



Group Value Added Statement

	1999 \$'000	2000 \$'000	2001 \$'000	2002 \$'000	2003 \$'000
Turnover	921,036	763,008	854,461	1,011,512	1,067,986
Less : Bought In Materials	(621,681)	(529,161)	(594,907)	(731,489)	(802,765)
Gross Value Added From Operation	299,355	233,847	259,554	280,023	265,221
Investment, Interest & Other Income	29,383	42,872	40,031	54,604	38,936
Share of Associated Companies' Results	(876)	(7,162)	(1,707)	5,819	7,930
Share of Joint Ventures' Results	(1,516)	371	(30)	243	73
Other Non-operating Expenses	(1,011)	(578)	(4,049)	(21,490)	(5,327)
	325,335	269,350	293,799	319,199	306,833
Distribution					
To Employees : Salaries, Wages & Benefits	168,010	135,518	151,822	157,048	165,360
To Government : Income & Other Taxes	37,802	25,042	27,090	27,418	21,836
To Providers of Capital :					
Interest Paid on Borrowings	817	1,329	291	822	2,663
Dividends	56,805	62,364	60,356	71,470	71,842
Retained in Business :					
Depreciation and Amortisation	34,882	27,280	29,117	33,462	35,294
Retained Profits	21,545	17,414	22,389	20,627	6,699
Minority Interests	(1,569)	(4,820)	(1,892)	1,110	(316)
Non-production Costs :					
	7,043	5,223	4,626	7,242	3,455
Total Distribution	325,335	269,350	293,799	319,199	306,833
Average Number of Employees	5,662	4,774	4,737	5,272	5,302
Value Added Per Employee	52.87	48.98	54.79	53.12	50.02
Employment Cost Per Employee	29.67	28.39	32.05	29.79	31.19
Value Added Per Dollar Turnover	0.33	0.31	0.30	0.28	0.25
Value Added Per Dollar Investment in Fixed Assets	0.65	0.57	0.60	0.63	0.59
Value Added Per Employment Costs	1.78	1.73	1.71	1.78	1.60

