

OTHER INFORMATION

VALUE-ADDED STATEMENTS

	2017	2018	2019	2020	2021
(\$ million)					
Value added from:					
Revenue earned	5,964	5,965	7,580	6,574	8,625
Less: purchases of materials and services	(4,119)	(3,926)	(5,379)	(4,724)	(6,090)
Gross value added from operation	1,845	2,039	2,201	1,850	2,535
Interest and investment income	158	174	242	191	221
Share of associated companies' profits	291	221	147	(162)	467
Other operating income/(expenses)	196	186	215	(308)	(115)
Total value added	2,490	2,620	2,805	1,571	3,108
Distribution of Group's value added:					
To employees in wages, salaries and benefits	1,027	988	1,163	1,120	1,116
To government in taxation	244	285	192	253	325
To providers of capital on:					
Interest on borrowings	189	205	313	292	251
Dividends to our partners in subsidiaries	27	20	12	24	11
Dividends to our shareholders	364	526	418	273	346
	580	751	743	589	608
One-off financial penalty & related costs	619	-	-	-	-
Total Distribution	2,470	2,024	2,098	1,962	2,049
Balance retained in the business:					
Depreciation & amortisation	212	182	375	414	406
Perpetual securities holders	-	-	-	-	3
Non-controlling interests share of profits in subsidiaries	(25)	(8)	43	(26)	(27)
Retained profit for the year	(167)	422	289	(779)	677
	20	596	707	(391)	1,059
	2,490	2,620	2,805	1,571	3,108
Average headcount (number)	21,862	18,186	18,297	18,452	16,393
Productivity data:					
Value added per employee (\$'000)	114	144	153	85	190
Value added per dollar employment cost (\$)	2.42	2.65	2.41	1.40	2.78
Value added per dollar sales (\$)	0.42	0.44	0.37	0.24	0.36

