



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

TRC CONSTRUCTION PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : TRC CONSTRUCTION PUBLIC COMPANY LIMITED

Symbol : TRC

Address : No.8 Soi Sukhapiban 5 soi 32, Tha Raeng, Bang Khen District

Province : Bangkok

Postcode : 10220

Business : The Group is engaged in business of pipeline, contractor
business system installation of engineering, petrochemical &
process plant and business development and investment.

Registration Number : 0107548000293

Telephone : 0-2022-7777

Fax (if applicable) : 0-2022-7788

Website : www.trc-con.com

Email : CoporateSecretary@trc-con.com

Total Shares Sold (shares)

Common Stock : 1,397,723,153

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2023	2024	2025
Total revenue from operations (Thousand baht)	2,193,878.00	1,367,423.00	1,077,172.00
construction services revenue (Thousand baht)	2,124,510.00	1,301,306.00	1,023,620.00
revenue from other services (Thousand baht)	16,756.00	23,469.00	3,503.00
Sales (Thousand baht)	0.00	0.00	0.00
Interest income (Thousand baht)	1,115.00	786.00	351.00
Other Income (Thousand baht)	51,497.00	41,862.00	49,698.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
construction services revenue (%)	96.84	95.16	95.03
revenue from other services (%)	0.76	1.72	0.33
Sales (%)	0.00	0.00	0.00
Interest income (%)	0.05	0.06	0.03
Other Income (%)	2.35	3.06	4.61

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	2,193,878.00	1,367,423.00	1,077,172.00
Domestic (Thousand baht)	2,193,940.00	1,367,423.00	1,077,172.00
International (Thousand baht)	0.00	0.00	0.00

Thailand (Thousand baht)	0.00	0.00	0.00
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	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00
International (%)	0.00	0.00	0.00
Thailand (%)	0.00	0.00	0.00

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	0.00	0.00	0.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00

Share of profit of joint ventures and associates accounted for using equity method

	2023	2024	2025
Share of profit (Thousand baht)	-133,295.00	-1,246.00	7,389.00

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	0.00	0.00	N/A

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

2.2.1 Risk of the Company's Business

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Competition risk

Operational Risk

- Delays in the development of future projects
- Safety, occupational health, and working environment
- Other

Compliance Risk

- Violations of laws and regulations

Financial Risk

- Insufficient sources of funding
- Liquidity risk
- Income volatility

Risk to Securities Holder (2.2.2)

Risk associated with the Company's large accumulated losses and inability to pay dividend in the near future.

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder
- Other

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://www.trc-con.com/th/investor-relations/download/one-reports>
(if applicable)

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://www.trc-con.com/th/investor-relations/download/one-reports>
(if applicable)

Company environmental guideline : Electricity Management, Renewable/Clean Energy
Management, Water Management, Waste Management, Greenhouse
Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	692,497.13	810,366.55	0.00

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	12,442.00	8,148.00	8,322.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	0.00	0.00	1,260.00
Total waste generated (Kilograms)	0.00	0.00	1,260.00

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 2 (Tons of carbon dioxide equivalents)	345.93	404.42	383.42
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	345.93	404.42	383.42

• Verification of greenhouse gas emissions over the past year

Third-party verification : No

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://www.trc-con.com/th/investor-relations/download/one-reports>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2023	2024	2025
Number of male employees (Persons)	1,036	412	451
Number of female employees (Persons)	356	180	177
Total number of employees (Persons)	1,392	592	628

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	343,440,564.69	369,060,000.00	0.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	2.50	4.45	N/A
Employee development and training expenses (baht)	602,104.00	75,300.00	N/A

• Health, safety and work environment

	2023	2024	2025
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Total number of lost time injury incidents by employees (Cases)	0	1	N/A
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• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	46.77	118.07	N/A

• **Significant labor dispute**

	2023	2024	2025
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://www.trc-con.com/th/download/cg-policy>

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	7	100.00
Number of male directors	2	28.57
Number of female directors	5	71.43
Number of executive directors	2	28.57
Number of non-executive directors	5	71.43
Number of independent directors	3	42.86

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. PAICHIT RATTANANON Gender: Female Age: 70 years old Highest level of education: Master's degree Major: Political Economy, Faculty of Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Original director	25 Apr 2005	Economics, Leadership, Governance/ Compliance

2.	Mrs. PODCHANEE PHAOSAVASDI Gender: Female Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	9 Aug 2007	Marketing, Human Resource Management, Sustainability, Risk Management, Governance/ Compliance
3.	Mr. PASIT LEESAKUL Gender: Male Age: 42 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	21 Mar 2013	Economics, Finance & Securities, Finance, Leadership, Risk Management
4.	Mrs. PUANGTHIP SILPASART Gender: Female Age: 71 years old Highest level of education: Bachelor's degree Major: English Major Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	24 Feb 2016	Corporate Social Responsibility, Sustainability, Risk Management, Governance/ Compliance
5.	Ms. PAVITA LEESAKUL Gender: Female Age: 39 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	8 Aug 2018	Law, Marketing, Corporate Social Responsibility, Corporate Management, Governance/ Compliance

6.	Mr. KAMJORN TATIYAKAVEE Gender: Male Age: 70 years old Highest level of education: Doctoral degree Major: Certificate in the Paediatrics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	29 Apr 2019	Health Care Services, Corporate Social Responsibility, Change Management, Risk Management, Audit
7.	Mrs. RACHADAPORN RAJCHATAEWINDRA Gender: Female Age: 68 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	21 Jun 2019	Accounting, Finance, Risk Management, Audit, Governance/ Compliance

Remark : -

Other Information pertaining to committees

The Chairman is an independent director	: No
The Chairman and the manager are the same person	: No
The Chairman and the manager are members of the same family	: Yes
The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings	: Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. RACHADAPORN RAJCHATAEWINDRA [1] Gender: Female Age: 68 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	21 Jun 2019	Accounting, Finance, Risk Management, Audit, Governance/ Compliance
2. Mrs. PUANGTHIP SILPASART [1] Gender: Female Age: 71 years old Highest level of education: Bachelor's degree Major: English Major Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	24 Feb 2016	Corporate Social Responsibility, Sustainability, Risk Management, Governance/ Compliance
3. Mr. KAMJORN TATIYAKAVEE [1] Gender: Male Age: 70 years old Highest level of education: Doctoral degree Major: Certificate in the Paediatrics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	29 Apr 2019	Health Care Services, Corporate Social Responsibility, Change Management, Risk Management, Audit

[1] A director with the accounting expertise needed to review financial statements

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. PASIT LEESAKUL Gender: Male Age: 42 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	21 Mar 2013
2. Mrs. PODCHANEE PHAOSAVASDI Gender: Female Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	9 Aug 2007
3. Mr. Loh Eng Kee Gender: Male Age: 68 years old Highest level of education: Below a bachelor's degree Major: Mechanical Engineering, Singapore Polytechnic, Singapore Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	17 Mar 2015
4. Mr. Sitchai Charoenskulchai Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: No	Member of the executive committee	23 Jan 2024

5.	Ms. PAVITA LEESAKUL	Member of the executive committee	26 Sep 2023
	Gender: Female		
	Age: 39 years old		
	Highest level of education: Master's degree		
	Major: Law		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
- Risk Management Committee	Mr. KAMJORN TATIYAKAVEE	Chairman
	Mrs. RACHADAPORN RAJCHATAEWINDRA	Member
	Mr. PASIT LEESAKUL	Member
	Mrs. PODCHANEE PHAOSAVASDI	Member
Corporate Governance Committee	Mrs. PUANGTHIP SILPASART	Chairman
	Mrs. RACHADAPORN RAJCHATAEWINDRA	Member
	Mrs. PODCHANEE PHAOSAVASDI	Member
	Ms. PAVITA LEESAKUL	Member
Remuneration and Nomination Committee	Mr. KAMJORN TATIYAKAVEE	Chairman
	Mrs. PUANGTHIP SILPASART	Member
	Mrs. PODCHANEE PHAOSAVASDI	Member
	Mr. PASIT LEESAKUL	Member
	Mrs. RACHADAPORN RAJCHATAEWINDRA	Member

Roles of Sub-committees

Sub-committees responsible for risk management : - Risk Management Committee

Sub-committees responsible for nomination : Remuneration and Nomination Committee

Sub-committees responsible for remuneration : None

Sub-committees responsible for corporate governance : None

Sub-committees responsible for corporate sustainability development : Corporate Governance Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. Sitchai Charoenskulchai Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Management	Vice President of Group Asset Management & Investment Division and Executive Committee	23 Jan 2024	Business Administration, Engineering
2. Mr. Loh Eng Kee Gender: Male Age: 68 years old Highest level of education: Below a bachelor's degree Major: Mechanical Engineering, Singapore Polytechnic, Singapore	Deputy Chief Executive Officer	23 Jan 2024	Construction Services
3. Mr. PASIT LEESAKUL Gender: Male Age: 42 years old Highest level of education: Master's degree Major: Finance	Chairman of Executive Committee	16 Mar 2022	Economics, Finance & Securities, Finance, Leadership, Risk Management
4. Ms. PAVITA LEESAKUL Gender: Female Age: 39 years old Highest level of education: Master's degree Major: Law	Managing Director and Executive Committee	26 Sep 2023	Law, Marketing, Corporate Social Responsibility, Corporate Management, Governance/ Compliance

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 451

Number of female employees (persons) : 177

Total number of employees (persons) : 628

Employee Remuneration

Total employee remuneration : 0.00

Provident fund

Total number of employees (persons) : 628

Number of employees contributing to the PVD (persons) : 0

Percentage of employees who are members (%) : 0.00

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

- List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PASIT LEESAKUL Gender: Male Age: 42 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 21 Mar 2013	Economics, Finance & Securities, Finance, Leadership, Risk Management
2. Mrs. PUANGTHIP SILPASART Gender: Female Age: 71 years old Highest level of education: Bachelor's degree Major: English Major Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 24 Feb 2016	Corporate Social Responsibility, Sustainability, Risk Management, Governance/ Compliance

Development of directors over the past year

List of directors	Position	Participated in director development program
Mrs. PAICHIT RATTANANON	Chairman of the board	Participating
Mrs. PODCHANEE PHAOSAVASDI	Director	Participating
Mr. PASIT LEESAKUL	Director	Participating

Mrs. PUANGTHIP SILPASART	Director	Participating
Ms. PAVITA LEESAKUL	Director	Participating
Mr. KAMJORN TATIYAKAVEE	Director	Participating
Mrs. RACHADAPORN RAJCHATAEWINDRA	Director	Participating

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 9

Date of AGM meeting : 30 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mrs. PAICHIT RATTANANON (Chairman of the board)	-	9/9	Participating	Did not hold the meeting
2.	Mrs. PODCHANEE PHAOSAVASDI (Director)	-	9/9	Participating	Did not hold the meeting
3.	Mr. PASIT LEESAKUL (Director)	-	9/9	Participating	Did not hold the meeting
4.	Mrs. PUANGTHIP SILPASART (Director)	-	9/9	Participating	Did not hold the meeting
5.	Ms. PAVITA LEESAKUL (Director)	-	9/9	Participating	Did not hold the meeting
6.	Mr. KAMJORN TATIYAKAVEE (Director)	-	9/9	Participating	Did not hold the meeting
7.	Mrs. RACHADAPORN RAJCHATAEWINDRA (Director)	-	9/9	Participating	Did not hold the meeting

Remuneration for company directors

List of directors		Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mrs. PAICHIT RATTANANON (Chairman of the board)	-	0.00	600,000.00	Yes
2.	Mrs. PODCHANEE PHAOSAVASDI (Director)	-	0.00	120,000.00	No
3.	Mr. PASIT LEESAKUL (Director)	-	0.00	120,000.00	No
4.	Mrs. PUANGTHIP SILPASART (Director)	-	0.00	240,000.00	No
5.	Ms. PAVITA LEESAKUL (Director)	-	0.00	120,000.00	No
6.	Mr. KAMJORN TATIYAKAVEE (Director)	-	0.00	240,000.00	No
7.	Mrs. RACHADAPORN RAJCHATAEWINDRA (Director)	-	0.00	300,000.00	No

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

List of directors		Termination date	Number of the audit committee meeting
1.	Mrs. RACHADAPORN RAJCHATAEWINDRA (Chairman of the audit committee)	-	4/4
2.	Mrs. PUANGTHIP SILPASART (Audit committee)	-	4/4
3.	Mr. KAMJORN TATIYAKAVEE (Audit committee)	-	4/4