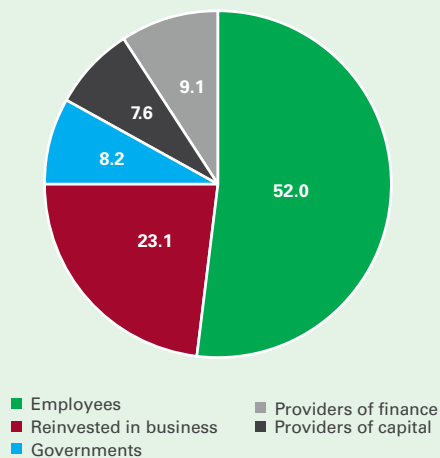
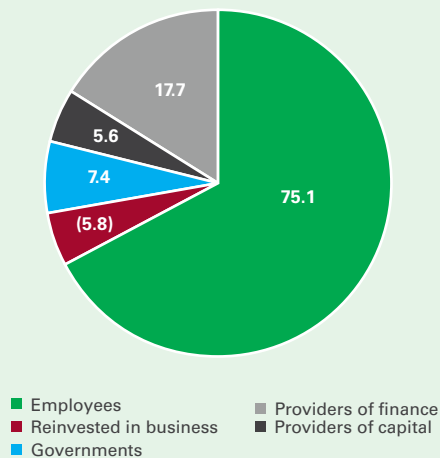


	2019		2018	
	Rm	%	Rm	%
Revenue	18 628	100.0	17 372	100.0
Cost of materials and services	15 912	85.4	13 946	80.3
<b>Total value added</b>	<b>2 716</b>	<b>14.6</b>	3 426	19.7
<b>Value distribution</b>				
<b>To employees</b>				
Remuneration and benefits	2 041	75.1	1 780	52.0
<b>To providers of finance</b>				
Finance costs	481	17.7	312	9.1
<b>To providers of capital</b>				
Dividends to shareholders	153	5.6	262	7.6
<b>To governments</b>				
Current taxation	73	2.7	133	3.9
Foreign taxation	127	4.7	149	4.3
<b>To reinvest in business</b>				
Retained income	(567)	(20.9)	404	11.8
Depreciation and amortisation	615	22.7	446	13.0
Deferred taxation	(207)	(7.6)	(60)	(1.8)
	<b>2 716</b>	<b>100.0</b>	3 426	100.0

**Value added 2019**  
(%)



**Value added 2018**  
(%)



Value added is a measure of the wealth created by the Group and its employees through its various business activities. This statement shows the value added and how it was shared.

## VALUE ADDED RATIOS

	2019	2018
Number of employees	4 755	4 817
Revenue per employee (R'000)	3 918	3 606
Value created per employee (R'000)	571	711