



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

PTT PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2021



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	7
Corporate Governance	
Corporate Governance Policy	12
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	13
Performance Report on Corporate Governance	26
Financial Statement	
Statement of Financial Position	36
Statement of Comprehensive Income	39
Statement of Cash Flow	40
Financial Ratios	41

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : PTT PUBLIC COMPANY LIMITED

Symbol : PTT

Address : 555 VIBHAVADI RANGSIT ROAD, CHATUCHAK

Province : Bangkok

Postcode : 10900

Business : The Company's operated businesses consist of natural gas, gas transmission, international trading, new business and infrastructure business; the rest are invested through subsidiaries joint arrangements and associates, and PTT Group, namely exploration and production, liquefied natural gas, petrochemical and refining, oil and retail, power and utilities, coal and service businesses.

Registration Number : 0107544000108

Telephone : 0-2537-2000

Fax (if applicable) : 0-2537-3498-9

Website : <http://www.pttplc.com>

Email : ptt-ir@pttplc.com

Total Shares Sold (shares)

Common Stock : 28,562,996,250

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2019	2020	2021
Total (Thousand baht)	2,219,738,671.12	1,615,664,656.67	2,258,818,487.07
Exploration and Production (Thousand baht)	36,329,661.87	38,858,295.34	63,564,280.16
Natural gas (Thousand baht)	349,411,221.98	281,806,641.19	317,521,958.80
Oil (Thousand baht)	575,776,682.27	427,530,521.18	503,914,383.50
Petrochemicals and refining (Thousand baht)	594,595,853.66	453,282,866.90	684,646,836.24
International trading (Thousand baht)	596,179,887.76	348,712,614.70	614,373,908.07
New business and infrastructure (Thousand baht)	52,173,864.90	55,044,754.71	58,390,414.48
Coal (Thousand baht)	15,078,020.23	10,202,814.29	16,196,103.07
Others (Thousand baht)	193,478.45	226,148.36	210,602.75
	2019	2020	2021
Total (%)	100.00	100.00	100.00
Exploration and Production (%)	1.64	2.41	2.81
Natural gas (%)	15.74	17.44	14.06
Oil (%)	25.94	26.46	22.31
Petrochemicals and refining (%)	26.79	28.06	30.31
International trading (%)	26.86	21.58	27.20
New business and infrastructure (%)	2.35	3.41	2.58
Coal (%)	0.68	0.63	0.72
Others (%)	0.01	0.01	0.01

By Geographical Area or Market

	2019	2020	2021
Total (Thousand baht)	2,219,738,671.12	1,615,664,656.67	2,258,818,487.07
Domestic (Thousand baht)	1,369,540,321.37	1,060,595,534.24	1,329,573,212.58

	2019	2020	2021
Total (%)	100.00	100.00	100.00
Domestic (%)	61.70	65.64	58.86

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)	2019	2020	2021
R&D expenses in the past 3 years	-	-	-

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)

Strategic Risk

Changes that may affect the company's business operations in the next 3-5 years (Emerging risks)	: Yes
Changes in the industry in which the company operates	: Yes
Changes in behavior or needs of customers / consumers	: Yes
Changes in government policy and the enforcement of new laws or regulations	: Yes
Changes in policies or international agreements related to business operations	: No
Technological advancement	: Yes
Changes in business operations of partners in the supply chain	: No
Reliance on major shareholders or affiliates of major shareholders or managements	: No
Reliance on large customers or few customers	: No
Reliance on large partners/distributors or few partners/distributors	: No
Damage to company image and reputation	: Yes

Operational Risk

Loss of employees in key positions	: No
Shortage of skilled workers	: Yes
Shortage of raw materials or productive resources	: Yes
Error, failure or lack of proper control regarding company's systems or work process	: No
Human error in business operations	: Yes

Product obsolescence	: No
Information security and cyber-attack	: Yes
Loss or damage from non-compliance of partners or counterparties	: No
Delays in the development of new projects	: Yes
Business operations that have no commercial results	: No
Lease agreement execution	: No
Safety, occupational health, and working environment	: Yes
Climate change and disasters	: Yes
Impact on the environment	: No
Impact from population structure	: No
Impact on human rights	: No
Corruption	: Yes

Compliance Risk

Change in laws and regulations	: Yes
Outdated laws and regulations	: No
Violations of laws and regulations	: No
Corporate Governance	: Yes

Financial Risk

Lack of proper and sufficient sources of funding	: Yes
Change in financial and investment policies of financial institutions that affect business operations	: No
Default on payment or exchange of goods	: No

Fluctuation in exchange rates, interest rates, or the inflation rate	: Yes
Fluctuation in return on assets or investment	: No
Unhedged loan and borrowing in a foreign currency	: No

Risk to Securities Holder (2.2.2)

Return from investment of securities holder	: Yes
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Risk to Securities Holder from Investing in Foreign Securities (Applicable to only foreign companies) (2.2.3)

Investment risk	: No
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Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Sustainability management policy and guideline : Yes

Company website on sustainable development : <https://www.pttplc.com/th/Sustainability/Sustainabilitygovernance/Sustainabilitystrategy.aspx>
(if applicable)

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Company environmental policy and guideline : Yes

Company website on sustainable development – environmental aspect : <https://www.pttplc.com/th/Sustainability/Environment/Environmentmanagement.aspx>
(if applicable)

Results with Respect to the Environmental Aspect (3.3.2)

1. Energy management

1.1 Fuel consumption

Information on fuel consumption : Yes

	2019	2020	2021
Fuel oil (liters)	2,463,884.00	1,657,077.00	1,303,170.00
Natural gas (kg)	945,401,605.00	873,296,146.00	909,195,343.00

1.2 Electricity consumption

Information on electricity consumption : Yes

	2019	2020	2021
Amount of electricity purchased (kWh)	546,669,700.00	473,331,700.00	537,092,678.00

2. Water management

2.1 Water consumption

Information on water consumption : Yes

	2019	2020	2021
Water consumption (cubic meters)	2,178,206.00	1,572,828.00	1,754,194.00

3. Waste management

3.1 Waste from operations

Information on waste from operations : Yes

	2019	2020	2021
Non-hazardous waste (kg)	3,847,180.00	2,786,010.00	3,256,300.00
Hazardous waste (kg)	3,950,080.00	3,004,290.00	1,610,370.00
Total (kg)	7,797,260.00	5,790,300.00	4,866,670.00

4. Greenhouse gas management

4.1 Greenhouse gas emissions

Information on greenhouse gas emissions : Yes

	2019	2020	2021
Scope 1 (Tons of carbon dioxide equivalents)	11,637,769.00	11,049,817.00	11,372,665.00

Scope 2 (Tons of carbon dioxide equivalents)	251,149.00	210,616.00	282,889.00
Scope 3 (Tons of carbon dioxide equivalents)	81,862,930.00	75,115,542.00	74,020,822.00
Total (Tons of carbon dioxide equivalents)	93,751,848.00	86,375,975.00	85,676,376.00

4.2 Verification of greenhouse gas emissions

Third-party verification : Yes

Name of verifying organization : KPMG

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human rights policy : Yes

Company website on human rights policy (if applicable) : <https://www.pttplc.com/th/Sustainability/Social/Humanright.aspx>

Results with Respect to the Social Aspect (3.4.2)

1. Information about employees

1.1 Total number of employees

	2019	2020	2021
Number of male employees (persons)	2,200	2,157	2,189
Number of female employees (persons)	1,378	1,349	1,362
Total (persons)	3,578	3,506	3,551

1.2 Employee remuneration

	2019	2020	2021
Employee remuneration (baht)	9,865,000,000.00	8,149,000,000.00	9,286,000,000.00

1.3 Employee development and training

Information on employee development and training : Yes

	2019	2020	2021
Average training hours of employees (hour / person / year)	78.88	30.26	37.40
Employee development and training expenses (baht)	53,143.00	13,472.00	13,485.00

1.4 Health, safety and work environment

Information on Safety : Yes

	2019	2020	2021
Number of employee work injuries leading to employee absence (times)	0.00	1.00	0.00

1.5 Employee retention

Information on employee retention : Yes

	2019	2020	2021
Percentage of employees who voluntarily resigned (%)	1.59	1.20	0.82

2. Information on community and society

Activities or projects organized for the community and society : Community environment development; Community engagement; Education; Quality of life, health, and sport; The disabled and the disadvantaged; Community economy, employment, and occupation; Religion and culture

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Company website on corporate governance policy : https://www.pttplc.com/uploads/CG/PTTCorporateGovernancePolicy2021_TH.pdf

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

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

1. Establishing a Code of Conduct

Code of Conduct : Yes

2. 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	15	100.00
Number of male directors	14	93.33
Number of female directors	1	6.67
Number of executive directors	1	6.67
Number of non-executive directors	14	93.33
Number of independent directors	10	66.67

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

1. List of directors

General information	Position	Date position was assumed	Experience and expertise
1. PROFESSOR DR. THOSAPORN SIRISUMPHAND Gender: Male Age: 62 years old Highest level of education: Doctoral degree Major: Policy Analysis, Public Administration and Comparative Politics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	6 Nov 2020	Risk Management, Corporate Management, Energy & Utilities, Economics, Governance/ Compliance

2. Mr. DON WASANTAPRUEK Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	26 Jul 2014	IT Management, Governance/ Compliance, Energy & Utilities, Engineering
3. Mr. DANUCHA PICHAYANAN Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re- elected as director	12 Apr 2018	Strategic Management, Corporate Management, Governance/ Compliance, Energy & Utilities, Engineering
4. GEN. TEERAWAT BOONYAWAT Gender: Male Age: 62 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	11 Apr 2019	Risk Management, Governance/ Compliance, Energy & Utilities
5. Mr. AUTTAPOL RERKPIBOON Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re- elected as director	13 May 2020	Risk Management, Change Management, Corporate Management, Human Resource Management, Marketing, Negotiation, Sustainability, Corporate Social Responsibility, Governance/ Compliance, Economics, Leadership
6. Mrs. PREMRUTAI VINAIPHAT Gender: Female Age: 60 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	3 Jul 2020	Strategic Management, Risk Management, Governance/ Compliance, Mining, Energy & Utilities
7. Mr. KRISHNA BOONYACHAI Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	3 Jul 2020	Change Management, Project Management, Marketing, Energy & Utilities, Economics

8. POL. GEN. RUNGROJ SANGKRAM Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Social Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	3 Jul 2020	Law, Change Management, Risk Management, Corporate Management, Audit, Energy & Utilities
9. M.L. CHAYOTID KRIDAKON Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Economy History Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	16 Dec 2020	Risk Management, Corporate Management, IT Management, Finance, Economics, Energy & Utilities, Governance/ Compliance, Banking, Finance & Securities
10. Mr. PAYONG SRIVANICH Gender: Male Age: 54 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: Newly appointed director to replace ex-director	9 Apr 2021	Change Management, Data Management, Risk Management, Human Resource Management, IT Management, Marketing, Finance, Corporate Social Responsibility, Information & Communication Technology, Finance & Securities, Energy & Utilities, Engineering, Governance/ Compliance, Banking
11. Mr. CHAYODOM SABHASRI Gender: Male Age: 58 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	9 Apr 2021	Risk Management, Economics, Energy & Utilities, Governance/ Compliance, Internal Control, Audit, Accounting
12. Mr. JATUPORN BURUSPAT Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Forest Resource and Environment Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	9 Apr 2021	Energy & Utilities, Governance/ Compliance, Agribusiness, Corporate Social Responsibility, Sustainability, Corporate Management, Risk Management

13. Mr. KRISADA CHINAVICHARANA	Director (Non-executive)	1 Oct 2021	Law, Corporate Management, Finance, Banking, Energy & Utilities
Gender: Male			
Age: 59 years old			
Highest level of education:	Director type: Newly		
Master's degree	appointed director to		
Major: Business Administration	replace ex-director		
Thai nationality: Yes			
Residing in Thailand: Yes			
14. Mr. PHONGSTHORN THAVISIN	Director (Non-executive)	8 Oct 2021	Change Management, Risk Management, Corporate Management, Governance/ Compliance, Energy & Utilities, Petrochemicals & Chemicals
Gender: Male			
Age: 63 years old			
Highest level of education:	Director type: Newly		
Bachelor's degree	appointed director to		
Major: Petroleum and Natural Gas	replace ex-director		
Engineering			
Thai nationality: Yes			
Residing in Thailand: Yes			
15. Mr. NARONGDECH SRUKHOSIT	Director (Non-executive, Independent director)	8 Oct 2021	Law, Risk Management, Corporate Management
Gender: Male			
Age: 44 years old			
Highest level of education:			
Doctoral degree			
Major: Law	Director type: Newly		
Thai nationality: Yes	appointed director to		
Residing in Thailand: Yes	replace ex-director		

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

General information	Position	Tenure	Replacement Director
1. Mr. KITTIPONG KITTAYARAK	Director	Date position was	Mr. NARONGDECH SRUKHOSIT
Gender: Male	(Non-executive,	assumed:	Date position was assumed:
Age: 64 years old	Independent	1 Jul 2014	8 Oct 2021
Highest level of education:	director)	Date directorship	
Doctoral degree		ended:	
Major: Law	Director type:	7 Jun 2021	
Thai nationality: Yes	Original director		
Residing in Thailand: Yes			
2. Mrs. NUNTAWAN SAKUNTANAGA	Director	Date position was	Mr. CHAYODOM SABHASRI
Gender: Female	(Non-executive,	assumed:	Date position was assumed:
Age: 64 years old	Independent	1 Jul 2014	9 Apr 2021
Highest level of education:	director)	Date directorship	
Master's degree		ended:	
Major: Business Administration	Director type:	9 Apr 2021	
Thai nationality: Yes	Original director		
Residing in Thailand: Yes			

3. Mr. THON THAMRONGNAWASAWAT	Director (Non-executive, Independent director)	Date position was assumed: 18 Nov 2016 Date directorship ended: 9 Apr 2021	Mr. JATUPORN BURUSPAT Date position was assumed: 9 Apr 2021
Gender: Male			
Age: 56 years old			
Highest level of education:			
Doctoral degree			
Major: Marine Science	Director type:		
Thai nationality: Yes	Original director		
Residing in Thailand: Yes			
4. Mr. SURAPON NITIKRAIPOT	Director (Non-executive, Independent director)	Date position was assumed: 12 Apr 2018 Date directorship ended: 9 Apr 2021	Mr. PAYONG SRIVANICH Date position was assumed: 9 Apr 2021
Gender: Male			
Age: 62 years old			
Highest level of education:			
Doctoral degree			
Major: Law	Director type:		
Thai nationality: Yes	Original director		
Residing in Thailand: Yes			
5. Mr. CHUMPOL RIMSAKORN	Director (Non-executive)	Date position was assumed: 21 Dec 2018 Date directorship ended: 1 Oct 2021	Mr. KRISADA CHINAVICHARANA Date position was assumed: 1 Oct 2021
Gender: Male			
Age: 62 years old			
Highest level of education:	Director type:		
Master's degree	Original director		
Major: Public and Private Management Program			
Thai nationality: Yes			
Residing in Thailand: Yes			
6. Mr. PAILIN CHUCHOTTAWORN	Director (Non-executive, Independent director)	Date position was assumed: 11 Sep 2020 Date directorship ended: 1 May 2021	Mr. PHONGSTHORN THAVISIN Date position was assumed: 8 Oct 2021
Gender: Male			
Age: 66 years old			
Highest level of education:			
Doctoral degree			
Major: Engineering	Director type:		
Thai nationality: Yes	Original director		
Residing in Thailand: Yes			

3. Other Information pertaining to committees

The Chairman is an independent director : Yes

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

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)

1. Audit Committee

1.1 List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. POL. GEN. RUNGROJ SANGKRAM Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Social Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	17 Jun 2021	Law, Change Management, Risk Management, Corporate Management, Audit, Energy & Utilities
2. Mr. KRISHNA BOONYACHAI [1] Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	3 Jul 2020	Change Management, Project Management, Marketing, Energy & Utilities, Economics
3. Mr. CHAYODOM SABHASRI [1] Gender: Male Age: 58 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	20 May 2021	Risk Management, Economics, Energy & Utilities, Governance/ Compliance, Internal Control, Audit, Accounting

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

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

General information	Position	Tenure	Replacement Director
1. Mr. KITTIPONG KITTAYARAK Gender: Male Age: 64 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	Date position was assumed: 3 Jul 2020 Date directorship ended: 7 Jun 2021	POL. GEN. RUNGROJ SANGKRAM Date position was assumed: 17 Jun 2021
2. Mr. DANUCHA PICHAYANAN [1] Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	Date position was assumed: 11 Apr 2019 Date directorship ended: 20 May 2021	Mr. CHAYODOM SABHASRI Date position was assumed: 20 May 2021

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

2. Other sub-committees

2.1 Sub-committees information

Name of sub-committees	List of directors	Position
Nominating Committee	Mr. DON WASANTAPRUEK Mr. PAYONG SRIVANICH Mr. PHONGSTHORN THAVISIN	Chairman Member Member
Remuneration Committee	GEN. TEERAWAT BOONYAWAT Mr. PAYONG SRIVANICH Mr. KRISADA CHINAVICHARANA	Chairman Member Member
Corporate Governance Committee	Mr. DANUCHA PICHAYANAN Mr. JATUPORN BURUSPAT Mr. NARONGDECH SRUKHOSIT	Chairman Member Member
Enterprise Risk Management Committee	M.L. CHAYOTID KRIDAKON Mr. JATUPORN BURUSPAT Mrs. PREMRUTAI VINAIPHAT	Chairman Member Member

2.2 Roles of Sub-committees

Sub-committees responsible for risk management	: Enterprise Risk Management Committee
Sub-committees responsible for nomination	: Nominating Committee
Sub-committees responsible for remuneration	: Remuneration Committee
Sub-committees responsible for corporate governance	: Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance Committee

Executives (7.4)

List and positions of the executive (7.4.1)

1. The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. AUTTAPOL RERKPIBOON Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Economics	PRESIDENT & CHIEF EXECUTIVE OFFICER	13 May 2020	Risk Management, Change Management, Corporate Management, Human Resource Management, Marketing, Negotiation, Sustainability, Corporate Social Responsibility, Governance/ Compliance, Economics, Leadership
2. Mr. ATIKOM TERBSIRI Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration	วิทยาศาสตร์มหาบัณฑิต (การบริหารทรัพยากรป่าไม้และสิ่งแวดล้อม)	1 Sep 2019	Data Management, Change Management, Risk Management, Corporate Management, Energy & Utilities, Leadership, Petrochemicals & Chemicals, Accounting, Governance/ Compliance
3. Mr. KRIS IMSANG Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering	Chief Operating Officer, Downstream Petroleum Business Group	1 Jun 2020	Strategic Management, Engineering, Energy & Utilities, Petrochemicals & Chemicals, Governance/ Compliance, Sustainability, Corporate Social Responsibility, Corporate Management, Human Resource Management
4. Mr. NOPPADOL PINSUPA Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Engineering	ประธานเจ้าหน้าที่ปฏิบัติการกลุ่มธุรกิจใหม่และโครงสร้างพื้นฐาน	1 Oct 2021	Change Management, Risk Management, Corporate Management, Engineering, Energy & Utilities, Petrochemicals & Chemicals, Governance/ Compliance, Sustainability
5. Ms. PANNALIN MAHAWONGTIKUL [1] Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial Officer	1 Oct 2018	Risk Management, Budgeting, Governance/ Compliance, Accounting, Insurance, Energy & Utilities

[1] Highest responsibility in accounting and finance
[2] Directly responsible for financial account supervision

Executive director and executive remuneration (7.4.2 – 7.4.3)

1. Remuneration policy for executive directors and executives

Remuneration policy for executive directors and executives : Yes

2. Remuneration

	2019	2020	2021
Total executive director and executive remuneration (baht)	84,910,238.00	84,693,059.00	91,098,926.00

3. Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

1. Employees

Number of male employees (persons) : 2189

Number of female employees (persons) : 1362

Total (persons) : 3551

2. Employee Remuneration

Total employee remuneration : 9,285,662,157.74

3. Provident fund

Information on employee provident fund : Yes

Total number of employees (persons) : 3551

Number of employees contributing to the PVD (persons) : 3440

Percentage of employees who are members (%) : 96.87

Other Significant Information (7.6)

Other significant information

1. Assigned persons

1.1 Person assigned to take direct responsibility for accounting oversight

Person assigned to take direct
responsibility for accounting oversight : Yes

General information	Email	Telephone
1. Ms. JAROONSRI WANKERTPHON	jaroonsri.w@pttplc.com	025372750

1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Mr. NISIT PHONGVUTIPRAPANT	nisit.ph@pttplc.com	02-537-3941

1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Mr. CHADIL CHAVANALIKIKORN	chadil.c@pttplc.com	025373405

1.4 Head of compliance unit

Head of compliance unit : Yes

General information	Email	Telephone
1. Ms. PEANGPANOR BOONKLUM	peangpanor.b@pttplc.com	02-5373956

1.5 Head of investor relations

Head of investor relations : Yes

General information	Email	Telephone
1. Mr. TANAPON PRAPAPAN	tanapon.p@pttplc.com	025373518

2. Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	<p>1. Mrs. SAIFON INKAEW Email: Saifon.Inkaew@th.ey.com Telephone: 022649090</p> <p>2. Ms. WARAPORN PRAPASIRIKUL Email: Waraporn.Punnopakorn@th.ey.com Telephone: 022649090</p> <p>3. Mr. KITTIPHUN KIATSOMPHOB Email: Kittiphun.Kiatsomphob@th.ey.com Telephone: 022649090</p>	163,034,402.00	<p>Details: other services (non-audit fees) such as those for comfort letters issued for subsidiaries' debt management plans for debentures, audit fee according to the conditions in the investment promotion certificate, tax compliance service fees, and other certification fees in the previous fiscal year.</p> <p>Total service fee (baht): 48,267,690.00</p>

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)

1. List of new directors appointed in the past year

1.1 Re-elected as director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. DANUCHA PICHAYANAN Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 12 Apr 2018	Strategic Management, Corporate Management, Governance/ Compliance, Energy & Utilities, Engineering
2. Mr. AUTTAPOL RERKPIBOON Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 13 May 2020	Risk Management, Change Management, Corporate Management, Human Resource Management, Marketing, Negotiation, Sustainability, Corporate Social Responsibility, Governance/ Compliance, Economics, Leadership

1.2 Newly appointed director to replace ex-director

General information	Position	Date position was assumed	Experience and expertise
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1. Mr. PAYONG SRIVANICH Gender: Male Age: 54 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: Newly appointed director to replace ex-director	Date position was assumed: 9 Apr 2021	Change Management, Data Management, Risk Management, Human Resource Management, IT Management, Marketing, Finance, Corporate Social Responsibility, Information & Communication Technology, Finance & Securities, Energy & Utilities, Engineering, Governance/ Compliance, Banking Risk Management, Economics, Energy & Utilities, Governance/ Compliance, Internal Control, Audit, Accounting
2. Mr. CHAYODOM SABHASRI Gender: Male Age: 58 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 9 Apr 2021	
3. Mr. JATUPORN BURUSPAT Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Forest Resource and Environment Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 9 Apr 2021	Energy & Utilities, Governance/ Compliance, Agribusiness, Corporate Social Responsibility, Sustainability, Corporate Management, Risk Management
4. Mr. KRISADA CHINAVICHARANA Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 Oct 2021	Law, Corporate Management, Finance, Banking, Energy & Utilities
5. Mr. PHONGSTHORN THAVISIN Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Petroleum and Natural Gas Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 8 Oct 2021	Change Management, Risk Management, Corporate Management, Governance/ Compliance, Energy & Utilities, Petrochemicals & Chemicals

6. Mr. NARONGDECH SRUKHOSIT	Director	Date position was	Law, Risk Management,
Gender: Male	(Non-executive,	assumed:	Corporate Management
Age: 44 years old	Independent	8 Oct 2021	
Highest level of education: Doctoral degree	director)		
Major: Law	Director type: Newly		
Thai nationality: Yes	appointed director to		
Residing in Thailand: Yes	replace ex-director		

1.3 Additional and newly-appointed directors

General information	Position	Date position was assumed	Experience and expertise
No information			

2. Development of directors over the past year

List of directors	Position	Participated in director development program
PROFESSOR DR. THOSAPORN SIRISUMPHAND	Chairman of the board	/
Mr. DON WASANTAPRUEK	Director	/
Mr. DANUCHA PICHAYANAN	Director	/
GEN. TEERAWAT BOONYAWAT	Director	/
Mr. AUTTAPOL RERKPIBOON	Director	/
Mrs. PREMRUTAI VINAIPHAT	Director	/
Mr. KRISHNA BOONYACHAI	Director	/
POL. GEN. RUNGROJ SANGKRAM	Director	/
M.L. CHAYOTID KRIDAKON	Director	/
Mr. PAYONG SRIVANICH	Director	/
Mr. CHAYODOM SABHASRI	Director	/
Mr. JATUPORN BURUSPAT	Director	/
Mr. KRISADA CHINAVICHARANA	Director	/
Mr. PHONGSTHORN THAVISIN	Director	/
Mr. NARONGDECH SRUKHOSIT	Director	/

3. Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

1. Meetings involving company directors

Number of board meetings	: 19
Date of AGM Meeting	: 9 Apr 2021
Number of EGM meetings	: No

2. Attendance of each director

2.1 Meeting information of current directors

List of directors	Position	Board meetings	AGM meetings	EGM meetings
1. PROFESSOR DR. THOSAPORN SIRISUMPHAND	Chairman of the board	19/19	Attended the meeting	Did not hold the meeting
2. Mr. DON WASANTAPRUEK	Director	19/19	Attended the meeting	Did not hold the meeting
3. Mr. DANUCHA PICHAYANAN	Director	19/19	Attended the meeting	Did not hold the meeting
4. GEN. TEERAWAT BOONYAWAT	Director	19/19	Attended the meeting	Did not hold the meeting
5. Mr. AUTTAPOL RERKPIBOON	Director	19/19	Attended the meeting	Did not hold the meeting
6. Mrs. PREMRUTAI VINAIPHAT	Director	19/19	Attended the meeting	Did not hold the meeting
7. Mr. KRISHNA BOONYACHAI	Director	19/19	Attended the meeting	Did not hold the meeting
8. POL. GEN. RUNGROJ SANGKRAM	Director	19/19	Attended the meeting	Did not hold the meeting
9. M.L. CHAYOTID KRIDAKON	Director	17/19	Attended the meeting	Did not hold the meeting
10. Mr. PAYONG SRIVANICH	Director	13/13	Did not attend the meeting	Did not hold the meeting

11. Mr. CHAYODOM SABHASRI	Director	13/13	Did not attend the meeting	Did not hold the meeting
12. Mr. JATUPORN BURUSPAT	Director	13/13	Did not attend the meeting	Did not hold the meeting
13. Mr. KRISADA CHINAVICHARANA	Director	3/3	Did not attend the meeting	Did not hold the meeting
14. Mr. PHONGSTHORN THAVISIN	Director	3/3	Did not attend the meeting	Did not hold the meeting
15. Mr. NARONGDECH SRUKHOSIT	Director	3/3	Did not attend the meeting	Did not hold the meeting

2.2 Meeting information of directors who resigned/vacated their position during the year

List of directors	Position	Board meetings	AGM meetings	EGM meetings
1. Mr. KITTIPONG KITTAYARAK	Director	9/9	Attended the meeting	Did not hold the meeting
2. Mrs. NUNTAWAN SAKUNTANAGA	Director	6/6	Attended the meeting	Did not hold the meeting
3. Mr. THON THAMRONGNAWASAWAT	Director	6/6	Attended the meeting	Did not hold the meeting
4. Mr. SURAPON NITIKRAIPOT	Director	6/6	Attended the meeting	Did not hold the meeting
5. Mr. CHUMPOL RIMSAKORN	Director	16/16	Attended the meeting	Did not hold the meeting
6. Mr. PAILIN CHUCHOTTAWORN	Director	8/8	Attended the meeting	Did not hold the meeting

3. Remuneration for company directors

3.1 Remuneration information for current directors

List of directors	Meeting allowance (baht)	Salary (baht)	Bonus (baht)	Other (baht)	Total (baht)
1. PROFESSOR DR. THOSAPORN SIRISUMPHAND	1,125,000.00	720,000.00	4,698,617.64	-	6,543,617.64
2. Mr. DON WASANTAPRUEK	1,312,500.00	360,000.00	3,758,894.11	-	5,431,394.11
3. Mr. DANUCHA PICHAYANAN	1,305,000.00	429,435.48	3,758,894.11	-	5,493,329.59
4. GEN. TEERAWAT BOONYAWAT	1,050,000.00	360,000.00	3,758,894.11	-	5,168,894.11
5. Mr. AUTTAPOL RERKPIBOON	900,000.00	360,000.00	3,758,894.11	-	5,018,894.11
6. Mrs. PREMRUTAI VINAIPHAT	1,260,000.00	360,000.00	3,758,894.11	-	5,378,894.11
7. Mr. KRISHNA BOONYACHAI	1,440,000.00	540,000.00	3,758,894.11	-	5,738,894.11
8. POL. GEN. RUNGROJ SANGKRAM	1,432,500.00	457,000.00	3,758,894.11	-	5,648,394.11
9. M.L. CHAYOTID KRIDAKON	1,080,000.00	360,000.00	3,758,894.11	-	5,198,894.11
10. Mr. PAYONG SRIVANICH	870,000.00	261,500.00	2,800,098.17	-	3,931,598.17
11. Mr. CHAYODOM SABHASRI	945,000.00	372,064.52	2,800,098.17	-	4,117,162.69
12. Mr. JATUPORN BURUSPAT	930,000.00	261,500.00	2,800,098.17	-	3,991,598.17
13. Mr. KRISADA CHINAVICHARANA	180,000.00	90,000.00	905,810.10	-	1,175,810.10

14. Mr. PHONGSTHORN THAVISIN	270,000.00	83,225.81	827,387.37	-	1,180,613.18
15. Mr. NARONGDECH SRUKHOSIT	210,000.00	83,225.81	827,387.37	-	1,120,613.18

3.2 Remuneration information for directors who resigned/vacated their positions during the year

List of directors	Meeting allowance (baht)	Salary (baht)	Bonus (baht)	Other (baht)	Total (baht)
1. Mr. KITTIPONG KITTAYARAK	817,500.00	234,000.00	1,553,507.31	-	2,605,007.31
2. Mrs. NUNTAWAN SAKUNTANAGA	397,500.00	98,500.00	958,795.98	-	1,454,795.98
3. Mr. THON THAMRONGNAWASA WAT	510,000.00	98,500.00	958,795.98	-	1,567,295.98
4. Mr. SURAPON NITIKRAIPOT	450,000.00	98,500.00	958,795.98	-	1,507,295.98
5. Mr. CHUMPOL RIMSAKORN	1,110,000.00	270,000.00	2,853,084.01	-	4,233,084.01
6. Mr. PAILIN CHUCHOTTAWORN	570,000.00	120,000.00	1,168,076.29	-	1,858,076.29

4. Non-monetary remuneration for the board of directors

4.1 Remuneration information for current directors

List of directors	D&O (Directors and Officers' Liability Insurance)	ESOP (Employee Stock Ownership Plan)	EJIP (Employee Joint Investment Program)
1. PROFESSOR DR. THOSAPORN SIRISUMPHAND	/	-	-

2. Mr. DON WASANTAPRUEK	/	-	-
3. Mr. DANUCHA PICHAYANAN	/	-	-
4. GEN. TEERAWAT BOONYAWAT	/	-	-
5. Mr. AUTTAPOL RERKPIBOON	/	-	-
6. Mrs. PREMRUTAI VINAIPHAT	/	-	-
7. Mr. KRISHNA BOONYACHAI	/	-	-
8. POL. GEN. RUNGROJ SANGKRAM	/	-	-
9. M.L. CHAYOTID KRIDAKON	/	-	-
10. Mr. PAYONG SRIVANICH	/	-	-
11. Mr. CHAYODOM SABHASRI	/	-	-
12. Mr. JATUPORN BURUSPAT	/	-	-
13. Mr. KRISADA CHINAVICHARANA	/	-	-
14. Mr. PHONGSTHORN THAVISIN	/	-	-
15. Mr. NARONGDECH SRUKHOSIT	/	-	-

4.2 Remuneration information for directors who resigned/vacated their positions during the year

List of directors	D&O	ESOP	EJIP
	(Directors and Officers' Liability Insurance)	(Employee Stock Ownership Plan)	(Employee Joint Investment Program)
1. Mr. KITTIPONG KITTAYARAK	/	-	-
2. Mrs. NUNTAWAN SAKUNTANAGA	/	-	-
3. Mr. THON THAMRONGNAWASAWAT	/	-	-
4. Mr. SURAPON NITIKRAIPOT	/	-	-
5. Mr. CHUMPOL RIMSAKORN	/	-	-
6. Mr. PAILIN CHUCHOTTAWORN	/	-	-

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

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

1. Audit committee meetings

Number of Audit committee meetings (times) : 18

2. Audit committee meeting attendance

2.1 Meeting information of current audit committee members

List of directors	Position	Audit Committee meetings
1. POL. GEN. RUNGROJ SANGKRAM	Chairman of the audit committee	9/9
2. Mr. KRISHNA BOONYACHAI	Audit committee	18/18
3. Mr. CHAYODOM SABHASRI	Audit committee	11/11

2.2 Meeting information of audit committee members who resigned/vacated their position during the year

List of directors	Position	Audit Committee meetings
1. Mr. KITTIPONG KITTAYARAK	Chairman of the audit committee	8/8
2. Mr. DANUCHA PICHAYANAN	Audit committee	7/7

Statement of Financial Position

Statement of Financial Position

Assets

(Unit : Thousand baht)	2019	2020	2021
Current Assets			
Cash And Cash Equivalents	292,542,457.95	332,032,066.87	312,730,119.70
Short-Term Investments – Net	38,263,305.59	84,888,667.34	48,906,980.04
Trade And Other Receivables – Current – Net	217,252,768.98	162,226,451.71	260,976,349.56
Inventories – Net	152,126,106.18	129,779,073.40	210,410,180.06
Other Current Assets	10,558,543.40	4,677,560.02	9,984,015.67
Total Current Assets	717,098,713.30	720,930,444.20	853,405,878.37
Non-Current Assets			
Trade And Other Receivables – Non-Current – Net	0.00	0.00	0.00
Investment In Subsidiaries, Associates And Joint Ventures Using The Equity Method – Net	0.00	0.00	128,779,026.50
Property, Plant And Equipment – Net	1,294,979,084.15	1,363,547,661.18	1,425,414,440.08
Other Non-Current Assets	28,506,223.08	14,739,384.96	16,037,466.28
Total Non-Current Assets	1,767,339,966.69	1,823,252,439.73	2,224,612,954.97
Total Assets	2,484,438,679.99	2,544,182,883.92	3,078,018,833.34

Liabilities

(Unit : Thousand baht)	2019	2020	2021
Current Liabilities			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions	44,440,533.24	4,222,863.58	11,631,869.30
Trade And Other Payables - Current	239,065,888.45	174,873,016.76	316,863,621.35
Short-Term Borrowings	0.00	0.00	111,200.40
Current Portion Of Long-Term Debts	51,782,356.22	81,430,819.17	87,648,749.68
Other Current Liabilities	10,548,182.49	7,221,351.50	11,909,663.34
Total Current Liabilities	379,785,306.88	298,026,226.46	493,654,241.04
Non-Current Liabilities			
Trade And Other Payables - Non-Current	0.00	0.00	0.00
Non-Current Portion Of Long-Term Debts	562,745,766.48	709,849,475.11	786,223,589.89
Other Non-Current Liabilities	46,645,091.95	24,212,212.16	26,101,711.55
Total Non-Current Liabilities	803,613,755.54	960,311,563.37	1,111,424,870.30
Total Liabilities	1,183,399,062.42	1,258,337,789.84	1,605,079,111.34

Equity

(Unit : Thousand baht)	2019	2020	2021
Issued And Paid-Up Share Capital	28,562,996.25	28,562,996.25	28,562,996.25
Premium (Discount) On Share Capital	29,211,131.97	29,211,131.97	29,211,131.97
Retained Earnings (Deficits)	873,116,989.52	873,382,722.43	926,221,688.84
Other Components Of Equity	(52,287,008.28)	(49,116,448.82)	22,700,404.98
Equity Attributable To Owners Of The Parent	878,604,109.46	882,040,401.83	1,006,696,222.04
Total Equity	1,301,039,617.57	1,285,845,094.09	1,472,939,721.99

Statement of Comprehensive Income

Statement of Comprehensive Income

Statement of Comprehensive Income

(Unit : Thousand baht)	2019	2020	2021
Revenue			
Revenue From Operations	2,219,738,671.12	1,615,664,656.67	2,258,818,487.07
Total Revenue	2,239,718,623.80	1,633,977,164.43	2,287,758,512.29
Cost And Expenses			
Costs	1,967,529,006.37	1,446,649,069.76	1,882,251,511.45
Selling And Administrative Expenses	92,576,026.34	95,990,798.94	110,290,473.02
Total Cost And Expenses	2,077,987,499.59	1,556,038,170.83	2,010,520,426.13
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method	6,007,989.57	4,177,723.19	9,010,122.59
Finance Costs	27,971,463.72	28,536,472.81	28,163,289.02
Income Tax Expense	32,988,881.95	25,166,495.95	67,590,567.22
Net Profit (Loss) For The Period	122,091,599.94	39,949,764.91	152,067,617.85
Net Profit (Loss) Attributable To : Owners Of The Parent	92,950,604.14	37,765,808.36	108,363,410.83
Basic Earnings (Loss) Per Share (Baht/Share)	3.20000	1.32000	3.79000
EBITDA	316,256,127.41	233,532,373.93	401,375,159.89
Operating Profit	159,633,638.42	73,024,787.97	266,276,502.60
Normalize Profit	106,778,768.11	28,413,748.03	190,494,352.50

Statement of Cash Flow

Statement of Cash Flow

Statement of Cash Flow

	2019	2020	2021
Net Cash From Operating Activities			
Depreciation And Amortisation	133,204,181.80	139,879,640.26	153,553,685.80
Net Cash From (Used In) Operating Activities	265,107,383.47	218,591,749.90	322,424,690.83
Net Cash From Investing Activities			
Payment For Purchase Of Fixed Assets	(147,197,714.55)	(146,952,580.68)	(138,424,403.23)
Net Cash From (Used In) Investing Activities	(188,218,211.02)	(188,583,611.89)	(385,308,234.74)
Net Cash From Financing Activities			
Dividend Paid	(81,350,824.84)	(51,624,218.70)	(78,469,132.74)
Net Cash From (Used In) Financing Activities	(70,225,665.49)	8,059,683.04	46,190,020.97

Financial Ratios

Financial Ratios

Liquidity

	2019	2020	2021
Current ratio (times)	1.89	2.42	1.73
Quick ratio (times)	1.44	1.94	1.26
Cash flow liquidity ratio (Average) (times)	-	-	-
Average account recievable turnover (times)	12.74	11.33	14.43
Average collection period (days)	28.26	31.77	24.95
Average finish goods turnover (times)	-	-	-
Average finish goods turnover period (days)	-	-	-
Average inventory turnover (times)	-	-	-
Average inventory turnover period (days)	-	-	-
Average account payable turnover (times)	12.26	10.76	11.69
Average payment period (days)	29.37	33.45	30.79
Average cash cycle (days)	-	-	-

Profitability

	2019	2020	2021
EBITDA margin (%)	14.12	14.29	17.54
Gross profit margin (%)	11.36	10.46	16.67
Operating margin (%)	7.19	4.52	11.79
Net profit margin (%)	5.45	2.44	6.65
Return on equity (ROE) (Average) (%)	10.61	4.29	11.47
Capacity utilization rate (%)	-	-	-
Fixed asset turnover ratio (times)	-	-	-
Gross profit margin (from project for sale) (%)	-	-	-
Operating margin before fuel expenses (%)	-	-	-
Other income to total income (%)	-	-	-
Cash from operation to operating profit (%)	-	-	-

Financial Policy

	2019	2020	2021
Interest coverage ratio (times)	12.97	9.74	12.54
Debt service coverage ratio (times)	7.12	55.30	34.18
Total debts to total equity (times)	0.91	0.98	1.09
Interest-bearing debt to equity ratio (times)	0.03	0.00	0.01
Dividend per shares (baht/share)	-	-	-
Dividend payout ratio (%)	-	-	-
Dividend yield (%)	-	-	-
Debt from financial institutions to total liabilities (times)	-	-	-
Interest bearing debt due in 1 year to total interest bearing debt (times)	-	-	-
Interest bearing debt to EBITDA ratio (times)	-	-	-

Efficiency

	2019	2020	2021
Asset turnover (Average) (times)	0.93	0.65	0.81
Return on asset (ROA) (Average) (%)	5.04	1.59	5.41
Return On Fixed Assets (%)	10.11	3.09	11.19