



Human Capital Return on Investment 2025

Currency: THB - Baht

	2022	2023	2024	2025
Total Revenue	27,481,874,336	26,644,300,244	27,527,498,660	26,100,981,111
Total Operating Expenses	25,415,276,580	23,828,519,980	25,462,553,594	21,751,731,070
Total employee-related expenses	2,585,838,000	2,672,258,000	2,635,698,000	2,484,610,000
Resulting HC ROI	1.79	2.05	1.78	2.75
Total Employees	3,542	3,171	2,995	2,357

*Number of Total Employees is referred to "Total employees" PDF Page 211 of One Report 2025

<https://www.osotspa.com/en/document/viewer/186869/2025-annual-report-form-56-1-one-report>

*Number of Total Revenue is referred to "Total revenues" PDF Page 298 of One Report 2025

<https://www.osotspa.com/en/document/viewer/186869/2025-annual-report-form-56-1-one-report>

*Number of Total Expenses is referred to "Total expenses" PDF Page 298 of One Report 2025

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*Number of Total employee-related expenses is referred to "Employee benefit expense" PDF Page 352

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