Berli Jucker Public Company Limited
บริษัท เบอร์ลี่ ยุคเกอร์ จำกัด (มหาชน)

Human Capital Return on Investment	**Support Answer: 3.3 Human Capital Management**
	Topic: Human Capital Return on Investment
	Report Year: 2025

Human Capital Return on Investment 2025

Currency: THB - Baht

	2022	2023	2024	2025
Total Revenue	163,601,073,747	168,029,671,818	170,925,320,751	166,623,442,140
Total Operating Expenses	152,597,519,000	156,277,936,000	157,909,910,000	154,746,035,000
Total employee-related expenses	11,129,138,826	11,884,994,238	12,345,885,000	12,447,001,000
Resulting HC ROI	**1.99**	**1.99**	**2.05**	**1.95**
Total Employees*	42,405	45,373	47,441	50,522

*Number of Total Employees is referred to "Number of Employees" PDF Page 244 of One Report 2025 https://bjc.listedcompany.com/misc/one-report/20260403-bjc-one-report2025-en.pdf

**Historical data have been recalculated and incorporated to provide a more comprehensive and representative view of the accumulated results.