

VALUE ADDED STATEMENTS

| | 2010 S\$ million | 2009 S\$ million |
|--|---------------------|---------------------|
| Value Added From: | | |
| Revenue earned | 245.4 | 228.9 |
| Less bought in materials and services | (76.8) | (82.1) |
| Gross Value Added | 168.6 | 146.8 |
| Share of results of associates and jointly-controlled entities | 344.9 | 489.5 |
| Exchange gains / (loss) (net) | 3.9 | (12.7) |
| Other operating income / (expense) (net) | 51.7 | (39.6) |
| | 400.5 | 437.2 |
| Total Value Added | 569.1 | 584.0 |
| Distribution: | | |
| To employees in wages, salaries and benefits | 107.0 | 84.4 |
| To government in taxes and levies | 25.3 | 23.5 |
| To providers of capital in: | | |
| - Net interest (income) / expense | (0.4) | 86.0 |
| - Dividends to shareholders | 38.8 | - |
| | 170.7 | 193.9 |
| Balance Retained in the Business: | | |
| Depreciation and amortization | 7.2 | 6.1 |
| Retained profits net of dividends to equity holders of the Company | 383.1 | 388.1 |
| Non-controlling interests | 7.6 | 5.5 |
| | 397.9 | 399.7 |
| Non-Production Costs and Income: | | |
| Allowance for / (Write back of) doubtful receivables | 0.5 | (9.6) |
| Total Distribution | 569.1 | 584.0 |
| Productivity Analysis: | | |
| Value added per employee (S\$'000)# | 57.0 | 49.9 |
| Value added per dollar of employment cost (S\$) | 1.58 | 1.74 |
| Value added per dollar sales (S\$) | 0.69 | 0.64 |

Based on average 2010 headcount of 2,959 (2009: 2,941).