

ANNUAL REPORT 2014

# Group Value Added Statements

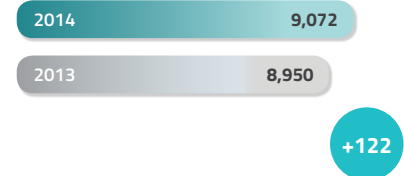
## GROUP VALUE ADDED STATEMENTS

	2014 S\$ million	2013 S\$ million
<b>Value added from:</b>		
Operating revenue	16,848	18,183
Less: Purchase of goods and services	(9,515)	(10,753)
	7,333	7,430
Other income	108	117
Interest and investment income (net)	125	47
Share of results of associates (post-tax)	1,393	1,397
Exceptional items	114	(40)
	1,739	1,521
<b>Total value added</b>	<b>9,072</b>	<b>8,950</b>
<b>Distribution of total value added</b>		
To employees in wages, salaries and benefits	2,285	2,347
To government in income and other taxes	691	621
To providers of capital on:		
- Interest on borrowings	306	345
- Dividends to shareholders	2,678	2,518
<b>Total distribution</b>	<b>5,960</b>	<b>5,830</b>
<b>Retained in business</b>		
Depreciation and amortisation	2,133	2,127
Retained profits	974	991
Non-controlling interests	5	2
	3,112	3,120
<b>Total value added</b>	<b>9,072</b>	<b>8,950</b>
<b>Average number of employees</b>	<b>21,830</b>	<b>22,191</b>

## PRODUCTIVITY DATA

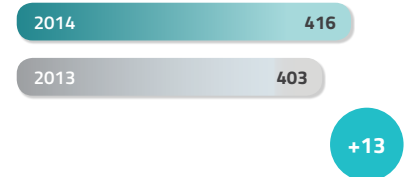
### VALUE ADDED

(S\$M)



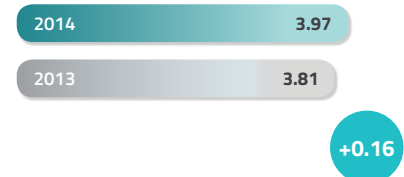
### VALUE ADDED PER EMPLOYEE

(S\$'000)



### VALUE ADDED PER DOLLAR OF EMPLOYMENT COSTS

(S\$)



### VALUE ADDED PER DOLLAR OF TURNOVER

(S\$)

