

OTHER INFORMATION

**GROUP VALUE-ADDED STATEMENTS**

	2015	2016	2017	2018*	2019
(\$ million)					
<b>Value added from:</b>					
Revenue earned	10,296	6,767	5,964	5,965	7,580
Less: purchases of materials and services	(7,303)	(4,287)	(4,119)	(3,926)	(5,379)
<b>Gross value added from operation</b>	<b>2,993</b>	<b>2,480</b>	<b>1,845</b>	<b>2,039</b>	<b>2,201</b>
<b>In addition:</b>					
Interest and investment income	134	139	158	174	242
Share of associated companies' profits	436	272	291	221	147
Other operating income/(expenses)	402	(187)	196	186	215
	<b>3,965</b>	<b>2,704</b>	<b>2,490</b>	<b>2,620</b>	<b>2,805</b>
<b>Distribution of Group's value added:</b>					
To employees in wages, salaries and benefits	1,600	1,155	1,027	988	1,163
To government in taxation	398	266	244	285	192
To providers of capital on:					
Interest on borrowings	155	225	189	205	313
Dividends to our partners in subsidiaries	83	77	27	20	12
Dividends to our shareholders	872	545	364	526	418
	1,110	847	580	751	743
One-off financial penalty and related costs	-	-	619	-	-
<b>Total Distribution</b>	<b>3,108</b>	<b>2,268</b>	<b>2,470</b>	<b>2,024</b>	<b>2,098</b>
<b>Balance retained in the business:</b>					
Depreciation & amortisation	220	236	212	182	375
Non-controlling interests share of profits in subsidiaries	(15)	(39)	(25)	(8)	43
Retained profit for the year	652	239	(167)	422	289
	857	436	20	596	707
	<b>3,965</b>	<b>2,704</b>	<b>2,490</b>	<b>2,620</b>	<b>2,805</b>
Number of employees	36,153	28,879	21,862	18,186	18,297
<b>Productivity data:</b>					
Gross value added per employee (\$'000)	83	86	84	112	120
Gross value added per dollar employment cost (\$)	1.87	2.15	1.80	2.06	1.89
Gross value added per dollar sales (\$)	0.29	0.37	0.31	0.34	0.29

\* The 2018 financial figures have been restated due to an IFRIC agenda decision on SFRS(I) 1-23 *Borrowing costs eligible for capitalisation*.

