

GROUP VALUE-ADDED STATEMENTS

	2016	2017	2018	2019	2020
(\$ million)					
Value added from:					
Revenue earned	6,767	5,964	5,965	7,580	6,574
Less: purchases of materials and services	(4,287)	(4,119)	(3,926)	(5,379)	(4,724)
Gross value added from operation	2,480	1,845	2,039	2,201	1,850
In addition:					
Interest and investment income	139	158	174	242	191
Share of associated companies and joint ventures' profits	272	291	221	147	(162)
Other operating income / (expenses)	(187)	196	186	215	(308)
	2,704	2,490	2,620	2,805	1,571
Distribution of Group's value added:					
To employees in wages, salaries and benefits	1,155	1,027	988	1,163	1,120
To government in taxation	266	244	285	192	253
To providers of capital on:					
Interest on borrowings	225	189	205	313	292
Dividends to our partners in subsidiaries	77	27	20	12	24
Dividends to our shareholders	545	364	526	418	273
	847	580	751	743	589
One-off financial penalty & related costs	-	619	-	-	-
Total Distribution	2,268	2,470	2,024	2,098	1,962
Balance retained in the business:					
Depreciation & amortisation	236	212	182	375	414
Non-controlling interests share of profits in subsidiaries	(39)	(25)	(8)	43	(26)
Retained profit for the year	239	(167)	422	289	(779)
	436	20	596	707	(391)
	2,704	2,490	2,620	2,805	1,571
Average headcount (number)	28,879	21,862	18,186	18,297	18,452
Productivity data:					
Gross value added per employee (\$'000)	86	84	112	120	100
Gross value added per dollar employment cost (\$)	2.15	1.80	2.06	1.89	1.65
Gross value added per dollar sales (\$)	0.37	0.31	0.34	0.29	0.28

