

Value Added Statement

	2007 S\$'000	2006 S\$'000
Sale of goods and services	1,160,205	1,021,360
Purchase of materials and services	(326,300)	(295,166)
Value added from operations	833,905	726,194
Non-production income and expenses:		
Net foreign exchange loss from operations	(14)	(1,978)
Development expenditure written off	-	(387)
Profit on disposal of property, plant and equipment	550	429
Impairment of trade debts	(2,391)	(1,362)
Bad trade debts recovered	114	92
Net income from investments	146,193	81,675
Share of net profits/(losses) of associates and jointly controlled entities	2,993	(185)
Exceptional items	-	66,844
Total value added	981,350	871,322
Distribution:		
Employees' wages, provident fund contributions and other benefits	311,040	275,649
Corporate and other taxes	89,033	92,088
Interest paid	20,373	20,583
Donation and sponsorship	2,571	4,220
Directors' fees	1,118	798
Net dividends to shareholders	383,154	363,186
Total distributed	807,289	756,524
Retained in the business:		
Depreciation and amortisation	51,479	49,640
Minority interests	(425)	(116)
Retained earnings	123,007	65,274
	981,350	871,322
Productivity ratios:		
	S\$	S\$
Value added per employee	227,718	205,140
Value added per \$ employment costs	2.68	2.63
Value added per \$ investment in property, plant and equipment (before depreciation)	0.89	0.71
Value added per \$ operating revenue	0.72	0.71