

Other Information

Value-Added Statements

	2018	2019	2020	2021	2022 [^]
(\$ million)					
Value added from:					
Revenue earned	5,965	7,580	6,574	8,625	9,419
Less: purchases of materials and services	(4,175)	(5,267)	(4,591)	(6,603)	(7,527)
Gross value added from operation	1,790	2,313	1,983	2,022	1,892
Interest and investment income	174	242	191	221	225
Share of results of associated companies and joint ventures	221	147	(162)	467	540
Other operating income/(expenses)	435	103	(441)	398	221
Total value added	2,620	2,805	1,571	3,108	2,878
Distribution of Group's value added:					
To employees in wages, salaries and benefits	988	1,163	1,120	1,116	1,133
To government in taxation	285	192	253	325	278
To providers of capital on:					
Interest on borrowings	205	313	292	251	293
Distributions to our Perpetual Securities holders	-	-	-	-	12
Dividends to our partners in subsidiaries	20	12	24	11	33
Dividends to our shareholders	526	418	273	346	643
	751	743	589	608	981
Total Distribution	2,024	2,098	1,962	2,049	2,392
Balance retained in the business:					
Depreciation & amortisation	182	375	414	406	242
Perpetual Securities holders	-	-	-	3	-
Non-controlling interests share of profits in subsidiaries	(8)	43	(26)	(27)	(38)
Retained profit for the year	422	289	(779)	677	282
	596	707	(391)	1,059	486
	2,620	2,805	1,571	3,108	2,878
Average headcount (number)	18,186	18,297	18,452	16,393	17,238
Productivity data:					
Value added per employee (\$'000)	144	153	85	190	167
Value added per dollar employment cost (\$)	2.65	2.41	1.40	2.78	2.54
Value added per dollar sales (\$)	0.44	0.37	0.24	0.36	0.31

[^] FY2022 value-added includes the results of the Discontinued Operations. In accordance with SFRS(I) 5 *Non-current Assets Held for Sale and Discontinued Operations*, the performance of Keppel O&M, as a separate reportable operating segment, excluding certain out-of-scope assets, are presented as Discontinued Operations for the period.

