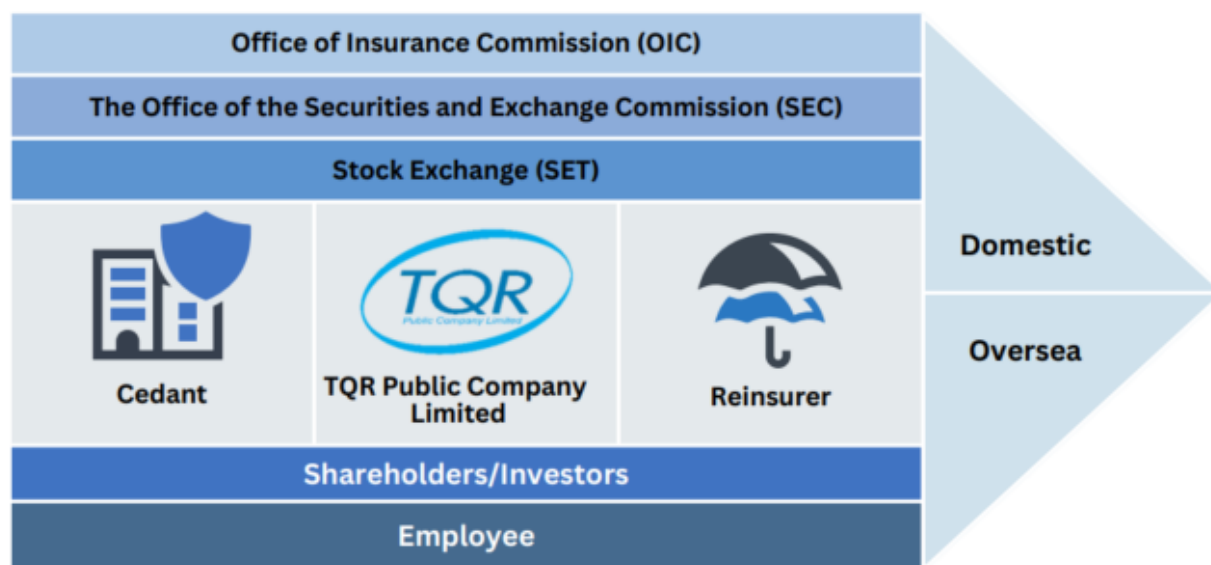
Has the company changed and developed the policy and/or goals of sustainable management over the past year : No

Information on impacts on stakeholder management in business value chain

Business value chain

The Company operates a reinsurance business as part of its core insurance business to enhance its capacity and ability to underwrite insurance. The premiums collected are invested to generate returns and create stability for all stakeholders, which benefits the Company's finances and strengthens the stability of society, the economic system, and business growth. Therefore, the Company has established core activities that are interconnected along the business value chain to create sustainable value for society and drive the growth of other industries simultaneously.

Business value chain diagram



Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> - Appropriate salary increases - Provision of appropriate benefits - Good working environment - Equality and opportunities for advancement - Plans for training and development 	<ul style="list-style-type: none"> - Effective organization management with a robust HRM system. - Comprehensive benefits package, including a provident fund. - Strict adherence to human rights policies. - Development of a performance-based compensation and evaluation system. - Knowledge Management. 	<ul style="list-style-type: none"> • Internal Meeting • Training / Seminar
<ul style="list-style-type: none"> • Board of director 	<ul style="list-style-type: none"> - Compliance with the law and adherence to the Company's ethical standards. - Conducted in a transparent and accountable manner. - Business success 	<ul style="list-style-type: none"> - Good corporate governance in accordance with the charter, policies, and the Company's code of ethics. - Performance report 	<ul style="list-style-type: none"> • Internal Meeting

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
<ul style="list-style-type: none"> Investors or investment institutions Shareholders 	<ul style="list-style-type: none"> Good returns Quarterly results announcement Earnings conference call Listed company's investor relations activities 	<ul style="list-style-type: none"> Transparent, fair, and verifiable governance. Pay dividends at an appropriate rate. Transparent information disclosure. Organize Opportunity Day to present the Company's operating performance. 	<ul style="list-style-type: none"> Press Release Online Communication Annual General Meeting (AGM)
<ul style="list-style-type: none"> Government agencies and Regulators 	<ul style="list-style-type: none"> Comply with relevant laws and regulations. Avoid negative impacts on society and the environment. Cooperate in providing information to the government for organizational development purposes. Support government projects that benefit the organization and the public. 	<ul style="list-style-type: none"> Comply with laws, regulations, and legal requirements. Review and improve organizational policies to align with regulatory changes. Pay all types of taxes fully and on time. Disclose information transparently. Report information as required by law. 	<ul style="list-style-type: none"> Online Communication External Meeting
<ul style="list-style-type: none"> Business partners 	<ul style="list-style-type: none"> Receiving accurate information promptly, according to the conditions. Adhering to agreements and payment terms fairly and transparently. Fair and transparent price competition. Providing accurate knowledge and development in the reinsurance business. 	<ul style="list-style-type: none"> Establish a fair and non-discriminatory procurement policy. Develop partners by providing knowledge and understanding in the reinsurance business to ensure standard products and services. Have a policy against fraud and corruption and promote compliance by all parties involved. 	<ul style="list-style-type: none"> Online Communication External Meeting

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
<ul style="list-style-type: none"> Customers 	<ul style="list-style-type: none"> - Received accurate information about products and services. - Prices of products and services are reasonable. - Transparent price competition. - Received quality products and services. - Adhering to fair agreements. - Product and service warranty. - Maintaining the confidentiality of customer information. 	<ul style="list-style-type: none"> - Govern the business with good practices, transparency, fairness, and accountability. - Having and enforcing Anti-Corruption Policies. - Managing the organization with the Company's standards to develop products and services with high quality. - Having ethical standards in maintaining the confidentiality of customer information. - Maintaining a good relationship with customers consistently. 	<ul style="list-style-type: none"> Online Communication Complaint Reception Satisfaction Survey
<ul style="list-style-type: none"> Community Society 	<ul style="list-style-type: none"> - A company that is socially responsible, community-minded, and environmentally conscious. - Supporting various community activities. - Supporting social activities. - Not causing negative impacts on the community and society, both in terms of safety and the environment. - Operating with transparency. - Upholding human rights and opposing corruption. 	<ul style="list-style-type: none"> - Support public activities. - Create employee volunteers to participate in social activities. - Have a human rights policy and promote its implementation. - Have a policy against corruption and put it into practice. - Develop products and services that take into account the safety and benefits of the community along with other aspects. 	<ul style="list-style-type: none"> Social Event

Diagram of the stakeholder analysis in the business value chain

Analysis of stakeholders in the business value chain

7 groups of stakeholders as follows:



Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability materiality topics : No

Information on sustainability report

Corporate sustainability report

The company's corporate sustainability report : Have data

Reference link for corporate sustainability report : <https://investor.tqr.co.th/th/downloads/56-1-one-report>

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The Company has a policy to manage various risks that are expected to affect the Company, considering both internal and external factors, to manage the types of risks and control the level to be appropriate and acceptable. The Company's management has established the following enterprise risk management process:

1. Setting Objectives

Enterprise Risk Management, from identifying types of risk, risk assessment approaches, and methods for defining risk management measures, is in line with enabling the organization to achieve its missions, tasks, objectives, and goals set under the principle that the Company will conduct business under good corporate governance principles and in line with the vision and values of the organization.

2. Determining the Acceptable Risk Level (Risk Appetite)

Risk Appetite is the scope in which management sets the boundaries of decision-making and the acceptable impact of decisions, ensuring that within such boundaries, the organization will still be able to operate sustainably and achieve its defined objectives.

3. Risk Identification

The risk management process must be reviewed and considered for risk factors in all aspects, both internal and external, on a regular basis. It covers strategic risks, financial risks, management risks, compliance risks, information technology risks, and other operational risks, as well as fraud and corruption risks.

4. Assessment of Risk Level and Risk Appetite

Risk assessment will consider the likelihood and impact if that type of risk occurs.

Reference link to risk management policy and plan : <https://investor.tqr.co.th/storage/download/corporate-governance/corporate-policies-documents/2024/20240701-tqr-risk-management-policy-th.pdf>

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes
Standards on ESG risk management : Others : To implement the Company's Sustainability Development Policy

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Business risks

Related risk topics : Strategic Risk

- Business operations of partners in the supply chain
- Reliance on large customers or few customers
- Reliance on large partners / distributors or few partners / distributors
- Competition risk
- Economic risk
- ESG risk

Operational Risk

- Reliance on employees in key positions
- Information security and cyber-attack
- Delays in the development of future projects

ESG risks : Yes

Risk characteristics

1. Risk of Generating Returns on Investment in Future Projects

Nature of Risk: The Company is exploring opportunities to expand into related businesses. However, there are risks associated with the global economic slowdown and volatility, which may prevent the Company from achieving its expected return on investment.

Impact of Risk: Consequently, this could lead to a decrease in the Company's return on assets (ROA) and return on equity (ROE).

Risk Management Measures: The Company seeks investments in businesses with long-term growth potential and sustainability, aiming to generate favorable returns through appropriate investment strategies aligned with future trends and circumstances. While awaiting investments in future projects, the Company will manage cash received from the IPO within the framework of the investment policy approved by the Board of Directors. This will be continuously monitored to ensure the Company achieves its expected returns and mitigates potential risks.

2. Risk from Changes in Insurance Policy by Insurance Companies

Nature of Risk: Insurance companies will consider changing or revising their insurance policies, taking into account changes in the economy, politics, competition, natural disasters, and policyholder behavior.

Impact of Risk: Changes in insurance policies may pose a barrier to the reinsurance brokerage business of the Company due to the fact that such changes can affect consumer decision-making and the Company's service revenue. For example, changes in premium rates, terms of coverage, deductible compensation, liability limits, and coverage area restrictions.

Risk Management Measures: The Company manages risk by selecting insurance partners with strong financial standing, credibility, and a diverse range of products to meet the needs of all types of customers. At the same time, the Company has developed service quality as its selling point by establishing service standards to meet customer needs effectively, quickly, on time, reliably, and cost-effectively. This also ensures maximum partner satisfaction and continued trust in using the Company's services.

3. Risk of Dependence on Major Insurance Clients (Cedants)

Nature of Risk: Risk arising from the Company's concentration of major clients, which are large insurance companies, contributing a significant portion of reinsurance premium revenue.

Impact of Risk: If these insurance companies adjust their reinsurance portfolio by reducing their proportions, or if major insurance companies experience problems or changes in their business direction, it could impact the Company's operations and revenue from reinsurance procurement.

Risk Management Measures: The Company prioritizes the selection and recruitment of insurance companies with strong financial standing, reputable brands, extensive industry experience, and a high level of professionalism to mitigate this risk. Additionally, the Company focuses on providing comprehensive reinsurance solutions, including consulting, product analysis, and development in collaboration with clients to enhance their strength. Furthermore, the Company actively builds strong business relationships with other insurance companies to expand business opportunities and reduce reliance on a limited number of clients.

4. Risk of Dependence on Major Reinsurance Partners

Nature of Risk: Risk arising from the Company's reliance on a few major reinsurance partners for a significant portion of its reinsurance brokerage fee revenue.

Impact of Risk: If that reinsurer changes its business policies, it could impact the Company's financial position and operating results.

Risk Management Measures: The procurement of reinsurance depends on the suitability of reinsurance contract terms and the qualifications of the reinsurer, primarily based on the insurance company's criteria and selection process. As a reinsurance broker, the Company prioritizes the selection of reinsurers based on their creditworthiness. This assessment considers reinsurance credit risk in accordance with the Company's criteria. The Company also emphasizes building strong relationships with both domestic and international reinsurers to manage existing partners and expand its network to new reinsurers. Leveraging its experience, database, and professionalism, the Company has gained recognition and trust from both domestic and international reinsurers, fostering long-standing relationships.

5. Risk of Reinsurers Directly Contacting Insurance Companies (Cedants) for Reinsurance

Nature of Risk: Risk arising from reinsurers directly engaging in reinsurance with insurance companies.

Impact of Risk: This could result in the Company losing reinsurance brokerage fee revenue.

Risk Management Measures: With extensive expertise in reinsurance, the Company understands various types of risks, the competitive landscape, and the state of the insurance market in Thailand. The Company also possesses strong negotiation skills to maximize benefits for insurance companies. Importantly, using the Company's services results in lower costs compared to direct dealings between insurance and reinsurance companies. Therefore, utilizing the Company's reinsurance brokerage services is cost-effective and has led partners to trust the Company as an intermediary in procuring reinsurance contracts, ensuring the best returns from effective reinsurance.

Furthermore, if reinsurers directly coordinate with insurance companies, they may encounter complexities related to language barriers, required documentation, and coordination, particularly with foreign reinsurers. Additionally, if reinsurers establish local branches, they would incur significant fixed and variable costs, such as office rent and employee expenses. Therefore, the Company believes that the likelihood of this risk materializing is low. The Company's extensive knowledge, understanding, expertise, and long-standing relationships with insurance companies enable it to provide valuable support to reinsurers. This also reduces the investment required for reinsurers to establish branches in Thailand. As a result, most reinsurers prefer to utilize the services of reinsurance brokers like the Company, who possess in-depth knowledge and understanding of insurance company needs and market trends.

6. Risk of Reliance on Senior Management and Personnel in Business Operations

Nature of Risk: The Company faces risks associated with its reliance on senior management for business operations, specifically Mr. Chanaphan Piriayaphan, Mrs. Yupares Piriayaphan, and Mr. Pornkasem Laudhittirut. These three individuals are co-founders of the Company and hold the positions of Chief Executive Officer, Deputy Chief Executive Officer, and Executive Vice President - Treaty and Total Solutions Reinsurance Department, respectively. With over 20 years of experience in the reinsurance industry, they possess extensive knowledge and expertise in the business.

Impact of Risk: If there are changes in these executives, it could significantly impact the Company's management.

Risk Management Measures: The Company has a Succession Plan to ensure workforce readiness in terms of both quality and quantity. This ensures continuity in appropriate management and prepares suitable personnel for key positions within the Company. The Company has also structured key positions and responsibilities to avoid concentration in a single executive. In early 2020, the Company hired an external executive for a key position, the Chief Client Officer, who possesses extensive experience and understanding of the reinsurance brokerage business. The Company prioritizes its employees and focuses on employee retention policies for long-term growth. This includes career path planning and appropriate compensation based on position and capabilities, benchmarked against industry standards. Additionally, the Company provides regular training to enhance employee knowledge and skills.

7. Risk from Competition in the Reinsurance Brokerage Industry and New Entrants

Nature of Risk: Historically, the reinsurance brokerage business was not widely known due to its specialized and complex

nature. However, with the continuous growth of the insurance industry, driven by increased policyholder understanding and access to insurance, insurance companies have experienced consistent financial performance improvements. This is coupled with the increasing value of insured risks annually. Consequently, reinsurance has become crucial in managing risks for insurance companies, enabling their sustainable and stable growth. As a result, insurance companies are increasingly opting for reinsurance. The reinsurance and reinsurance brokerage businesses have gained significant attention in recent years, leading to a growing number of reinsurance brokerage operators in Thailand, including both Thai and foreign companies entering the market through joint ventures.

Impact of Risk: The Company may be impacted by intense competition from the increasing number of competitors in the industry. This could lead to competition in reinsurance brokerage fees, potentially reducing the Company's revenue.

Risk Management Measures: To address this risk, the Company has established a strategy to continuously develop diverse and sought-after reinsurance products for insurance companies. This strategy emphasizes analyzing consumer needs, monitoring current situations, and consistently assessing trends in the insurance business. It also involves close collaboration with insurance and reinsurance companies for operational efficiency. This ensures that the developed insurance products genuinely meet the needs of policyholders and that the reinsurance process for insurance companies is seamless and aligned with the requirements of both insurance and reinsurance companies. This strategy not only enhances the quality of insurance products for the Company's clients but also fosters strong relationships with insurance companies. It enables the Company to offer a wider range of high-quality reinsurance products, providing a competitive advantage in the reinsurance brokerage market.

8. Insurance Risk

Nature of Risk: This risk relates to the assessment of insurance products, such as mortality rates, morbidity rates, policy persistency, and expense volatility. It may also include catastrophic events like pandemics or natural disasters.

Impact of Risk: Without proper management and consideration of insurance products, the Company's operations may be adversely affected.

Risk Management Measures: The Company manages insurance risk from the product design stage to ensure that products meet customer needs at a fair price, are easy to understand, provide customer satisfaction, and encourage renewals in subsequent years. Risks associated with product design are considered through a new product approval process, which includes reviewing the insurance plan, pricing, and the product's risk level. Additionally, the Company continuously monitors product performance as part of the Actuarial Control Cycle. This minimizes potential risks associated with both new and existing products.

9. Risk of Cyberattacks and Damage to Information Technology Systems

Nature of Risk: Advancements in technology and artificial intelligence (AI) offer numerous benefits to society and the economy. However, these technologies can also pose significant cybersecurity threats, ethical dilemmas, and reliability issues. These are emerging risks in today's business world. The Company's business operations primarily rely on computer systems, with communication and transactions with insurance and reinsurance companies conducted online, including sales proposals, underwriting, document management, system integration with partners, accounting, and debt collection.

Impact of Risk: If a cyberattack occurs, or if the computer system is damaged and cannot be restored promptly, it could impact the efficiency of sales, after-sales service, accounting, and debt collection. Additionally, damage to all or part of the database could affect the Company's overall operations.

Risk Management Measures: The Company prioritizes managing the risk of cyberattacks. We have established a robust information technology risk management framework and engaged a specialized cybersecurity firm to conduct audits and monitor for cyber threats across all channels. They promptly report any anomalies or potential threats to the Company. Our current cybersecurity system is effective and meets relevant international standards.

10. Environmental, Social, and Governance (ESG) Risks

Nature of Risk: Environmental, Social, and Governance (ESG) factors are crucial for sustainable business practices. Therefore, ESG practices must be appropriately managed to prevent risks and negative impacts on the Company and society as a whole.

Impact of Risk: Inadequate ESG practices can negatively impact the Company, such as the loss of business opportunities.

Consumers and investors today prioritize social and environmental responsibility. Therefore, inadequate practices may cause the business to miss opportunities to attract new customers or participate in projects or investments from companies with ESG values. Additionally, if the Company neglects social aspects or internal governance, it may lead to employee insecurity, potentially resulting in the loss of qualified personnel or an inability to attract talent.

Risk Management Measures: The Company recognizes and prioritizes conducting business under the principles of sustainable development based on good corporate governance. We have established a sustainable development policy that emphasizes responsible business practices and considers all stakeholders. This ensures that the Company implements appropriate ESG practices and achieves stable and sustainable growth.

Risk-related consequences

Impact of each risk as mentioned above

Risk management measures

Risk management measures for each item mentioned above.

Risk 2 Regulatory Risk

Related risk topics : Compliance Risk
 • Change in laws and regulations
 ESG risks : Yes

Risk characteristics

Risks from changes in regulations related to reinsurance brokers and insurance

Currently, the Company's reinsurance brokerage business is regulated by the Non-Life Insurance Act B.E. 2535 (as amended). The Company's business operations must comply with the said Act and subordinate laws, with the OIC acting as the regulatory authority and setting the criteria and conditions for conducting reinsurance brokerage business in various matters, such as

- Issuing and renewing licenses for juristic persons to be direct and reinsurance brokers
- Collection of reinsurance premiums
- Filing reports on the operating results of reinsurance brokerage

Risk-related consequences

If the laws governing the reinsurance brokerage business change significantly, the Company may not be able to comply with relevant laws, regulations, and announcements. This could have a material adverse effect on the Company's financial position and results of operations. In addition, if the rules and regulations affecting insurance companies change, it could also indirectly affect the Company.

Risk management measures

The Company has placed great importance on conducting business in strict compliance with the OIC's regulations related to insurance brokerage. As a result, the Company has been granted licenses for direct non-life insurance and reinsurance brokerage continuously since its establishment. Moreover, the Company has studied and monitored regulatory changes in foreign countries, which serve as a good indicator of potential changes in Thailand. As the insurance industry is global, the Company is confident in its readiness and ability to adapt to future regulatory changes.

Risk 3 Financial Risk

Related risk topics : Financial Risk
 • Default on payment or exchange of goods
 • Fluctuation in exchange rates, interest rates, or the inflation rate
 ESG risks : No

Risk characteristics

1. Risk from outstanding reinsurance premium collection

Nature of Risk: Currently, reinsurance contracts stipulate the payment of reinsurance premiums in installments. However, in some cases, large insurance companies have rather stringent documentary procedures, which may result in disbursements not being made within the agreed-upon timeframe.

Impact of Risk: This situation results in delays in receiving reinsurance premiums, leading to outstanding balances for receivables in the financial statements. This could potentially impact the Company's future business opportunities.

Risk Management Measures: The Company recognizes this risk and has implemented a policy to closely monitor outstanding

reinsurance premiums to prevent the risk of delayed reinsurance premium income. Furthermore, to mitigate potential risks, the Company has established criteria for assessing the quality of insurance companies before conducting business with them. The Company has a process for collecting historical payment statistics and examining the financial strength of insurance companies before accepting work. This ensures that the Company provides reinsurance brokerage services with reputable partners who have a stable financial standing.

2. Foreign exchange risk

Nature of Risk: As the majority of reinsurers that the Company conducts business with are foreign companies, transactions related to receiving and transferring reinsurance premiums, claims payments, and other related transactions are exposed to foreign exchange risk due to the use of different currencies.

Impact of Risk: International transactions may be exposed to the risk of currency fluctuations in those countries, leading to inaccuracies in calculating the amount of money received or paid. This could affect the Company's operating results.

Risk Management Measures: To mitigate the aforementioned risk, the company has a policy of conducting financial transactions with reinsurance companies primarily in Thai Baht. This means that most of the reinsurance premium rates in reinsurance contracts, claims settlement documents, and other items related to financial transactions are denominated in Thai Baht.

Risk-related consequences

Impact from each risk as mentioned above.

Risk management measures

Risk management measures for each item mentioned above.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The Company has established a Business Continuity Plan (BCP) to ensure that the business can continue operations in the event of incidents that may impact normal operations, such as natural disasters, system failures, or other crises. This includes assessing risks that could affect business operations, preparing personnel to handle crisis situations, implementing measures for data backup and recovery of information technology systems to prevent data loss, and planning communication during incidents. Management will regularly review the Business Continuity Plan to ensure it can address current potential scenarios.

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management policy and : Yes
guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management plan : Yes

The Company prioritizes operations to ensure sustainability in every process throughout the business chain, while promoting and supporting stakeholders across the business chain to operate according to sustainable development guidelines. This is done to create value and long-term growth for the Company.

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with : No
new suppliers?

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge : No
compliance with the supplier code of conduct?

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Research and development policy (R&D) (Yes/No) : No

R&D expenses in the past 3 years

	2022	2023	2024
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	0.00	0.00

Information on process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : Yes
innovation culture

The Board of Directors prioritizes the development of innovation for the Company's sustainable growth, thus encouraging management to seek new products that incorporate innovative and modern technologies, benefiting society and customers, while also ensuring environmental preservation. Additionally, the Board supports the integration of advanced information technology within the organization by establishing an appropriate governance framework and enterprise-level IT management to develop operational processes and manage business risks. This ensures that the Company can achieve its objectives and core goals in a sustainable manner.

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

Does the company measure the financial benefits from : No
innovation development?

Non-financial benefits

Does the company measure the non-financial benefits from : No
innovation development?

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