

Sectoral Financial Review - Aerospace

INCOME STATEMENT

	2009 \$'000	2008 \$'000
Turnover	1,875,225	1,940,954
Cost of sales	(1,556,683)	(1,565,515)
Gross profit	318,542	375,439
Other operating income, net	4,244	27,396
Distribution and selling expenses	(11,929)	(25,970)
Administrative expenses	(91,258)	(98,863)
Other operating expenses	(15,506)	(16,386)
Profit from operations before taxation, other income and financial expenses	204,093	261,616
Other income/(expenses), net	14,730	(931)
Financial expenses	(24,640)	(21,434)
	194,183	239,251
Share of results of associated companies and joint ventures	34,105	32,869
Profit from operations before taxation	228,288	272,120
Taxation	(33,688)	(37,403)
Profit from operations after taxation	194,600	234,717
Attributable to:		
Shareholder of the Company	185,700	225,691
Minority interests	8,900	9,026
	194,600	234,717

Sectoral Financial Review - Aerospace

BALANCE SHEET

	2009 \$'000	2008 \$'000
ASSETS		
Non-current assets		
Property, plant and equipment	770,076	742,433
Associated companies and joint ventures	125,601	137,386
Investments	1,342	1,804
Intangible assets	9,311	3,317
Long-term receivables, non-current	32,064	117
Derivative financial instruments	6,405	-
Deferred tax assets	44,551	45,152
	989,350	930,209
Current assets		
Stocks and work-in-progress	388,165	413,610
Trade debtors	363,844	503,565
Due from related corporations	4,244	27,804
Advances and other debtors	82,954	110,359
Long-term receivables, current	7,399	281
Short-term investments	91	83
Bank balances and other liquid funds	266,743	117,422
	1,113,440	1,173,124
TOTAL ASSETS	2,102,790	2,103,333
EQUITY AND LIABILITIES		
Current liabilities		
Advance payments from customers, current	110,602	92,594
Creditors and accruals	571,976	834,406
Provisions	63,271	57,264
Progress billing in excess of work-in-progress	95,622	86,202
Provision for taxation	81,107	64,105
Short-term bank loans	-	51,863
Lease obligations, current	1,644	1,603
Long-term bank loans, current	-	261,879
	924,222	1,449,916
NET CURRENT ASSET/(CURRENT LIABILITIES)	189,218	(276,792)
Non-current liabilities		
Advance payments from customers, non-current	287,884	159,866
Deferred income	2,199	295
Deferred tax liabilities	8,844	12,320
Lease obligations, non-current	3,583	5,347
Long-term bank loans, non-current	360,442	-
Other loans, non-current	757	-
Provision for pension benefits	2,496	2,516
Derivative financial instruments	1,916	4,043
Loans from related corporations	53,049	53,049
	721,170	237,436
TOTAL LIABILITIES	1,645,392	1,687,352
NET ASSETS	457,398	415,981
Share capital and reserves	412,210	375,925
Minority interests	45,188	40,056
	457,398	415,981
TOTAL EQUITY AND LIABILITIES	2,102,790	2,103,333

Sectoral Financial Review - Aerospace

STATEMENT OF CASH FLOWS

	2009 \$'000	2008 \$'000
Net cash from operating activities	456,559	29,762
Net cash (used in)/from investing activities	(86,844)	20,540
Proceeds from sale of property, plant and equipment	4,322	9,094
Dividends from associated companies	42,495	35,105
Dividends from investments	104	154
Proceeds from sale and maturity of investments	128	121,396
Purchase of property, plant and equipment	(130,148)	(103,213)
Purchase of investments	(57)	-
Additional investment in associated companies	-	(2,795)
Acquisition of subsidiaries	(7,248)	(147)
Acquisition of additional interest in subsidiaries	(320)	(60,259)
Exchange difference on investment activities	3,880	21,205
Net cash used in financing activities	(245,851)	(90,037)
Capital contribution from minority shareholders of a subsidiary	5,092	2,836
Loan to an associated company	(3,022)	-
(Repayment of)/proceeds from inter-company loans, net	(117,166)	168,996
Repayment of lease obligations, net	(1,578)	(1,513)
Proceeds from long-term bank loans, net	358,815	-
(Repayment of)/proceeds from short-term bank loans, net	(313,742)	609
Dividends paid to shareholder	(142,629)	(213,816)
Dividends paid to minority shareholders of subsidiaries	(8,514)	(10,293)
Interest paid	(24,589)	(21,544)
Exchange difference on financing activities	1,482	(15,312)
Net increase/(decrease) in cash and cash equivalents	123,864	(39,735)
Cash and cash equivalents at beginning of the year	143,194	182,973
Exchange difference on cash and cash equivalents at beginning of the year	(315)	(44)
Cash and cash equivalents at end of the year	266,743	143,194

Sectoral Financial Review - Aerospace

FINANCIAL HIGHLIGHTS

	2009 \$'000	2008 \$'000	2007 \$'000	2006 \$'000	2005 \$'000
Turnover	1,875,225	1,940,954	1,837,769	1,675,493	1,235,911
EBITDA	288,938	331,937	381,857	321,464	233,582
EBIT	199,849	234,220	303,441	237,080	194,490
Profit before tax	228,288	272,120	341,162	305,280	255,443
Profit after tax and minority interests	185,700	225,691	270,479	255,036	210,294
Shareholders' funds	412,210	375,925	409,977	417,680	463,024
Total assets	2,102,790	2,103,333	2,107,305	1,987,885	1,401,366
Net assets	457,398	415,981	507,284	512,220	497,982
Capital expenditure	130,148	103,213	111,091	158,373	86,973
Earnings per share (cents)	92.85	112.85	135.24	127.52	105.15
Return on sales (%)	10.4	12.1	15.6	15.6	18.1
Return on equity (%)	39.9	52.6	58.4	54.2	40.8
Return on total assets (%)	9.3	11.2	13.6	13.2	15.9
Net assets value per share (cents)	228.70	207.99	253.64	256.11	248.99
Productivity Data					
Average staff strength (number)	7,253	7,081	6,757	5,880	5,057
Sales per employee (\$)	258,545	274,107	271,980	284,948	244,396
Profit after tax per employee (\$)	25,603	31,873	40,029	43,373	41,585
Employment costs	594,184	639,900	605,220	589,440	438,163
Employment costs per \$ of turnover (\$)	0.32	0.33	0.33	0.35	0.35
Economic Value Added	146,146	198,653	235,931	194,390	175,200
Economic Value Added spread (%)	11.8	17.8	22.5	19.5	25.8
Economic Value Added per employee (\$)	20,150	28,054	34,917	33,060	34,645
Value added	944,048	1,047,825	1,043,873	981,309	729,921
Value added per employee (\$)	130,160	147,977	154,488	166,889	144,339
Value added per \$ of employment costs (\$)	1.59	1.64	1.72	1.66	1.67
Value added per \$ of gross property, plant and equipment (\$)	0.66	0.78	0.79	0.81	1.09
Value added per \$ of turnover (\$)	0.50	0.54	0.57	0.59	0.59

Sectoral Financial Review - Electronics

INCOME STATEMENT

	2009 \$'000	2008 \$'000
Turnover	1,393,356	1,157,704
Cost of sales	(1,002,368)	(781,489)
Gross profit	390,988	376,215
Other operating income/(loss), net	646	(14,905)
Distribution and selling expenses	(97,701)	(89,745)
Administrative expenses	(132,228)	(114,919)
Other operating expenses	(53,881)	(53,500)
Profit from operations before taxation, other income and financial expenses	107,824	103,146
Other income/(expenses), net	13,218	(612)
Financial expenses	(6,677)	(10,282)
	114,365	92,252
Share of results of associated companies and joint venture	911	1,688
Profit from operations before taxation	115,276	93,940
Taxation	(22,996)	(22,817)
Profit from operations after taxation	92,280	71,123
Attributable to:		
Shareholder of the Company	90,803	68,111
Minority interests	1,477	3,012
	92,280	71,123

Sectoral Financial Review - Electronics

BALANCE SHEET

	2009 \$'000	2008 \$'000
ASSETS		
Non-current assets		
Property, plant and equipment	57,084	58,996
Investment property	-	1,389
Associated companies and joint venture	11,560	11,305
Investments	16,792	12,425
Intangible assets	363,993	364,998
Long-term receivables	-	4
Deferred tax assets	25,790	23,103
	475,219	472,220
Current assets		
Stocks and work-in-progress	370,345	330,928
Trade debtors	314,256	309,126
Due from related corporations	9,699	44,231
Debtors, deposits and prepayments	22,880	23,559
Advance payments to suppliers	39,521	53,773
Short-term investments	978	211
Loan receivables, current	25	29
Bank balances and other liquid funds	244,945	185,353
	1,002,649	947,210
TOTAL ASSETS	1,477,868	1,419,430
EQUITY AND LIABILITIES		
Current liabilities		
Advance payments from customers, current	159,679	140,860
Creditors and accruals, current	329,183	308,903
Provisions	30,627	26,703
Progress billing in excess of work-in-progress	287,704	254,194
Provision for taxation	31,547	31,913
Short-term bank loans (unsecured)	10,000	9,000
Long-term bank loans, current	-	110
Lease obligations, current	5	41
	848,745	771,724
NET CURRENT ASSETS	153,904	175,486
Non-current liabilities		
Advance payments from customers, non-current	155,388	127,009
Creditor and accrual, non-current	1,453	-
Deferred rent	3,203	3,911
Deferred tax liabilities	7,647	6,689
Loans from immediate holding company	30,000	115,416
Loans from related corporations	303,496	292,588
Long-term bank loans, non current	-	142
	501,187	545,755
TOTAL LIABILITIES	1,349,932	1,317,479
NET ASSETS	127,936	101,951
Share capital and reserves	111,253	85,042
Minority interests	16,683	16,909
	127,936	101,951
TOTAL EQUITY AND LIABILITIES	1,477,868	1,419,430

Sectoral Financial Review - Electronics

STATEMENT OF CASH FLOWS

	2009 \$'000	2008 \$'000
Net cash from operating activities	232,618	216,305
Net cash used in investing activities	(24,478)	(155,233)
Proceeds from sale of property, plant and equipment	53	21
Proceed from sale of an investment property	1,800	-
Proceed from sale of an associated company	-	15
Proceed from sale of a quoted investment	368	-
Dividends from associated companies	175	17
Dividends from other investments	6	46
Purchase of property, plant and equipment	(16,375)	(31,955)
Acquisition of subsidiaries	(8,263)	(121,482)
Acquisition of additional interest in subsidiaries	(2,242)	(1,895)
Net cash used in financing activities	(186,227)	(112,292)
Repayment of inter-company loans, net	(110,051)	(33,265)
Proceeds from/(repayment of) bank loans, net	748	(3,911)
Repayment of loan by an associated company	493	-
Loans to associated companies/joint venture	-	(942)
Repayment of loan by a minority shareholder	-	582
Repayment of lease obligations	(36)	(45)
Dividends paid to shareholder	(67,704)	(65,923)
Dividends paid to minority shareholders of a subsidiary	(600)	(1,056)
Interest paid	(9,077)	(7,732)
Net increase/(decrease) in cash and cash equivalents	21,913	(51,220)
Cash and cash equivalents at beginning of the year	223,667	275,583
Exchange difference on cash and cash equivalents at beginning of the year	(635)	(696)
Cash and cash equivalents at end of the year	244,945	223,667

Sectoral Financial Review - Electronics

FINANCIAL HIGHLIGHTS

	2009 \$'000	2008 \$'000	2007 \$'000	2006 \$'000	2005 \$'000
Turnover	1,393,356	1,157,704	1,038,284	965,757	712,223
EBITDA	133,025	140,386	101,272	106,602	81,164
EBIT	107,178	118,051	85,748	91,082	72,383
Profit before tax	115,276	93,940	115,336	104,650	76,022
Profit after tax and minority interests	90,803	68,111	88,223	76,318	58,008
Shareholders' funds	111,253	85,042	75,611	103,488	137,282
Total assets	1,477,868	1,419,430	1,399,125	1,205,206	1,057,526
Net assets	127,936	101,951	90,490	114,097	141,025
Capital expenditure	16,375	31,955	13,627	12,006	7,125
Earnings per share (cents)	86.44	64.84	83.99	72.65	55.22
Return on sales (%)	6.6	6.1	8.7	8.1	8.4
Return on equity (%)	37.8	31.8	43.2	32.9	23.3
Return on total assets (%)	6.2	5.0	6.5	6.5	5.7
Net assets value per share (cents)	121.79	97.1	86.1	108.6	134.3
Productivity Data					
Average staff strength (number)	4,707	4,373	3,823	3,256	2,828
Sales per employee (\$)	296,018	264,739	271,589	296,608	251,847
Profit after tax per employee (\$)	19,291	15,575	23,077	23,439	20,512
Employment costs	394,582	350,801	306,468	270,901	187,664
Employment costs per \$ of turnover (\$)	0.28	0.30	0.30	0.28	0.26
Economic Value Added	66,275	59,967	64,997	67,295	47,378
Economic Value Added Spread (%)	10.8	9.4	11.3	12.7	26.5
Economic Value Added per employee (\$)	14,080	13,713	17,002	20,668	16,753
Value added	561,439	482,469	450,242	407,234	273,439
Value added per employee (\$)	119,277	110,329	117,772	125,072	96,690
Value added per \$ of employment costs (\$)	1.42	1.38	1.47	1.50	1.46
Value added per \$ of gross property, plant and equipment (\$)	3.11	2.78	3.06	2.99	2.00
Value added per \$ of turnover (\$)	0.40	0.42	0.43	0.42	0.38

Sectoral Financial Review - Land Systems

INCOME STATEMENT

	2009 \$'000	2008 \$'000
Turnover	1,202,051	1,280,879
Cost of sales	(940,190)	(1,026,777)
Gross profit	261,861	254,102
Other operating income/(loss), net	4,292	(1,188)
Distribution and selling expenses	(56,106)	(52,977)
Administrative expenses	(96,690)	(86,138)
Other operating expenses	(35,364)	(32,799)
Profit from operations before taxation, other income and financial expenses	77,993	81,000
Other income, net	22,991	7,262
Financial expenses	(10,063)	(8,003)
	90,921	80,259
Share of results of associated companies and joint ventures	4,469	4,469
Profit from operations before taxation	95,390	84,728
Taxation	(10,981)	(1,629)
Profit from operations after taxation	84,409	83,099
Attributable to:		
Shareholder of the Company	82,298	79,947
Minority interests	2,111	3,152
	84,409	83,099

Sectoral Financial Review - Land Systems

BALANCE SHEET

	2009 \$'000	2008 \$'000
ASSETS		
Non-current assets		
Property, plant and equipment	224,939	108,004
Associated companies and joint ventures	115,504	112,111
Long-term investments	3,311	635
Intangible assets	233,078	235,524
Investment properties	2,009	15,982
Long-term receivables, non-current	60,009	60,146
Finance lease receivables, non-current	5,227	4,793
Deferred tax assets	15,365	15,087
Derivative financial instruments	11,715	16,374
	671,157	568,656
Current assets		
Stocks and work-in-progress	498,369	413,123
Trade debtors	269,366	161,538
Debtors and deposits	15,519	18,213
Advance payments to suppliers	117,349	112,704
Prepayments	5,160	6,564
Finance lease receivables, current	14,386	11,057
Bank balances and other liquid funds	172,096	159,132
Due from related corporations	19,967	28,356
Derivative financial instruments, current	7,521	8,599
	1,119,733	919,286
TOTAL ASSETS	1,790,890	1,487,942
EQUITY AND LIABILITIES		
Current liabilities		
Advance payments from customers, current	340,924	200,198
Advance payments from related corporations, current	6,064	7,201
Progress billings in excess of work-in-progress	16,044	10,294
Creditors and accruals	585,551	373,074
Provisions	67,622	53,921
Provision for taxation	30,498	31,594
Derivative financial instruments, current	3,260	3,673
Lease obligations, current	103	-
Long-term loans, current	240	240
Short-term bank loans	15,032	11,572
Bank overdrafts	1	19
	1,065,339	691,786
NET CURRENT ASSETS	54,394	227,500
Non-current liabilities		
Advance payments from customers, non-current	203,845	279,843
Advance payments from related corporations, non-current	2,683	735
Lease obligations, non-current	147	-
Derivative financial instruments, non-current	738	-
Loans from related corporations	284,487	292,674
Due to joint venture	-	112
Long-term loans, non-current	1,331	1,607
Long-term bank loan	7,412	-
Deferred income	9,144	7,290
Deferred tax liabilities	40,929	43,084
	550,716	625,345
TOTAL LIABILITIES	1,616,055	1,317,131
NET ASSETS	174,835	170,811
Share capital and reserves	129,185	131,744
Minority interests	45,650	39,067
	174,835	170,811
TOTAL EQUITY AND LIABILITIES	1,790,890	1,487,942

Sectoral Financial Review - Land Systems

STATEMENT OF CASH FLOWS

	2009 \$'000	2008 \$'000
Net cash from operating activities	65,168	66,466
Net cash used in investing activities	(123,862)	(27,222)
Distribution from funds under management	65	11
Proceeds from sale of property, plant and equipment	525	1,736
Distribution from unquoted long-term investment	241	170
Dividends from unquoted long-term investments	56	21
Dividends from associated companies	1,835	3,275
Purchase of property, plant and equipment	(102,026)	(31,658)
Acquisition of additional interest in a subsidiary	-	(777)
Acquisition of subsidiaries	(23,412)	-
Investment in an associated company	(1,146)	-
Net cash from/(used in) financing activities	64,698	(15,328)
(Repayment of)/proceeds from short-term related corporations loans	(38,025)	31,417
Proceeds from short-term immediate holding company loans	209,000	45,000
Repayment of long-term related corporations loans	(5,094)	(2,386)
Repayment of long-term loans	(235)	(252)
Repayment of short-term bank loans	(8,233)	-
Dividends paid to shareholder	(78,800)	(83,000)
Dividends paid to minority shareholders of subsidiaries	(3,868)	(245)
Interest paid	(10,047)	(5,862)
Net increase in cash and cash equivalents	6,004	23,916
Cash and cash equivalents at beginning of the year	167,037	147,042
Exchange difference on cash and cash equivalents at beginning of the year	(946)	(3,921)
Cash and cash equivalents at end of the year	172,095	167,037

Sectoral Financial Review - Land Systems

FINANCIAL HIGHLIGHTS

	2009 \$'000	2008 \$'000	2007 \$'000	2006 \$'000	2005 \$'000
Turnover	1,202,051	1,280,879	1,188,317	1,013,899	604,647
EBITDA	102,084	102,606	102,530	75,047	50,574
EBIT	73,701	82,188	81,620	57,811	39,113
Profit before tax	95,390	84,728	80,003	69,971	65,010
Profit after tax and minority interests	82,298	79,947	70,789	51,926	48,997
Shareholders' funds	129,185	131,744	110,179	110,954	173,597
Total assets	1,790,890	1,487,942	1,395,284	1,252,835	1,004,039
Net assets	174,835	170,811	144,460	126,779	183,431
Capital expenditure	102,026	31,658	24,550	12,116	7,808
Return on sales (%)	7.0	6.5	6.1	5.3	8.1
Earnings per share (cents)	68.26	66.31	58.71	43.07	40.64
Return on equity (%)	29.9	28.8	27.6	20.2	22.9
Return on total assets (%)	4.7	5.6	5.2	4.3	4.9
Net assets value per share (cents)	145.01	141.68	119.82	105.15	152.14
Productivity data					
Average staff strength (number)	5,786	5,224	5,299	4,961	3,417
Sales per employee (\$)	207,752	245,191	224,253	204,374	176,953
Profit after tax per employee (\$)	14,224	15,304	13,359	10,467	14,339
Employment costs	262,552	243,506	259,424	224,828	125,030
Employment costs per \$ of turnover (\$)	0.22	0.19	0.22	0.22	0.21
Economic Value Added	40,277	51,690	50,593	32,994	34,087
Economic Value Added spread (%)	5.5	8.3	8.8	6.8	12.0
Economic Value Added per employee (\$)	6,961	9,895	9,548	6,651	9,976
Value added	406,096	364,655	371,647	325,057	202,374
Value added per employee (\$)	70,186	69,804	70,135	65,522	59,226
Value added per \$ of employment costs (\$)	1.55	1.50	1.43	1.45	1.62
Value added per \$ of gross property, plant and equipment (\$)	0.80	0.93	1.01	0.96	0.62
Value added per \$ of turnover (\$)	0.34	0.28	0.31	0.32	0.33

Sectoral Financial Review - Marine

INCOME STATEMENT

	2009 \$'000	2008 \$'000
Turnover	955,952	821,754
Cost of sales	(824,015)	(713,318)
Gross profit	131,937	108,436
Other operating income, net	9,627	12,221
Distribution and selling expenses	(7,607)	(12,640)
Administrative expenses	(27,916)	(25,345)
Other operating expenses	(8,454)	(7,845)
Profit from operations before taxation, other income and financial expenses	97,587	74,827
Other income, net	5,462	2,580
Financial expenses	(1,577)	(2,244)
	101,472	75,163
Share of results of joint ventures	807	40
Profit from operations before taxation	102,279	75,203
Taxation	(20,516)	(703)
Profit from operations after taxation	81,763	74,500
Attributable to:		
Shareholder of the Company	81,763	74,500

Sectoral Financial Review - Marine

BALANCE SHEET

	2009 \$'000	2008 \$'000
ASSETS		
Non-current assets		
Property, plant and equipment	102,388	99,255
Associated companies and joint ventures	1,914	241
Investments	-	38,533
Intangible assets	142	152
Long-term receivables, non-current	4,736	330
Derivative financial instruments	622	-
Deferred tax assets	21,678	36,400
	131,480	174,911
Current assets		
Stocks and work-in-progress	61,030	83,881
Trade debtors	83,801	108,952
Due from related corporations	132,210	178,405
Other debtors, deposits and prepayments	15,702	7,703
Advance payments to suppliers	60,054	35,309
Long-term receivables, current	36	23
Short-term investments	39,215	286
Bank balances and other liquid funds	201,114	113,498
	593,162	528,057
TOTAL ASSETS	724,642	702,968
EQUITY AND LIABILITIES		
Current liabilities		
Advance payments from customers, current	48,526	62,628
Creditors and accruals	283,918	278,571
Provisions	46,279	43,774
Progress billings in excess of work-in-progress	157,765	124,282
Provision for taxation	24,241	37,035
Lease obligations, current	70	82
	560,799	546,372
NET CURRENT ASSETS/(LIABILITIES)	32,363	(18,315)
Non-current liabilities		
Advance payments from customers, non-current	34,908	34,908
Loan from related corporations	26,343	26,343
Derivative financial instruments	91	-
Lease obligations, non-current	-	72
	61,342	61,323
TOTAL LIABILITIES	622,141	607,695
NET ASSETS	102,501	95,273
Share capital and reserves	102,501	95,273
TOTAL EQUITY AND LIABILITIES	724,642	702,968

Sectoral Financial Review - Marine

STATEMENT OF CASH FLOWS

	2009 \$'000	2008 \$'000
Net cash from operating activities	145,535	151,742
Net cash used in investing activities	(20,353)	(10,448)
Proceeds from sale of an associated company	-	788
Dividend from a joint venture	-	150
Investment in a joint venture	(1,000)	-
Dividends from short-term investments	15	1
Proceeds from sale and maturity of investments	352	9,832
Purchase of short-term investments	(68)	-
Proceeds from sale of property, plant and equipment	127	156
Purchase of property, plant and equipment	(20,590)	(21,711)
Exchange difference on investing activities	811	336
Net cash used in financing activities	(85,587)	(134,617)
Loans to a joint venture	(4,291)	-
Repayment of inter-company loans, net	(5,518)	(28,105)
Repayment of lease obligations, net	(84)	(79)
Dividends paid to shareholder	(74,009)	(103,261)
Interest paid	(1,355)	(2,211)
Exchange difference on financing activities	(330)	(961)
Net increase in cash and cash equivalents	39,595	6,677
Cash and cash equivalents at beginning of the year	281,935	275,347
Exchange difference on cash and cash equivalents at beginning of the year	(416)	(89)
Cash and cash equivalents at end of the year	321,114	281,935

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FINANCIAL HIGHLIGHTS

	2009 \$'000	2008 \$'000	2007 \$'000	2006 \$'000	2005 \$'000
Turnover	955,952	821,754	864,594	702,868	659,847
EBITDA	104,614	78,824	90,304	84,738	97,563
EBIT	87,960	62,606	73,208	68,347	78,440
Profit before tax	102,279	75,203	96,567	79,500	87,932
Profit after tax and minority interests	81,763	74,500	75,264	67,823	70,267
Shareholders' funds	102,501	95,273	122,767	124,345	111,992
Total assets	724,642	702,968	694,786	682,867	702,775
Net assets	102,501	95,273	122,767	124,345	111,992
Capital expenditure	20,590	21,711	20,687	11,845	18,473
Earnings per share (cents)	41.81	38.09	38.48	34.68	35.93
Return on sales (%)	8.6	9.1	8.7	9.6	10.6
Return on equity (%)	63.5	61.3	50.5	45.0	50.8
Return on total assets (%)	11.3	10.6	10.8	9.9	10.0
Net assets value per share (cents)	52.41	48.72	62.77	63.58	57.26
Productivity Data					
Average staff strength (number)	1,734	1,541	1,439	1,404	1,416
Sales per employee (\$)	551,299	533,260	600,830	500,618	465,994
Profit after tax per employee (\$)	47,153	48,345	52,303	48,307	49,624
Employment costs	153,019	126,053	134,252	106,086	104,448
Employment costs per \$ of turnover (\$)	0.16	0.15	0.16	0.15	0.16
Economic Value Added	68,023	59,597	60,453	49,903	49,061
Economic Value Added spread (%)	35.0	26.1	24.1	18.7	18.0
Economic Value Added per employee (\$)	39,229	38,674	42,010	35,543	34,648
Value added	277,054	228,006	252,348	206,753	226,932
Value added per employee (\$)	159,777	147,960	175,363	147,260	160,263
Value added per \$ of employment costs (\$)	1.81	1.81	1.88	1.95	2.17
Value added per \$ of gross property, plant and equipment (\$)	0.78	0.67	0.78	0.67	0.75
Value added per \$ of turnover (\$)	0.29	0.28	0.29	0.29	0.34