

# VALUE ADDED STATEMENT

For the Financial Year Ended 26 December 2008

	2008 US\$'000	2007 US\$'000
Revenue	9,285,125	8,159,977
Less: cost of sales and operating expenses	(8,267,087)	(6,764,126)
Value added from business unit operations	1,018,038	1,395,851
Share of results of associated companies	3,799	3,300
Share of results of joint ventures	4,194	7,146
Other gains (net)	52,903	74,612
Value added available for distribution	1,078,934	1,480,909
<b>Distribution:</b>		
To employees in employee benefits	621,690	575,703
To providers of capital on:		
(a) interest on borrowings	27,986	36,465
(b) dividends to our partners in subsidiaries	4,834	897
(c) dividends to equity holders	81,550	147,579
To government in income and freight taxes	78,458	82,162
Retained for reinvestment and future growth :		
(a) depreciation	262,537	254,616
(b) minorities' share of profits in subsidiaries	315	8,305
(c) retained earnings	1,564	375,182
	1,078,934	1,480,909

	2008 US\$	2007 US\$
Value added per employee	91,684	129,292
Value added per US\$ employment cost	1.74	2.57
Value added per US\$ investment in property, plant and equipment and investment properties (before depreciation and impairment losses)	0.19	0.32
Value added per US\$ sales	0.12	0.18

	2008	2007
<b>Additional Information:</b>		
Average number of employees	11,768	11,454
Cost of property, plant and equipment and investment properties (before depreciation and impairment losses) in US\$'000	5,642,437	4,677,873

The Value Added Statement does not form part of the audited financial statements.