

Group Value Added Statements

GROUP VALUE ADDED STATEMENTS

	FY 2017 S\$ million	FY 2016 S\$ million
Value added from:		
Operating revenue	16,711	16,961
Less: Purchase of goods and services	(9,406)	(9,662)
	7,306	7,299
Other income	215	148
Interest and investment income (net)	115	95
Share of results of associates (post-tax)	2,017	2,027
Exceptional items	(1)	(45)
	2,346	2,225
Total value added	9,652	9,524
Distribution of total value added		
To employees in wages, salaries and benefits	2,523	2,434
To government in income and other taxes	684	723
To providers of capital on:		
- Interest on borrowings	374	360
- Dividends to shareholders	2,816	2,789
Total distribution	6,398	6,306
Retained in business		
Depreciation and amortisation	2,239	2,149
Retained profits	1,037	1,082
Non-controlling interests	(22)	(13)
	3,254	3,218
Total value added	9,652	9,524
Average number of employees	25,590	25,610

PRODUCTIVITY DATA

VALUE ADDED (S\$ million)

2017	9,652	+128
2016	9,524	

VALUE ADDED PER EMPLOYEE (S\$'000)

2017	377	+5
2016	372	

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

2017	3.82	-0.09
2016	3.91	

VALUE ADDED PER DOLLAR OF TURNOVER (S\$)

2017	0.58	+0.02
2016	0.56	