

## Resulting HC ROI

Accounts		2019	2020	2021	2022
a	Operating revenues	13,717,231,000	12,624,101,000	15,753,057,000	15,297,012,000
b	Operating expenses + operating costs	13,191,474,000	12,075,326,000	15,103,757,000	14,463,529,000
c	Employee benefits expense	2,157,905,000	2,369,844,000	2,509,735,000	2,013,428,000
HC ROI	$(a - (b-c)) / c$	1.244	1.232	1.259	1.414
Number of employees		5,749	5,908	4,869	4,113

Remark: Information datas are taken from the Dynamic' 2022 and 2020 Annual Report