



Succession Plan Policy
TQR Public Company Limited



Succession Plan Policy

TQR Public Company Limited (the “**Company**”) has implemented succession and/or replacement development plans with the objective of preparing workforce readiness in both quality and quantity, ensuring continuity of appropriate management, and identifying and preparing suitable personnel to assume key positions of the Company. The Nomination and Remuneration Committee is responsible for overseeing the preparation of the succession plan for the Chief Executive Officer, while Management is responsible for preparing the succession plan for the Company’s executives (from Manager level and above). The details are as follows:

Chief Executive Officer

When the position of Chief Executive Officer becomes vacant or the incumbent is unable to perform his or her duties, the Company shall appoint a Deputy Chief Executive Officer or another executive at a comparable or subordinate level to act in the position on an interim basis until a qualified candidate is recruited and selected in accordance with the criteria prescribed by the Company. Such candidate must possess vision, competence, and experience in the insurance and reinsurance business and be suitable for the Company’s organizational culture. The Nomination and Remuneration Committee shall be responsible for the recruitment and shall propose the suitable candidate to the Board of Directors for consideration and approval of appointment. The preliminary qualifications of the Chief Executive Officer are as follows:

1. Holds at least a master’s degree in a field related to insurance/non-life insurance, life insurance, business administration, or other related fields, as deemed appropriate by the Nomination and Remuneration Committee, which may exercise its discretion in considering additional qualifications.
2. Has at least 10 years of working experience and has held a senior executive position for no less than 5 years. If the experience does not meet the specified criteria, the Nomination and Remuneration Committee may exercise its discretion in considering additional qualifications.
3. Possesses strong leadership skills and a broad strategic vision.
4. Has the ability to formulate strategic plans and manage the organization effectively.
5. Demonstrates prudent and well-considered decision-making and problem-solving skills, taking into account the best interests of the Company.

Management Level

When a management position at the level of manager or above becomes vacant, or when the incumbent is unable to perform his/her duties, the Company’s succession planning process for management-level positions shall be carried out as follows:

1. Analyze the Company's business situation in terms of corporate strategy, policies, investment plans, and business expansion plans.
2. Assess workforce readiness to align with the Company's strategy in the short, medium, and long term.
3. Establish a workforce readiness plan by developing existing employees or recruiting new employees to prepare for replacements.
4. Prepare recruitment plans and employee training and development plans in advance before employees retire or leave their positions early.
5. Define competencies, which refer to the knowledge, skills, personality, and attitudes required for each position, and prepare Individual Development Plans.
6. Select, evaluate performance, and assess employee potential to determine suitability, using assessment and evaluation tools to analyze employee potential.
7. Identify successors based on assessments and analysis of employee potential and performance in order to prepare them for handover and on-the-job learning, and designate backup successors.
8. Develop and evaluate employees who are expected to be successors to determine whether they can truly develop and deliver performance as expected. If expectations are not met, changes may be made accordingly.

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.