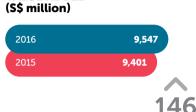
Group Value Added Statements

GROUP VALUE ADDED STATEMENTS

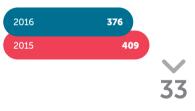
FY 2016 S\$ million FY 2015 S\$ million Value added from: Operating revenue 16,961 17,223 (9,639) (9,816) Less: Purchase of goods and services 7,322 7,407 Other income 148 151 Interest and investment income (net) 95 93 Share of results of associates (post-tax) 2,027 1,735 **Exceptional items** (45) 15 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 1,082 1,104 **Retained profits** Non-controlling interests (13) 3 3,218 3,268 **Total value added** 9,547 9,401 25,423 22,967 Average number of employees

PRODUCTIVITY DATA

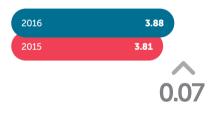
VALUE ADDED



VALUE ADDED PER EMPLOYEE (\$\$'000)



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



VALUE ADDED PER DOLLAR OF TURNOVER (\$\$)

