

Group Value Added Statements

GROUP VALUE ADDED STATEMENTS

	FY 2016 S\$ million	FY 2015 S\$ million
Value added from:		
Operating revenue	16,961	17,223
Less: Purchase of goods and services	(9,639)	(9,816)
	7,322	7,407
Other income	148	151
Interest and investment income (net)	95	93
Share of results of associates (post-tax)	2,027	1,735
Exceptional items	(45)	15
	2,225	1,994
Total value added	9,547	9,401
Distribution of total value added		
To employees in wages, salaries and benefits	2,457	2,467
To government in income and other taxes	723	679
To providers of capital on:		
- Interest on borrowings	360	309
- Dividends to shareholders	2,789	2,678
Total distribution	6,329	6,133
Retained in business		
Depreciation and amortisation	2,149	2,161
Retained profits	1,082	1,104
Non-controlling interests	(13)	3
	3,218	3,268
Total value added	9,547	9,401
Average number of employees	25,423	22,967

PRODUCTIVITY DATA

VALUE ADDED (S\$ million)



146

VALUE ADDED PER EMPLOYEE (S\$'000)



33

VALUE ADDED PER DOLLAR OF EMPLOYMENT COSTS (S\$)



0.07

VALUE ADDED PER DOLLAR OF TURNOVER (S\$)



0.01