



Remuneration Policy for Directors and Chief Executive Officer

TQR Public Company Limited

Remuneration Policy for Directors and Chief Executive Officer

The Board of Directors has assigned the Nomination and Remuneration Committee, excluding executive directors, to be responsible for determining, considering, and monitoring the remuneration structure of the Board of Directors and the Chief Executive Officer (CEO of the Company), as well as overseeing the performance evaluation in accordance with the established criteria in order to use such information in considering appropriate remuneration for both the short term and the long term.

Guidelines

Board of Directors, Sub-Committees, and Chief Executive Officer

The Company has appointed the Nomination and Remuneration Committee to consider and determine remuneration. Such consideration shall be conducted carefully, clearly, and transparently, taking into account the appropriateness and alignment with the scope of duties, responsibilities, and accountabilities of the directors, sub-committee members, and the Chief Executive Officer. Benchmarking shall also be conducted against companies in the same or similar industry and of comparable size, as well as considering the Company's business expansion and profitability growth, at a level sufficient to attract and retain qualified directors and the Chief Executive Officer.

The remuneration of the Chief Executive Officer shall be proposed to the Board of Directors for consideration and approval on an annual basis. The remuneration of directors and sub-committee members shall be proposed to the Board of Directors for endorsement and subsequently submitted to the Annual General Meeting of Shareholders for approval.

Remuneration shall be allocated in accordance with the positions and duties of directors and sub-committee members. Directors and sub-committee members who are assigned additional duties and responsibilities shall receive additional remuneration commensurate with such responsibilities.

Disclosure and Reporting

The Company shall disclose the policy and guidelines on the remuneration of directors and Chief Executive Officer in the annual report, in order to enable shareholders and stakeholders to review and assess the transparency and fairness of the remuneration management process.

This policy is reviewed and will be effective from November 10, 2025 onwards.

Note: Approved by the resolution of the Board of Directors' Meeting No. 7/2025 on November 10, 2025.