

Value-Added Statement	2000	1999
Turnover (\$'000)	763,008	921,036
Less: Bought in materials	<u>(529,161)</u>	<u>(621,681)</u>
Gross value added from operation	233,847	299,355
Investment, interest & other income	42,872	29,383
Share of associated companies' results	(7,162)	(876)
Share of joint ventures' results	371	(1,516)
Other non-operating income/(expenses)	<u>(578)</u>	<u>(1,011)</u>
	<u>269,350</u>	<u>325,335</u>
Distribution:		
To Employees: Salaries, wages & benefits	135,138	168,010
To Government: Income & other taxes	25,042	37,802
To Providers of Capital:-		
Interest paid on borrowings	1,329	817
Dividends	67,561	62,207
Retained in business:		
Depreciation & amortisation	27,280	34,882
Retained profits	12,597	16,143
Minority interests	(4,820)	(1,569)
Non-production costs	5,223	7,043
Total Distribution	<u>269,350</u>	<u>325,335</u>

#### Productivity Data

Average Number of Employees	4,774	5,662
Employment Costs	135,138	168,010
Value added per employee	48.98	52.87
Value added per employment costs	1.73	1.78

FOR THE YEAR (\$'m)	2000	1999	% Change
<b>Turnover (\$'000)</b>			
1st Half	348,995	486,578	(28.3)
2nd Half	414,013	434,458	( 4.7)
Total	763,008	921,036	(17.2)
<b>Operating Profit</b>			
1st Half	40,834	50,719	(19.5)
2nd Half	38,705	46,147	(16.1)
Total	79,539	96,866	(17.9)
<b>Income derived from Associated Companies &amp; JVs</b>			
1st Half	(3,332)	1,527	(318.2)
2nd Half	(3,459)	(3,919)	11.7
Total	(6,791)	(2,392)	(183.9)
<b>Profit before Taxation</b>			
1st Half	51,634	58,036	(11.0)
2nd Half	44,821	53,036	(15.5)
Total	96,455	111,072	(13.2)
<b>Profit after Tax before deducting Minority Interests</b>			
1st Half	39,604	41,237	(4.0)
2nd Half	35,734	35,544	0.5
Total	75,338	76,781	(1.9)
<b>Profit attributable to Members of the Company</b>			
1st Half	41,918	41,501	1.0
2nd Half	38,240	36,849	3.8
Total	80,158	78,350	2.3
Shareholders' Funds	849,176	834,266	1.8
Total Assets	1,393,607	1,421,483	(2.0)
Current Liabilities	476,333	501,789	(5.1)
Long term Liabilities	57,179	55,330	3.3
<b>Financial Ratios</b>			
Earnings per share before tax (cents)			
Basic	5.75	5.62	2.3
Fully diluted	5.75	5.62	2.3
Net tangible assets per share (cents)	60.84	59.77	1.8
Operating profit as a percentage of turnover	10.4%	10.5%	(0.9)
Return on Equity	9.52%	9.49%	0.3
Gearing Ratio	1.0%	2.4%	(58.3)
Dividend cover	1.19	1.26	(5.6)