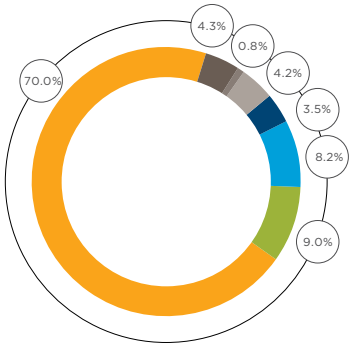
VALUE ADDED STATEMENT

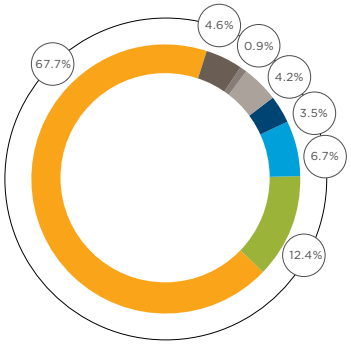
	2017 £'m	%	2016 £'m	%
VALUE CREATED				
Revenue	**2 749**		2 107	
Cost of materials and services	**(997)**		(736)	
Finance income	**7**		9	
	1 759	**100.0**	1 380	100.0
DISTRIBUTION OF VALUE				
To employees as remuneration and other benefits	**1 231**	**70.0**	934	67.7
Tax and other state and local authority levies (excluding VAT)	**75**	**4.3**	63	4.6
To suppliers of capital				
Non-controlling interests	**14**	**0.8**	13	0.9
Finance cost on borrowed funds	**74**	**4.2**	58	4.2
Distribution to shareholders	**62**	**3.5**	48	3.5
	1 456	**82.8**	1 116	80.9
VALUE RETAINED				
To maintain and replace assets	**145**	**8.2**	93	6.7
Income retained for future growth	**158**	**9.0**	171	12.4
	303	**17.2**	264	19.1

DISTRIBUTION OF VALUE

2017



2016



- Employee remuneration and other benefits
- Tax and other state and local authority levies
- Non-controlling interests
- Finance cost on borrowed funds
- Distribution to shareholders
- Maintain and replace assets
- Income retained for future growth