



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

TRC CONSTRUCTION PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2022



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	5
Corporate Governance	
Corporate Governance Policy	8
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	9
Performance Report on Corporate Governance	22

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 : 9,587,146,838

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping*

	2020	2021	2022
Total (Thousand baht)	3,196,040.00	3,888,260.00	3,373,020.00
construction services revenue (Thousand baht)	3,117,870.00	3,819,470.00	3,283,820.00
revenue from other services (Thousand baht)	20,550.00	17,480.00	57,870.00
Sales (Thousand baht)	7,510.00	8,400.00	1,600.00
Interest income (Thousand baht)	890.00	490.00	1,210.00
Other Income (Thousand baht)	49,220.00	42,420.00	28,520.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
construction services revenue (%)	97.55	98.23	97.36
revenue from other services (%)	0.64	0.45	1.72
Sales (%)	0.23	0.22	0.05
Interest income (%)	0.03	0.01	0.04
Other Income (%)	1.54	1.09	0.85

By Geographical Area or Market*

	2020	2021	2022
Total (Thousand baht)	3,196,040.00	3,888,260.00	3,373,020.00
Domestic (Thousand baht)	3,196,040.00	3,888,260.00	3,373,020.00
International (Thousand baht)	0.00	0.00	0.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00
International (%)	0.00	0.00	0.00

*Excluding the profit margins in the associated companies

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)	2020	2021	2022
R&D expenses in the past 3 years	N/A	N/A	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)

Social and Environmental Risks

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment

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

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : No

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

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)

• Electricity consumption

	2020	2021	2022
Amount of electricity purchased (kWh)	763,000.00	693,000.00	718,000.00

Water management

• Water consumption

	2020	2021	2022
Water consumption (cubic meters)	8,922.00	8,687.00	11,576.00

Waste management

• Waste from operations

	2020	2021	2022
Non-hazardous waste (kg)	300,136.50	723,097.00	1,118,539.00

Total (kg)	300,136.50	723,097.00	1,118,539.00
-------------------	------------	------------	--------------

Greenhouse gas management

• Greenhouse gas emissions

	2020	2021	2022
GHG emission target	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 2 (Tons of carbon dioxide equivalents)	443.53	402.84	415.05
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total (Tons of carbon dioxide equivalents)	443.53	402.84	415.05

• 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 : Yes

Company human right guideline : Employee Rights, Migrant Workers, 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

	2020	2021	2022
Number of male employees (persons)	0	0	0
Number of female employees (persons)	0	0	0
Total (persons)	0	0	0

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	352	243	462

• Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	N/A	N/A	N/A

• Significant labor dispute

	2020	2021	2022
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

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.	<p>Mrs. PAICHIT RATTANANON</p> <p>Gender: Female</p> <p>Age: 67 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Economy, Faculty of Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Chairman of the board (Non-executive)</p> <p>Director type: Original director</p>	28 Apr 2005	<p>Economics, Finance & Securities, Industrial Materials & Machinery, Steel, Construction Materials, Construction Services, Energy & Utilities, Property Development, Law, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Analysis, Negotiation, Project Management, Corporate Management, Engineering, Architecture, Design, Change Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance</p>
2.	<p>Mrs. PODCHANEE PHAOSAVASDI</p> <p>Gender: Female</p> <p>Age: 62 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	9 Aug 2007	<p>Economics, Finance & Securities, Steel, Construction Materials, Construction Services, Property Development, Energy & Utilities, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Corporate Management, Project Management, Strategic Management, Risk Management, Audit, Governance/ Compliance</p>

3.	<p>Mr. PASIT LEESAKUL</p> <p>Gender: Male</p> <p>Age: 39 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Re-elected as director</p>	21 Mar 2013	<p>Economics, Finance & Securities, Industrial Materials & Machinery, Petrochemicals & Chemicals, Steel, Construction Materials, Construction Services, Property Development, Energy & Utilities, Finance, Marketing, Accounting, Corporate Social Responsibility, Human Resource Management, Data Analysis, Negotiation, Project Management, Corporate Management, Engineering, Architecture, Design, Change Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance</p>
4.	<p>Mrs. PUANGTHIP SILPASART</p> <p>Gender: Female</p> <p>Age: 68 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: English Major</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	24 Feb 2016	<p>Economics, Finance & Securities, Steel, Construction Materials, Construction Services, Property Development, Energy & Utilities, Corporate Social Responsibility, Sustainability, Data Analysis, Engineering, Architecture, Strategic Management, Risk Management, Governance/ Compliance</p>

5.	<p>Ms. PAVITA LEESAKUL</p> <p>Gender: Female</p> <p>Age: 36 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	8 Aug 2018	<p>Economics, Finance & Securities, Steel, Construction Materials, Construction Services, Property Development, Energy & Utilities, Law, Marketing, Accounting, Finance, Corporate Social Responsibility, Data Analysis, Negotiation, Project Management, Corporate Management, Architecture, Design, Leadership, Strategic Management, Governance/ Compliance</p>
6.	<p>Mr. KAMJORN TATIYAKAVEE</p> <p>Gender: Male</p> <p>Age: 67 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Certificate in the Paediatrics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Original director</p>	29 Apr 2019	<p>Economics, Finance & Securities, Steel, Construction Materials, Construction Services, Health Care Services, Accounting, Finance, Corporate Social Responsibility, Sustainability, Data Analysis, Leadership, Change Management, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance</p>

7.	Mrs. RACHADAPORN RAJCHATAEWINDRA 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, Independent director) Director type: Original director	21 Jun 2019	Economics, Banking, Finance & Securities, Steel, Construction Materials, Construction Services, Property Development, Energy & Utilities, Accounting, Finance, Law, Corporate Social Responsibility, Sustainability, Human Resource Management, Data Analysis, Statistics, Corporate Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance
----	--	---	-------------	--

List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. SMAI LEESAKUL Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 9 May 2007 Date directorship ended: 10 Mar 2022	No replacement director

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 : No

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.	<p>Mrs. RACHADAPORN RAJCHATAEWINDRA [1]</p> <p>Gender: Female</p> <p>Age: 65 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	25 Apr 2005	<p>Economics, Banking, Finance & Securities, Steel, Construction Materials, Construction Services, Property Development, Energy & Utilities, Accounting, Finance, Law, Corporate Social Responsibility, Sustainability, Human Resource Management, Data Analysis, Statistics, Corporate Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance</p>
2.	<p>Mrs. PUANGTHIP SILPASART [1]</p> <p>Gender: Female</p> <p>Age: 68 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: English Major</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	24 Feb 2016	<p>Economics, Finance & Securities, Steel, Construction Materials, Construction Services, Property Development, Energy & Utilities, Corporate Social Responsibility, Sustainability, Data Analysis, Engineering, Architecture, Strategic Management, Risk Management, Governance/ Compliance</p>

3.	Mr. KAMJORN TATIYAKAVEE [1] Gender: Male Age: 67 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 May 2019	Economics, Finance & Securities, Steel, Construction Materials, Construction Services, Health Care Services, Accounting, Finance, Corporate Social Responsibility, Sustainability, Data Analysis, Leadership, Change Management, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance
----	--	--	-------------	--

[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: 39 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.	Mr. SMAI LEESAKUL Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	9 May 2007

3.	<p>Mrs. PODCHANEE PHAOSAVASDI</p> <p>Gender: Female</p> <p>Age: 62 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>9 Aug 2007</p>
4.	<p>Mr. Loh Eng Kee</p> <p>Gender: Male</p> <p>Age: 65 years old</p> <p>Highest level of education: Below a bachelor's degree</p> <p>Major: Mechanical Engineering, Singapore Polytechnic, Singapore</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>17 Mar 2015</p>
5.	<p>Mrs. Phanalee Norragitt</p> <p>Gender: Female</p> <p>Age: 57 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>22 Feb 2022</p>

List of executive committee members who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
<p>1. Mr. SMAI LEESAKUL</p> <p>Gender: Male</p> <p>Age: 67 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Chairman of the executive committee</p>	<p>Date position was assumed:</p> <p>9 May 2007</p> <p>Date directorship ended:</p> <p>10 Mar 2022</p>	<p>No replacement director</p>

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. RACHADAPORN RAJCHATAEWINDRA	Member
	Mrs. PUANGTHIP SILPASART	Member
	Mr. PASIT LEESAKUL	Member
	Mrs. PODCHANEE PHAOSAVASDI	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 : Remuneration and Nomination Committee

Sub-committees responsible for corporate governance : Corporate Governance Committee

Sub-committees responsible for corporate sustainability development : None

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. PASIT LEESAKUL Gender: Male Age: 39 years old Highest level of education: Master's degree Major: Finance	Chief Executive Officer	21 Mar 2013	Economics, Finance & Securities, Industrial Materials & Machinery, Petrochemicals & Chemicals, Steel, Construction Materials, Construction Services, Property Development, Energy & Utilities, Finance, Marketing, Accounting, Corporate Social Responsibility, Human Resource Management, Data Analysis, Negotiation, Project Management, Corporate Management, Engineering, Architecture, Design, Change Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance
2. Ms. PAVITA LEESAKUL Gender: Female Age: 36 years old Highest level of education: Master's degree Major: Law	Acting Vice President, Commercial Division	8 Aug 2018	Economics, Finance & Securities, Steel, Construction Materials, Construction Services, Property Development, Energy & Utilities, Law, Marketing, Accounting, Finance, Corporate Social Responsibility, Data Analysis, Negotiation, Project Management, Corporate Management, Architecture, Design, Leadership, Strategic Management, Governance/ Compliance

3.	Mr. Loh Eng Kee Gender: Male Age: 65 years old Highest level of education: Below a bachelor's degree Major: Mechanical Engineering, Singapore Polytechnic, Singapore	Chief Operating Officer	17 Mar 2015	
4.	Mrs. Phanalee Norragitt [1] Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Accounting	Chief Financial Officer	13 Aug 2021	Economics, Finance & Securities, Banking, Steel, Construction Materials, Construction Services, Energy & Utilities, Accounting, Finance, Human Resource Management, Procurement, Data Analysis, Statistics, Leadership, Audit, Budgeting

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration policy for executives

Remuneration policy for executives : No

Remuneration

	2020	2021	2022
Total executive remuneration (baht)	N/A	19,290,000.00	16,360,000.00

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) : 0

Number of female employees (persons) : 0

Total (persons) : 0

Provident fund

Total number of employees (persons) : 0

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

Percentage of employees who are members (%) : 0.00

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. Rewadee Ardharn	CoporateSecretary@trc-con.com	0-2022-7777

- Company secretary

General information	Email	Telephone
1. Ms. Pavita Leesakul	CoporateSecretary@trc-con.com	0-2022-7777

- Head of internal audit

General information	Email	Telephone
1. Mr. Suwit Chanamporn	CoporateSecretary@trc-con.com	0-2022-7777

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. DHARMNITI AUDITING COMPANY LIMITED		1,200,000.00	Details: Auditor' s travel expenses, overtime payment and others Total service fee (baht): 111,917.00

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: 39 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, Industrial Materials & Machinery, Petrochemicals & Chemicals, Steel, Construction Materials, Construction Services, Property Development, Energy & Utilities, Finance, Marketing, Accounting, Corporate Social Responsibility, Human Resource Management, Data Analysis, Negotiation, Project Management, Corporate Management, Engineering, Architecture, Design, Change Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance

2.	Mrs. PUANGTHIP SILPASART	Director	Date position was assumed:	Economics, Finance & Securities, Steel, Construction Materials, Construction Services, Property Development, Energy & Utilities, Corporate Social Responsibility, Sustainability, Data Analysis, Engineering, Architecture, Strategic Management, Risk Management, Governance/ Compliance
	Gender: Female	(Non-executive, Independent director)	24 Feb 2016	
	Age: 68 years old			
	Highest level of education: Bachelor's degree	Director type: Re-elected as director		
	Major: English Major			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Mrs. PAICHIT RATTANANON	Chairman of the board	N/A
Mrs. PODCHANEE PHAOSAVASDI	Director	N/A
Mr. PASIT LEESAKUL	Director	N/A
Mrs. PUANGTHIP SILPASART	Director	N/A
Ms. PAVITA LEESAKUL	Director	N/A
Mr. KAMJORN TATIYAKAVEE	Director	N/A
Mrs. RACHADAPORN RAJCHATAEWINDRA	Director	N/A
Mr. SMAI LEESAKUL	Director	N/A

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 8

Date of AGM meeting : 26 Apr 2022

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mrs. PAICHIT RATTANANON (Chairman of the board)	-	8/8	Participating	Did not hold the meeting
2.	Mrs. PODCHANEE PHAOSAVASDI (Director)	-	8/8	Participating	Did not hold the meeting
3.	Mr. PASIT LEESAKUL (Director)	-	8/8	Participating	Did not hold the meeting
4.	Mrs. PUANGTHIP SILPASART (Director)	-	8/8	Participating	Did not hold the meeting
5.	Ms. PAVITA LEESAKUL (Director)	-	8/8	Participating	Did not hold the meeting
6.	Mr. KAMJORN TATIYAKAVEE (Director)	-	8/8	Participating	Did not hold the meeting
7.	Mrs. RACHADAPORN RAJCHATAEWINDRA (Director)	-	8/8	Participating	Did not hold the meeting
8.	Mr. SMAI LEESAKUL (Director)	10 Mar 2022	1/8	Non-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)	-	600,000.00	42,000.00	Yes
2.	Mrs. PODCHANEE PHAOSAVASDI (Director)	-	120,000.00	N/A	N/A
3.	Mr. PASIT LEESAKUL (Director)	-	120,000.00	N/A	N/A

4.	Mrs. PUANGTHIP SILPASART (Director)	-	320,000.00	N/A	Yes
5.	Ms. PAVITA LEESAKUL (Director)	-	120,000.00	N/A	N/A
6.	Mr. KAMJORN TATIYAKAVEE (Director)	-	320,000.00	N/A	Yes
7.	Mrs. RACHADAPORN RAJCHATAEWINDRA (Director)	-	400,000.00	N/A	Yes
8.	Mr. SMAI LEESAKUL (Director)	10 Mar 2022	120,000.00	N/A	N/A

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