

Singapore Company Guide

Sembcorp Industries

Version 16 | Bloomberg: SCI SP | Reuters: SCIL.SI

Refer to important disclosures at the end of this report

DBS Group Research . Equity

26 Feb 2018

BUY

Last Traded Price (23 Feb 2018): S\$3.24 (STI : 3,533.22)

Price Target 12-mth: S\$4.40 (36% upside) (Prev S\$4.50)

Analyst

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What's New

- Utilities earnings dragged by provisions in 4Q17
- Repositioning as a Global Integrated Energy Player
- Unlocking value through IPO and divestments
- Reiterate BUY; TP adjusted to S\$4.40

Price Relative



Forecasts and Valuation

FY Dec (\$\$ m)	2016A	2017A	2018F	2019F
Revenue	7,907	8,346	8,290	8,566
EBITDA	1,355	1,423	1,422	1,510
Pre-tax Profit	537	312	486	557
Net Profit	395	231	365	411
Net Pft (Pre Ex.)	407	352	365	411
Net Pft Gth (Pre-ex) (%)	230.1	(13.6)	3.8	12.5
EPS (S cts)	22.1	12.9	20.4	23.0
EPS Pre Ex. (S cts)	22.8	19.7	20.4	23.0
EPS Gth Pre Ex (%)	230	(14)	4	12
Diluted EPS (S cts)	21.9	12.8	20.3	22.8
Net DPS (S cts)	7.99	5.00	6.53	7.35
BV Per Share (S cts)	375	390	405	422
PE (X)	14.7	25.1	15.9	14.1
PE Pre Ex. (X)	14.2	16.5	15.9	14.1
P/Cash Flow (X)	6.6	8.9	3.7	3.9
EV/EBITDA (X)	10.8	10.0	9.6	8.8
Net Div Yield (%)	2.5	1.5	2.0	2.3
P/Book Value (X)	0.9	0.8	0.8	0.8
Net Debt/Equity (X)	0.9	0.9	0.8	0.7
ROAE (%)	6.0	3.4	5.1	5.6

Earnings Rev (%):		(18)	(11)	(13)
Consensus EPS (S cts):		20.0	23.7	28.7
Other Broker Recs:		B: 9	S: 1	H: 6

Source of all data on this page: Company, DBS Bank, Bloomberg Finance L.P

Unlocking value through IPO, divestment

Maintain BUY; TP lowered to S\$4.40, after lowering our target price for Sembcorp Marine (SMM) from S\$3.10 to S\$2.90. While the market may be disappointed as there were no drastic actions announced, such as SMM divestment in the Strategic Review, key strategies to grow utilities business and more active capital recycling should be positive for Sembcorp Industries (SCI) in enhancing its ROE. We continue to like SCI as it offers a unique value proposition as a proxy to ride the cyclical O&M upturn, and is supported by a defensive utilities business.

Repositioning; Recycling Capital. SCI is repositioning its Utilities business to be a global integrated energy player, rebalancing its portfolio in terms of markets and products, with targets to double the renewables portfolio. Its focus on more proactive capital recycling will allow SCI to augment its balance sheet (lower gearing by 0.15x), and enhance ROE. Including IPO of the India assets, we estimate that proceeds will easily exceed S\$1bn over the next 2-years, much higher than ~S\$870m of IPO/divestment proceeds achieved over the last 5 years.

Where we differ: We believe in the long-term growth prospects of SCI's utilities arm, which has expanded its global footprint and recently made forays into key emerging markets – India, Bangladesh and Myanmar. While the marine spin-off did not happen in the recent strategy review, we hold on to our belief of a potential merger between Keppel's O&M arm and SMM in view of keener competition in the sector. The potential spin-off of its marine arm could re-rate SCI's undervalued utilities business that is overshadowed by the cyclical marine business.

Valuation:

Given its diverse earnings stream and various listed assets, we derive our fair value for SCI based on the sum of its different parts. For its holding company position, we applied a 10% conglomerate discount to the reappraised net asset value (RNAV) to derive a TP of S\$4.40, translating to 1.1x P/BV.

Key Risks to Our View:

Key risks to earnings are further deferments/cancellations of marine projects, deterioration of Singapore's power spark spreads, and execution hiccups at its Indian power plants.

At A Glance

Issued Capital (m shrs)	1,784
Mkt. Cap (S\$m/US\$m)	5,782 / 4,383
Major Shareholders (%)	
Temasek Holdings Pte Ltd	49.5
Mondrian Investment Partners Ltd	4.9
Free Float (%)	45.6
3m Avg. Daily Val (US\$m)	10.4

ICB Industry : Oil & Gas / Oil Equipment, Services & Dist

WHAT'S NEW

A kitchen sinking year; unveiling Strategic Review

Results highlights

A kitchen sinking year. Net profit in 2017 declined 44% y-o-y to S\$230.8m, hit by weak Marine segment that was barely profitable, losses in SGPL, refinancing charges, and impairments and write-offs.

Utilities dragged by provisions in 4Q17. Group headline net profit came in below expectations, declining 32% q-o-q to S\$22.8m in 4Q17. Besides Marine's weakness (61%-owned SMM reported net loss of S\$34m in 4Q17), utilities segment was dragged by S\$25.4m provision for potential fines and claims arising from alleged environment offences in an overseas water plant. Otherwise, core utilities profit of c.S\$70m was largely in line.

India operations affected by scheduled maintenance shutdown and coal price. India utilities incurred larger than expected losses of ~S\$36m (TPCIL: -S\$4m; SGPL: -S\$27m; SGI: -S\$5m) in 4Q17 due to scheduled maintenance shutdown and higher coal cost. For TPCIL, the higher coal cost will be reflected in tariffs with a 6-month lag under the long-term PPA.

China operations were stronger than expected, rising 270% q-o-q, lifted by the contribution from maiden full quarter contribution of Changzhi plant and write back of bad debts. This mitigated the weaker India performance.

Marine net loss amounted to S\$33.8m for 4Q17 (SCI's share of S\$20m). Stripping out forex gain (S\$20m), tax credit (S\$19m) and inventory & work-in-progress write back (S\$32m), losses would have been c.S\$100m, of which we believe a substantial portion was attributable to expected cost overrun for variation orders on several projects as customers have yet agreed to pay. We believe total cost overrun for disputed variation orders exceeded S\$100m last year. We expect a gradual improvement ahead as some of the cost overruns for disputed variation orders in 2017 could be recouped this year and better economies of scale from higher activity level towards 2H18 should help.

SCI declared 2Scts final dividend, bringing full year dividend to 5Scts, representing 1.5% yield.

Quarterly / Interim Income Statement (S\$m)

FY Dec	4Q2016	3Q2017	4Q2017	% chg yoy	% chg qoq
Revenue	2,026	1,808	2,123	4.8	17.5
Cost of Goods Sold	(1,776)	(1,576)	(1,919)	8.1	21.8
Gross Profit	250	232	204	(18.4)	(12.0)
Other Oper. (Exp)/Inc	(36.7)	(14.9)	(183)	398.1	1,125.8
Operating Profit	214	217	21.4	(90.0)	(90.1)
Other Non Opg (Exp)/Inc	0.0	0.0	29.7	nm	nm
Associates & JV Inc	47.9	26.9	44.9	(6.2)	67.3
Net Interest (Exp)/Inc	(127)	(117)	(70.5)	44.3	39.9
Exceptional Gain/(Loss)	30.4	(56.3)	(25.4)	nm	(54.9)
Pre-tax Profit	165	70.3	0.12	(99.9)	(99.8)
Tax	(12.2)	(28.1)	7.50	nm	nm
Minority Interest	(5.5)	(8.6)	15.2	nm	nm
Net Profit	147	33.6	22.8	(84.6)	(32.2)
Net profit bef Except.	117	89.9	48.2	(58.8)	(46.4)
EBITDA	262	244	96.1	(63.3)	(60.6)
Margins (%)					
Gross Margins	12.4	12.8	9.6		
Opg Profit Margins	10.5	12.0	1.0		
Net Profit Margins	7.3	1.9	1.1		

Source of all data: Company, DBS Bank

Strategic Review

Overall, key strategies to grow its utilities business and proactive capital recycling is positive for SCI in enhancing ROE. Although we were hopeful of more concrete plans in relation to Marine segment, be it a demonstration of synergies within the group or divestment through dividend in specie.

Please click for our previous expectation on SCI's review: [Sembcorp Industries: Strategic Review Next Week?](#)

Repositioning as a Global Integrated Energy Player; Proactive Capital Recycling: SCI unveiled the conclusion of its Strategic Review launched in May-2017. Key strategies include:

1. *"Repositions the Utilities business as an **integrated energy player** and targets to **double renewables portfolio**"*
2. *"**Unlocks value** with targeted utilities divestments of up to S\$0.5 billion over the next two years and proposed IPO of India energy business"*

For Marine Business, SCI is confident that Sembcorp Marine (SMM), is well-positioned to benefit from the industry's recovery and **will continue to support the Marine business** through the cycle.

The Urban Development business **is steadily growing**. SCI will continue to leverage off its strong franchise in Asia, as a valued partner to governments in host countries.

Deepening presence in four key markets – Singapore & SEA, India, China and the UK



Source: Company

Repositioning as an Integrated Energy Player. The Utilities business will focus on growing three business lines - Gas & Power; Renewables & Environment; and Merchant & Retail, with the aim of having a balanced portfolio in developing and developed markets in four key markets, namely Singapore & Southeast Asia; China; India and the UK.

- i) Gas & Power business will target opportunities in thermal power, gas importation and retail as well as regas infrastructure
- ii) Renewables & Environment business will focus on renewables, water and wastewater treatment as well as waste-to-resource growth opportunities in the low-carbon and circular economies

- iii) Merchant & Retail business, with its newly added merchant capabilities, will enable the business to capture opportunities closer to customers in multiple markets and enhance competitiveness and returns

***What's new?** The repositioning involves changes in key market focus, portfolio rebalancing between developing and developed markets and trend towards cleaner and sustainable assets such as renewable energy. In addition, upstream and midstream integration will be further enhanced through gas transportation and Merchant & Retail expansion. There will also be more deployment of digital technologies to enhance operations and capture new opportunities.*

Utilities: Three business lines



Source: Company

Doubling renewable energy assets to ~4000MW by 2022. Besides China and India, in which SCI has strong market positioning, management sees opportunities in the UK/Europe, Australia/New Zealand, Singapore & SEA. SCI plans to expand more into wind power (in particular onshore wind) which has higher barriers to entry than solar. The split between wind and solar will likely be 75%:25%.

***Our take:** Renewable energy is a cleaner form of alternative energy source that complements conventional thermal power. The economics has improved vastly in recent years with the falling levelised cost of electricity. In emerging markets, the return could be double that of developed markets like Europe, compensating for higher regulatory and business risks especially on offtakers. The experience accumulated in China and India should help in managing the risks.*

More active and systematic capital recycling to fund acquisitions. In addition to the proposed IPO of India assets, SCI targets utilities divestments of up to S\$0.5 billion over the next two years. As a good start, the Group has entered into a conditional sale agreement to divest its 100% stake in Sembcorp Utilities South Africa for gross proceeds of ZAR 790m or S\$89m.

***Our take:** Including the IPO of India assets, proceeds would easily exceed S\$1bn over the next 2-years, much more than ~S\$870m of IPO/divestment proceeds achieved over the last 5 years. Its focus on more proactive capital recycling will allow it to augment its balance sheet (lowering gearing by 0.15x), deliver sustainable growth, and enhance ROE.*

Target for double digit ROE. Management guided that they aim to improve the ROE from current mid-single digit to double-digit over the next 5-years through improvements in both Marine and Utilities segments.

Our take: This can be achieved through divestment of non-core/non-performing assets, and earnings growth. Two key drivers are SMM and SGPL's turnaround. For SMM, we expect earnings to recover following an increase in its orderbook but ROE will likely to stay at the single digit level in the next two

years. For SGPL, it appears that the improving power supply/demand dynamics in India will lead to government's commitments for long-term PPAs. ROE recovery is a critical factor for SCI's re-rating in our view.

SCI's ROE has been declining over the past 10 years, resulting in lower valuations



Source: Company

IPO of India Assets. SCI has reorganised and consolidated all its India Energy assets under Sembcorp Energy India Limited (SEIL, 93.7% stake), comprising TPCIL, SGPL and SGI. On 23 Feb, SCI initiated the process for an IPO of SEIL on BSE Limited and the National Stock Exchange of India.

Our take: Based on our back-on-the-envelope calculations, the IPO of SEIL could yield approx. ~\$200m revaluation gains

in total, of which nearly half could be realised gains if SCI divests 43% of its interest and retains ~50% stake in SEIL. The divestment could free up ~\$600m cash for SCI. We are conservative in our calculations as the valuation for SEIL could be higher in the event (i) SGPL secures a long-term PPA earlier than expected; (ii) market recovery, and (iii) renewable segment sees stronger growth and returns ahead.

DBS' estimate on SEIL's valuation.

Name	Business	Net Profit (\$ m)		ROE	Book Value 2017E	DBS' Valuation	Metrics	Implied Valuation	
		2017	2018F					PB	PE
SGI	Renewable (Wind and Solar)	17	21	5%	404	485	1.2x PB	1.2	23
TPCIL	Coal-fired Power Plant I	34	55	11%	522	630	DCF (WACC 11.5%, terminal growth 0%)	1.2	13
SGPL	Coal-fired Power Plant II	-107	-72	nm	400	402	DCF (WACC 11.5%, terminal growth 0%)	1.0	nm
SEIL	Total	-56	4	nm	1,326	1,518	192	1.1	nm

Source: Company, Prospectus (SEIL), DBS Bank

Marine - some synergies possible. Management believes that SMM is well-positioned to benefit from industry recovery with its diversified, innovative solutions across the offshore and marine value chain, both within and beyond the oil and gas sector. SCI will thus continue to support the business through the cycle.

***Our take:** While marine spin-off did not happen in the recent strategy review, we hold on to our belief of a potential merger between Keppel's O&M arm and SMM in view of keener competition in the sector. Spinning-off its marine arm could re-rate SCI's undervalued utilities business that is currently overshadowed by the cyclical marine business. Meanwhile, SCI could demonstrate some form of synergies through placing orders with SMM for gas solutions such as FSRU, Gravifloat modularized LNG terminals, LNG vessels etc. In addition, SMM could also supply SCI with offshore windfarm facilities if attractive offshore windfarm opportunities arise.*

Urban Development –industrialisation and urbanisation trends. SCI's urban development business is uniquely placed

to capture opportunities from industrialisation and urbanisation in its core markets – China, Vietnam and Indonesia.

***Our take:** Urban Development is synergistic to SCI's utilities business, as post land / property development, SCI could continue to support the utilities of the new industrial / commercial / residential estates. SCI's land and property development expertise could also be helpful if SMM decides to redevelop the Admiralty Shipyard into a waterfront township.*

Recommendation

Maintain BUY with a slightly lower TP of S\$4.40, mainly to account for SMM's TP revision from S\$3.10 to S\$2.90. FY18/19F earnings are reduced by 10-13% largely due to the earnings revisions for SMM. For India thermal power plants, we have also reduced our earnings projections by S\$18m in view of the higher coal cost, partially offset by higher renewable earnings of S\$6m after the stake increase in Sept-17.

CRITICAL DATA POINTS TO WATCH

Critical Factors

Earnings recovery. We expect earnings recovery for both Utilities and Marine segments. For Utilities in India, Thermal Powertech Corporation India (TPCIL) - SCI's first Indian power plant- is starting to contribute more steadily at S\$10-15m a quarter to the bottomline; and losses at its second plant, Sembcorp Gayatri Power Ltd (SGPL), in the absence of long term PPA since coming online in Feb-2017, should reduce by S\$20m after refinancing exercise last year. In China, the new Chongqing plant will probably contribute more meaningfully from 2018. For Marine, we expect turnaround driven by strong contract wins translating to higher yard activities.

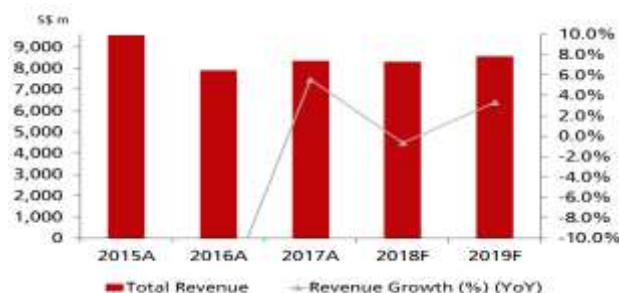
Utilities in emerging markets remain the growth engine. Besides India, SCI has also made forays into other emerging markets - Bangladesh and Myanmar - and this should underpin the longer-term growth prospects of its utilities segment beyond 2018. Long-term PPAs have been secured for both Myanmar's 230MW gas fired Myingyan Independent Power Producer (IPP) and Bangladesh's 427MW gasfired Sirajganj Unit 4. Construction of the plants are on track and expected to commence operations in 2H18.

Marine business (SMM) earnings are orderbook-driven. We expect new orders to recover in FY18 from the dismal ~S\$300m in FY16 and S\$1bn in FY17, to S\$3bn in 2018, driven by the new Gravifloat modularized LNG terminal solutions and FPSO projects. SMM's orderbook stood at S\$7.58bn as at Dec 2017, with c.S\$3.2bn from the drillship projects with Sete Brasil and S\$1.1bn for Borr Drilling. This translates into a book-to-bill ratio of over 2x based on existing delivery schedule.

Urban Development business provides growth opportunities. Urban Development accounts for c.10% of SCI's bottom line on average and earnings tend to be lumpy. A strong performance from this segment may not move the needle too much for now, but represents an avenue for growth. SCI has about 3,500ha of saleable land remaining across China, Indonesia and Vietnam, which it can develop.

Potential "Big Three Rationalisation"? Since Aug-2015, we have flagged up the potential of a merger between Keppel's O&M arm and SMM in a structural downturn. There are various ways to embark on the rationalisation exercise of the big three homegrown industrial plays - SCI, SMM and Keppel Corp. We believe at the end of any potential exercise, Keppel Corp will remain as a conglomerate with multi-pronged businesses; SMM as pure marine play and SCI as a pure utilities play. In that case, SCI could emerge as a clear winner in this exercise as the spin-off of the marine arm could re-rate SCI's undervalued utilities business that is overshadowed by the cyclical marine business

Sales Trend



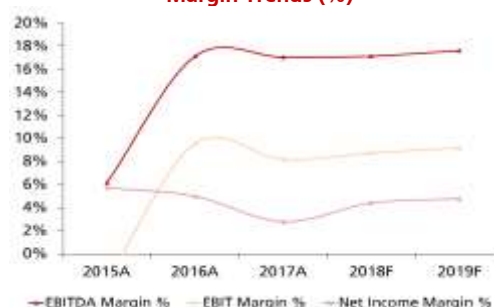
Asset Trend



Profitability Trend



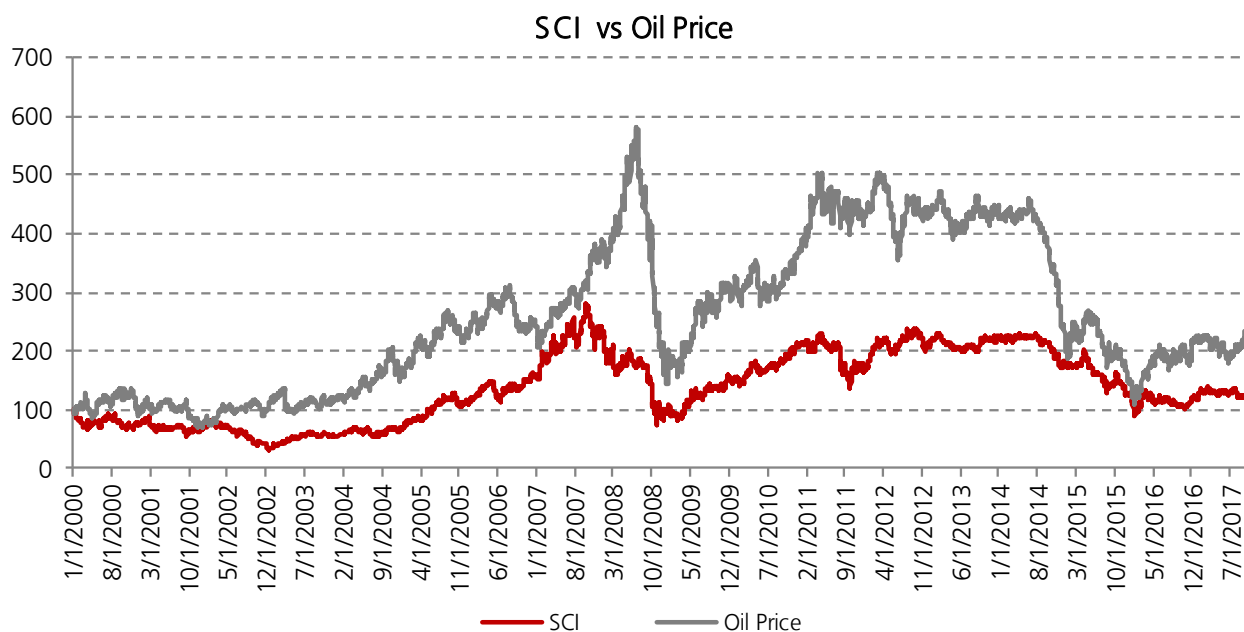
Margin Trends (%)



Source: Company, DBS Bank

Appendix 1:

Sembcorp Industries Share Price vs Oil Price (1 Jan 2000 = 100)



Source: DBS Bank, Bloomberg Finance L.P., Company

Sembcorp Industries P/B vs ROE; Turnaround of SGPL a key earnings and ROE driver



Source: DBS Bank, Bloomberg Finance L.P., Company

Balance Sheet:

SCI's net gearing declined marginally to 0.9x as at Dec-2017, from 1.0x a quarter ago as Marine's gearing dropped by 0.2x following deposit collection from Borr Drilling. Still, this is a stark contrast to a net cash position in 2013; increasing leverage at SMM and expansion into India have been the main reasons for the increase in debt level. Overall gearing remains at a palatable level and there is adequate debt headroom of approximately S\$1-2bn for SCI's expansion capex and working capital.

Share Price Drivers:

Oil price rebound would drive SCI's share price higher. Investors would have greater confidence in the Marine business, as the operating environment improves further. While drilling rig orders may lag oil price recovery, orders for non-drilling, production-related facilities may flow through.

Order wins in the Marine segment and land sales from Urban Development bodes well for SCI's share price. While the oil price rebound would be an early indicator, SMM securing contract wins is more tangible. More momentum in land sales would signal more hope for growth, and be positive to share price.

Widening spark spreads at Singapore power plants. Signs of positive and widening spark spreads in Singapore would alleviate a key concern of investors and provide support to the share price.

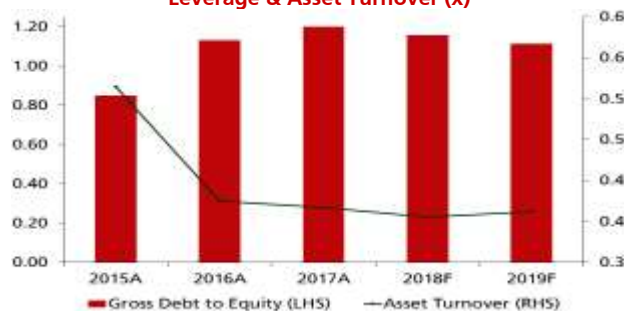
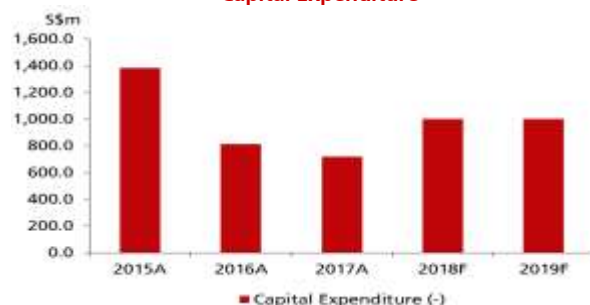
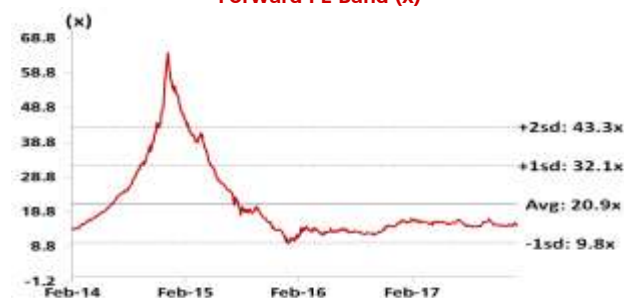
Key Risks:

Increasing competition in the Singapore power market. Total power generation supply in Singapore rose by over 9% y-o-y in the past two years, marking the biggest y-o-y jumps since the electricity market started. This depressed prices and hurt SCI's bottom line. The oversupply of capacity and over-commitment of gas supply issues will likely continue to plague Singapore's power market in the near-to-medium term.

Execution of Indian power plants. The availability of coal supply and power purchase agreements (PPA) for SCI's power plants in India are concerns. We find comfort that the TPCIL plant is up and running, with 86% of capacity committed on long-term PPAs and operating using both domestic and imported coal.

Company Background

Sembcorp Industries (SCI) is a trusted provider of essential energy and water solutions to both industrial and municipal customers. It has facilities with 10,600MW of gross power capacity and over 10m cubic metres of water per day in operation and under development. It is also a world leader in marine and offshore engineering (via Sembcorp Marine) as well as an established brand name in urban development (comprising industrial parks as well as business, commercial and residential space) in Vietnam, China and Indonesia.

Leverage & Asset Turnover (x)**Capital Expenditure****ROE (%)****Forward PE Band (x)****PB Band (x)**

Source: Company, DBS Bank

Key Assumptions

FY Dec	2015A	2016A	2017A	2018F	2019F
Marine contract wins	3,150	1,500	2,000	2,500	2,500

Segmental Breakdown

FY Dec	2015A	2016A	2017A	2018F	2019F
Revenues (\$\$m)					
Utilities	4,227	4,111	5,670	4,149	4,170
Marine	4,967	3,544	2,387	3,905	4,202
Industrial Parks	7.95	7.05	7.76	12.4	14.9
Other Businesses and	342	245	280	224	179
Total	9,545	7,907	8,346	8,290	8,566
Net Profit before EI					
Utilities	701	348	140	315	337
Marine	(176)	48.3	6.83	30.3	65.8
Industrial Parks	33.5	33.3	83.2	49.9	37.5
Other Businesses and	(9.7)	(34.7)	0.68	(30.0)	(30.0)
Total	549	395	231	365	411
Net Profit before EI					
Utilities	16.6	8.5	2.5	7.6	8.1
Marine	(3.6)	1.4	0.3	0.8	1.6
Industrial Parks	421.3	472.2	1,072.8	402.8	251.8
Other Businesses and	(2.8)	(14.2)	0.2	(13.4)	(16.7)
Total	5.8	5.0	2.8	4.4	4.8

Income Statement (\$\$m)

FY Dec	2015A	2016A	2017A	2018F	2019F
Revenue	9,545	7,907	8,346	8,290	8,566
Cost of Goods Sold	(8,813)	(6,802)	(7,343)	(7,243)	(7,441)
Gross Profit	732	1,105	1,002	1,047	1,125
Other Opng (Exp)/Inc	(950)	(349)	(319)	(322)	(339)
Operating Profit	(218)	756	683	724	786
Other Non Opng (Exp)/Inc	418	39.6	29.7	(7.8)	(7.8)
Associates & JV Inc	6.20	125	164	131	129
Net Interest (Exp)/Inc	(205)	(372)	(444)	(362)	(351)
Exceptional Gain/(Loss)	426	(12.1)	(121)	0.0	0.0
Pre-tax Profit	426	537	312	486	557
Tax	28.1	(100)	(67.4)	(90.3)	(115)
Minority Interest	94.5	(42.3)	(13.9)	(31.0)	(31.0)
Preference Dividend	0.0	0.0	0.0	0.0	0.0
Net Profit	549	395	231	365	411
Net Profit before Except.	123	407	352	365	411
EBITDA	590	1,355	1,423	1,422	1,510
Growth					
Revenue Gth (%)	(12.4)	(17.2)	5.5	(0.7)	3.3
EBITDA Gth (%)	(63.4)	129.6	5.1	(0.1)	6.2
Opg Profit Gth (%)	(120.5)	(446.5)	(9.7)	6.0	8.5
Net Profit Gth (Pre-ex) (%)	(84.6)	230.1	(13.6)	3.8	12.5
Margins & Ratio					
Gross Margins (%)	7.7	14.0	12.0	12.6	13.1
Opg Profit Margin (%)	(2.3)	9.6	8.2	8.7	9.2
Net Profit Margin (%)	5.8	5.0	2.8	4.4	4.8
ROAE (%)	9.1	6.0	3.4	5.1	5.6
ROA (%)	3.0	1.9	1.0	1.6	1.7
ROCE (%)	(1.5)	3.6	2.9	3.1	3.2
Div Payout Ratio (%)	35.8	36.2	38.7	32.0	32.0
Net Interest Cover (x)	(1.1)	2.0	1.5	2.0	2.2

Source: Company, DBS Bank

Quarterly / Interim Income Statement (\$\$m)

FY Dec	4Q2016	1Q2017	2Q2017	3Q2017	4Q2017
Revenue	2,026	2,140	2,275	1,808	2,123
Cost of Goods Sold	(1,776)	(1,899)	(1,950)	(1,576)	(1,919)
Gross Profit	250	240	326	232	204
Other Oper. (Exp)/Inc	(36.7)	(17.7)	(104)	(14.9)	(183)
Operating Profit	214	223	222	217	21.4
Other Non Opg (Exp)/Inc	0.0	0.0	0.0	0.0	29.7
Associates & JV Inc	47.9	57.6	34.7	26.9	44.9
Net Interest (Exp)/Inc	(127)	(125)	(131)	(117)	(70.5)
Exceptional Gain/(Loss)	30.4	(5.2)	(33.9)	(56.3)	(25.4)
Pre-tax Profit	165	150	91.4	70.3	0.12
Tax	(12.2)	(14.9)	(31.9)	(28.1)	7.50
Minority Interest	(5.5)	(16.2)	(4.3)	(8.6)	15.2
Net Profit	147	119	55.3	33.6	22.8
Net profit bef Except.	117	124	89.2	89.9	48.2
EBITDA	262	280	257	244	96.1

Growth

Revenue Gth (%)	(5.3)	5.6	6.3	(20.6)	17.5
EBITDA Gth (%)	20.1	7.2	(8.5)	(4.9)	(60.6)
Opg Profit Gth (%)	(0.4)	4.3	(0.4)	(2.1)	(90.1)
Net Profit Gth (Pre-ex) (%)	16.9	6.2	(28.3)	0.8	(46.4)

Margins

Gross Margins (%)	12.4	11.2	14.3	12.8	9.6
Opg Profit Margins (%)	10.5	10.4	9.8	12.0	1.0
Net Profit Margins (%)	7.3	5.6	2.4	1.9	1.1

Balance Sheet (\$\$m)

FY Dec	2015A	2016A	2017A	2018F	2019F
Net Fixed Assets	8,685	11,226	11,158	11,584	11,982
Invts in Associates & JVs	2,349	1,746	1,765	1,827	1,885
Other LT Assets	1,273	1,694	2,194	2,194	2,194
Cash & ST Invts	1,609	1,887	2,692	3,241	3,683
Inventory	4,233	3,466	3,214	2,763	2,447
Debtors	1,568	1,958	2,032	1,658	1,557
Other Current Assets	201	317	163	163	163
Total Assets	19,915	22,290	23,213	23,424	23,906
ST Debt	1,801	2,126	1,572	1,572	1,572
Creditor	3,388	3,398	3,819	3,793	3,920
Other Current Liab	758	492	445	375	406
LT Debt	5,032	7,096	8,275	8,275	8,275
Other LT Liabilities	894	1,016	886	886	886
Shareholder's Equity	6,433	6,701	6,969	7,245	7,539
Minority Interests	1,610	1,461	1,246	1,277	1,309
Total Cap. & Liab.	19,915	22,290	23,213	23,424	23,906
Non-Cash Wkg. Capital	1,856	1,852	1,145	416	(157)
Net Cash/(Debt)	(5,223)	(7,335)	(7,156)	(6,607)	(6,164)
Debtors Turn (avg days)	52.9	81.4	87.2	81.2	68.5
Creditors Turn (avg days)	132.8	194.5	193.8	208.3	205.8
Inventory Turn (avg days)	161.0	220.6	179.4	163.6	139.1
Asset Turnover (x)	0.5	0.4	0.4	0.4	0.4
Current Ratio (x)	1.3	1.3	1.4	1.4	1.3
Quick Ratio (x)	0.5	0.6	0.8	0.9	0.9
Net Debt/Equity (X)	0.6	0.9	0.9	0.8	0.7
Net Debt/Equity ex MI (X)	0.8	1.1	1.0	0.9	0.8
Capex to Debt (%)	20.2	8.8	7.3	10.2	10.2
Z-Score (X)	1.2	1.1	1.1	1.1	0.9

Source: Company, DBS Bank

Cash Flow Statement (S\$m)

FY Dec	2015A	2016A	2017A	2018F	2019F
Pre-Tax Profit	426	537	312	486	556
Dep. & Amort.	405	454	571	575	604
Tax Paid	(150)	(85.8)	(69.9)	(159)	(90.3)
Assoc. & JV Inc/(loss)	(6.2)	(125)	(164)	(131)	(129)
Chg in Wkg.Cap.	(1,961)	(395)	(507)	798	549
Other Operating CF	525	487	507	0.0	0.0
Net Operating CF	(761)	872	650	1,568	1,490
Capital Exp.(net)	(1,381)	(810)	(718)	(1,000)	(1,000)
Other Invt.(net)	9.98	0.0	206	0.0	0.0
Invt in Assoc. & JV	(427)	(60.9)	37.8	0.0	0.0
Div from Assoc & JV	129	122	307	70.0	70.0
Other Investing CF	471	(51.6)	75.6	0.0	0.0
Net Investing CF	(1,199)	(801)	(92.3)	(930)	(930)
Div Paid	(415)	(225)	(162)	(89.4)	(117)
Chg in Gross Debt	2,046	1,107	779	0.0	0.0
Capital Issues	0.0	0.0	0.0	0.0	0.0
Other Financing CF	261	(668)	(363)	0.0	0.0
Net Financing CF	1,892	214	254	(89.4)	(117)
Currency Adjustments	14.7	(35.0)	(7.6)	0.0	0.0
Chg in Cash	(53.0)	250	804	549	443
Opg CFPS (S cts)	67.3	70.9	64.7	43.1	52.7
Free CFPS (S cts)	(120)	3.46	(3.8)	31.8	27.4

Source: Company, DBS Bank

Target Price & Ratings History



Note: Share price and Target price are adjusted for corporate actions.

Source: DBS Bank

Analyst: Pei Hwa HO

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BUY (>15% total return over the next 12 months for small caps, >10% for large caps)

HOLD (-10% to +15% total return over the next 12 months for small caps, -10% to +10% for large caps)

FULLY VALUED (negative total return i.e. > -10% over the next 12 months)

SELL (negative total return of > -20% over the next 3 months, with identifiable catalysts within this time frame)

Share price appreciation + dividends

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