

March 25, 2026

To: Shareholders

Notice of the Annual General Meeting of Shareholders for the Year 2026

The Board of Directors of TQR Public Company Limited (the “Company”) has resolved to convene the Annual General Meeting of Shareholders for the year 2026 on Thursday, April 23, 2026, at 10:00 a.m., to be conducted via electronic means (e-AGM) in accordance with the Emergency Decree on Electronic Meetings B.E. 2563 (2020) and other relevant laws and regulations. The meeting shall be conducted in accordance with the following agenda items:

Agenda 1 To consider and approve the minutes of the Annual General Meeting of Shareholders for the year 2025, held on April 24, 2025

Propose and Rationale: To request the shareholders’ acknowledgement and approval. The Company held the Annual General Meeting of Shareholders for the year 2025 on April 24, 2025, and has prepared the minutes of the meeting, which was submitted to the Stock Exchange of Thailand within the period required by law. The minutes have also been published on the Company’s website (www.tqr.co.th). A Copy of the minutes is enclosed with this Notice as *Attachment 1*.

Board of Directors’ Opinion: The Board has agreed that the shareholders’ meeting should approve the minutes of the Annual General Meeting of Shareholders for the year 2025, which was held on April 24, 2025.

Resolution: This agenda must be approved by a majority vote of the shareholders who attend the meeting and cast their votes.

Agenda 2 To acknowledge the operating results for the year 2025, ended December 31, 2025

Propose and Rationale: To inform the shareholders of the Company’s operational performance and other relevant information for the year 2025, as presented in the 2025 Form 56-1 One Report. The Company has provided the report to shareholders in the form of a QR code, delivered together with this Notice of the Meeting.

Board of Directors’ Opinion: The Board has considered and agreed to propose that the Annual General Meeting of Shareholders acknowledge the Company’s operation results for the year 2025, as summarized in the

2025 Form 56-1 One Report, which includes the Company's performance during the past year and significant changes that occurred during the fiscal year 2025.

Resolution: There is no voting required for this agenda as it is presented for acknowledgement.

Agenda 3 To consider and approve the financial statements for the year 2025, ended December 31, 2025

Propose and Rationale: To request approval as required by the Public Limited Companies Act B.E. 2535 (1992) and Article 36 of the Company's Articles of Association, which stipulate that the Company must prepare its annual financial statements for the year ended December 31, 2025. The financial statements have been audited by the Company's auditor, and the details are presented in the 2025 Form 56-1 One Report, which has been provided to the shareholders via QR code together with this Notice of the Meeting.

Board of Directors' Opinion: The Board has agreed to propose that the Annual General Meeting of Shareholders approve the financial statements for the year ended December 31, 2025, which have been reviewed and endorsed by the Audit Committee.

Resolution: This agenda must be approved by a majority vote of the shareholders who attend the meeting and cast their votes.

Agenda 4 To consider and approve the appropriation of profit for the year 2025 and the dividend payment

Objective and Rationale: To request approval for the allocation of profit. The Company recorded a net profit of THB 100.53 million for the year ended December 31, 2025, and had unappropriated retained earnings of THB 126.85 million as of December 31, 2025, with a total of 230,000,000 ordinary shares. Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535 (1992) and Article 45 of the Company's Articles of Association, the Company is required to allocate not less than five percent (5%) of its annual net profit, less any accumulated losses (if any), as a legal reserve until such reserve reaches ten percent (10%) of the registered capital. As the Company has already fully met the legal reserve requirement, it is not required to allocate further profit as a legal reserve for this year.

The Company's dividend policy is to pay dividends at a rate not less than 50% of net profit after tax and after allocation of legal reserve and other reserves as required, provided that such dividend payment will not adversely affect the Company's normal operations.

Board of Directors' Opinion: The Board has considered the matter and agrees to propose that the Annual General Meeting of Shareholders approve the allocation of profit for the year 2025 and the dividend payment as follows:

1. For the year 2025, the Company recorded a net profit of THB 100.53 million. As the Company has already set aside the full legal reserve required by law, no additional allocation of net profit for the year 2025 is required as a legal reserve.
2. To approve the dividend payment at the rate of THB 0.40 per share, totaling THB 92.00 million. The Company has already paid an interim dividend on September 5, 2025 at the rate of THB 0.175 per share, totaling approximately THB 40.25 million. Therefore, the remaining dividend to be paid from the 2025 net profit is THB 0.225 per share, totaling approximately THB 51.75 million.
3. To fix the Record Date for shareholders entitled to receive the dividend on Wednesday, March 18, 2026, and to schedule the dividend payment date on Friday, May15, 2026.

Table of dividend payout compared to the previous years as follows:

Payment details	2025	2024	2023
Interim dividend ended June 30 (Baht)	40,250,000	42,320,000	40,020,000
Dividend for the period ended December 31 (Baht)	51,750,000	49,680,000	51,980,000
Total dividend (Baht)	92,000,000	92,000,000	92,000,000
Dividend Payout Ratio (%)	91.51	91.77	91.72

Resolution: This agenda must be approved by a majority vote of the shareholders who attend the meeting and cast their votes.

Agenda 5 To consider and approve the appointment of directors to replace those who are due to retire by rotation

Propose and Rationale: According to Section 71 of the Public Limited Companies Act B.E. 2535 (1992) and Article 17 of the Company's Articles of Association, one-third (1/3) of the total number of directors must retire by rotation at every Annual General Meeting of Shareholders. If the number of directors cannot be divided exactly into three parts, the number nearest to one-third shall retire. The retiring directors are eligible for re-election.

For the 2026 Annual General Meeting of Shareholders, four directors are due to retire by rotation as follows:

1. Mr. Krishna Boonyachai Independent Director
2. Dr. Anukool Tuntimas Independent Director
3. Mr. Chanaphan Piriyaphan Director
4. Mr. Pornkasem Laudhittirut Director

Board of Directors' Opinion: The Board has considered and agrees to propose that the shareholder's meeting re-elect the four directors retiring by rotation; (1) Mr. Krishna Boonyachai, (2) Dr. Anukool Tuntinas, (3) Mr. Chanaphan Piriyaphan, (4) Mr. Pornkasem Laudhittirut to serve as directors of the Company for another term. All

four candidates have been duly evaluated through the Company's nomination process, meet all relevant legal and regulatory qualifications, and are suitable for the Company's business operations. Their individual qualifications, expertise, knowledge, and experience will contribute beneficially to the Company's performance.

Furthermore, the nominees proposed to serve as Independent Directors possess the required qualifications under the applicable laws and regulations governing independent directors and can provide independent and objective opinions. The profiles of the retiring directors nominated for re-election are provided in the documents attached to this Notice of the Meeting.

Additionally, the Company had allowed shareholders to nominate qualified candidates for directorship during the period October 1 – December 31, 2025; however, no shareholders submitted any nominations.

Resolution: This agenda must be approved by a majority of the shareholders who attend the meeting and cast their votes. The election of directors shall be conducted on an individual basis.

Agenda 6 To approve the directors' remuneration for the year 2026

Propose and Rationale: According to Section 90 of the Public Limited Companies Act B.E. 2535 (1992) and Article 22 of the Company's Articles of Association, the determination and payment of directors' remuneration must be approved by the Annual General Meeting of Shareholders. The Company proposes for approval the directors' remuneration for the Board of Directors and sub-committees for the year 2026. The Company has established a remuneration policy that is appropriate to the duties and responsibilities of the directors, taking into consideration industry benchmarks. The Nomination and Remuneration Committee has reviewed and screened the proposed remuneration in accordance with the policy, including the Company's business expansion and profit growth, and has submitted its recommendation to the Board of Directors for consideration.

Board of Directors' Opinion: The Board has considered and agreed with the recommendation of the Nomination and Remuneration Committee that the shareholders' meeting should approve the directors' remuneration for the year 2026, with details as follows:

1. The meeting allowance for the Board of Directors and sub-committees for the year 2026 is proposed to remain the same as year 2025, as follows:

Committee	Meeting Allowance / Time (Baht)	
	2026 (Proposed Year)	2025
Board of Directors		
- Chairman	30,000	30,000
- Director	20,000	20,000
Audit Committee		
- Chairman	25,000	25,000

Committee	Meeting Allowance / Time (Baht)	
	2026 (Proposed Year)	2025
- Director	20,000	20,000
Nomination and Remuneration Committee		
- Chairman	25,000	25,000
- Director	20,000	20,000
Risk Management Committee		
- Chairman	25,000	25,000
- Director	20,000	20,000
Investment Committee		
- Chairman	25,000	25,000
- Director	20,000	20,000

2. Other benefits (same as year 2025)

Other benefits	2026 (Proposed Year)	2025
Board of Directors	Directors and Officers Liability Insurance, and the expenses for attending IOD training course.	Directors and Officers Liability Insurance, and the expenses for attending IOD training course.

3. Directors' gratuity (same as year 2025)

Directors' gratuity	2026 (Proposed Year)	2025
Board of Directors	<p>Since the Board of Directors plays an important role in promoting, supporting, and overseeing the Company's operations to ensure they align with the established business plan. Therefore, the Company deems it appropriate to determine the directors' gratuity based on alignment with the Company's performance.</p> <p>If the Company's performance meets the set target, the Company</p>	<p>Since the Board of Directors plays an important role in promoting, supporting, and overseeing the Company's operations to ensure they align with the established business plan. Therefore, the Company deems it appropriate to determine the directors' gratuity based on alignment with the Company's performance.</p> <p>If the Company's performance meets the set target, the Company</p>

Directors' gratuity	2026 (Proposed Year)	2025
	will allocate an annual remuneration to the directors in an amount not exceeding 2,000,000 baht, which would be considered allocating by the discretion of the Board of Directors as deemed appropriate.	will allocate an annual remuneration to the directors in an amount not exceeding 2,000,000 baht, which would be considered allocating by the discretion of the Board of Directors as deemed appropriate.

Note: The directors who serve as executives of the Company and its group companies have expressed their intention not to receive directors' remuneration

Resolution: This agenda item must be approved by not less than two-thirds (2/3) of the total votes of the shareholders who attend the meeting.

Agenda 7 To consider and approve the appointment of the auditors and the audit fees for the year 2026

Propose and Rationale: According to Section 120 of the Public Limited Companies Act B.E. 2535 (1992) and Article 36 of the Company's Articles of Association, the appointment of the auditor and the determination of the annual audit fee must be approved by the Annual General Meeting of Shareholders.

Board of Directors' Opinion: The Board concurred with the Audit Committee's recommendation that the shareholders should appoint the auditors and approve the audit fees for the year 2026 with the following details:

1. To appoint auditors from Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. as the auditor of the Company and its subsidiary for the year 2026 with the following names:

Name	Certified Public Accountant No.
1. Mr. Choopong Surachutikarn	4325
2. Ms. Wimolporn Boonyusthian	4067
3. Ms. Waraporn Kriengsuntornkij	5033
4. Ms. Porakoch Jongkolsiri	7150

Profiles of the auditors proposed for appointment as the Company's auditors for the year 2026 are provided in the document attached with the notice of this meeting.

The auditors listed above are approved by the Office of the Securities and Exchange Commission. This appointment is for the second fiscal year (fiscal year 2026), with Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd., being a leading audit firm providing auditing services at a reasonable audit fee. The audit firm and the

proposed auditors are independent, with no relationships or conflicts of interest with the Company/subsidiary/executives'/ major shareholders or related parties of those individuals.

If any of the auditors are unable to perform their duties, Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. will provide another licensed auditor from the firm to carry out the audit and express an opinion on the financial statements in place of the said auditor.

2. To approve the audit fee for the year 2026 for the Company in the amount of 1,900,000 baht and its subsidiary in the amount of 150,000 baht, bringing the total audit fees for the group of companies to 2,050,000 baht. The details are as follows:

Audit fees	2026 (Proposed Year)	2025	Change (Baht)	Change (%)
TQR Public Company Limited	1,900,000	1,850,000	+50,000	+2.70%
Subsidiary	150,000	150,000	-	-
Total	2,050,000	2,000,000	+50,000	+2.50%

In the past fiscal year, the Company and its subsidiary had no other service fees (Non-audit Fee) other than audit fees.

Resolution: This agenda must be approved by a majority of the shareholders who attend the meeting and cast their votes.

Agenda 8 Other matters

Board of Directors' Opinion: The Board recommended that the meeting of shareholders should acknowledge the report on the change in utilization objectives of IPO proceeds, which is a non-material change, in accordance with the Notification of the Office of the Securities and Exchange Commission No. Sor.Jor. 63/2018 regarding changing the utilization objectives of IPO proceeds as per the filing form. Details are as follows:

- The Board of Directors' Meeting No.7/2022, held on November 9, 2022, has approved the change in utilization objectives of IPO proceeds by reducing Investments in other related businesses by 20 million baht and reallocating this reduced amount to improve the information technology system development to promote operational efficiency improvement platform, in the amount of 20 million baht.
- Subsequently, the Board of Directors Meeting No.5/2024, held on October 3, 2024 has approved to extend the period for utilizing the IPO proceeds, approximately until the year 2027, as the Company needs additional time to study investments that will provide benefits and returns to stakeholders, as well as ensure the Company's stable and sustainable growth. The extension will change the expected fund utilization period from 2024 to 2027.

- Thereafter, at the Board of Directors Meeting No. 1/2026, held on January 27, 2026 has approved a change in the objectives of the use of IPO proceeds by reducing the budget for investment in other businesses by THB 20.00 million, and reallocating this amount to the development of information technology systems to enhance service efficiency, in the same amount of THB 20.00 million, with details as follows:

(Unit: Million Baht)

Details of previous objectives in IPO filing			Newly Approved Details	
Objectives	Amount	Estimated period for the use of proceeds	Amount	Estimated period for the use of proceeds
Investment in information technology system development to promote operational efficiency improvement platform	20.0	Within 2022	60.0	Within 2027
Reinsurance model development and analysis project	20.0		20.0	
Investments in other related businesses	255.7	Within 2023	215.7	
Total amount	295.7		295.7	

In this regard, the Company has already disclosed this information through the Stock Exchange of Thailand.

Resolution: There is no voting required for this agenda as it is presented for acknowledgement.

Shareholders are hereby invited to attend the meeting at the date and time mentioned above. In this regard, the Company will convene the shareholders' meeting via electronic means (e-AGM) only. Therefore, shareholders or proxy holders who wish to attend the meeting via electronic means are kindly requested to follow the Procedures for Participating in the Shareholders' Meeting via Electronic Means (e-AGM) (*Accompanying Documents for Attending the Meeting 1*).

If a shareholder is unable to attend the meeting in person and wishes to appoint another person to attend the meeting and vote on your behalf, please retain your voting rights by granting a proxy to another person or the independent directors to attend the meeting on your behalf. Please use the proxy form attached herewith. Alternatively, shareholders can download the proxy form from the Company's website at www.tqr.co.th, and must choose only one of the forms specified.

We kindly request your cooperation in submitting the Acceptance of the Invitation to the Meeting (*Accompanying Documents for Attending the Meeting 2*), proxy form (if appointing a proxy to attend the meeting), and identity verification documents to the Company Secretary via email at comsec@tqr.co.th or by mail to: Company Secretary, TQR Public Company Limited 46/7 Rungrojthanakul Building, 8th floor, Ratchadapisek Road, Huai Khwang Sub-district, Huai Khwang District, Bangkok 10310. Please submit the documents by April 10, 2026.

The Company has fixed the Record Date on which shareholders have the right to attend the 2026 Annual General Meeting of Shareholders on Wednesday, March 18, 2026. The notice of the meeting and related documents will be published on the Company's website at www.tqr.co.th starting from March 25, 2026. As for the 56-1 One Report, shareholders can view the information or scan the QR code attached to the notice of the meeting.

Yours Sincerely,

TQR Public Company Limited

- *Chanaphan Piriayaphan* -

(Mr. Chanaphan Piriayaphan)

Director and Chief Executive Officer

Remarks:

1. The Company has provided an opportunity for shareholders to propose agenda items and nominate individuals for election as directors in advance for the 2026 Annual General Meeting of Shareholders, from October 1, 2025, to December 31, 2025. However, no shareholders have submitted any agenda items or nominations for individuals to be elected as directors.
2. The Company has published the notice of the meeting in both Thai and English versions, as well as the proxy forms (Form A, Form B, and Form C) on the Company's website. Shareholders can download them from the website at www.tqr.co.th under the "Investor Relation", "Shareholder Info", "Shareholders' Meeting" sections, and "Notice of the 2026 Annual General Meeting of Shareholders".