## Singapore Company Guide

# **Keppel Corporation**

Version 21 | Bloomberg: KEP SP | Reuters: KPLM.SI

Refer to important disclosures at the end of this report

## DBS Group Research . Equity

## HOLD (Downgrade from BUY)

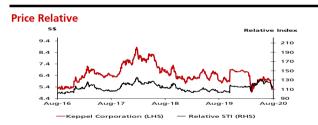
Last Traded Price ( 7 Aug 2020): \$\\$5.40 (STI: 2,545.51)
Price Target 12-mth: \$\\$5.50 (2\% upside) (Prev \$\\$6.40)

#### **Analyst**

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## What's New

- Share price pressure to persist as Temasek invoked MAC pre-conditions and pulled the partial offer
- Potential restructuring of Keppel Corp remains evolving and fluid at this juncture
- Await catalysts and evidence on business turnaround and ROE enhancement
- Downgrade to HOLD; TP reduced to \$\$5.50



Forecasts and Valuation				
FY Dec (S\$m)	2018A	2019A	2020F	2021F
Revenue	5,965	7,580	8,329	8,530
EBITDA	1,456	1,464	741	1,794
Pre-tax Profit	1,240	953	149	1,094
Net Profit	944	707	(171)	827
Net Pft (Pre Ex.)	944	707	(171)	827
Net Pft Gth (Pre-ex) (%)	15.8	(25.1)	nm	nm
EPS (S cts)	51.9	38.9	(9.4)	45.5
EPS Pre Ex. (S cts)	51.9	38.9	(9.4)	45.5
EPS Gth Pre Ex (%)	16	(25)	nm	nm
Diluted EPS (S cts)	51.7	38.8	(9.4)	45.4
Net DPS (S cts)	30.0	20.0	11.0	18.0
BV Per Share (S cts)	620	617	587	622
PE (X)	10.4	13.9	nm	11.9
PE Pre Ex. (X)	10.4	13.9	nm	11.9
P/Cash Flow (X)	78.7	nm	nm	5.3
EV/EBITDA (X)	10.7	13.3	27.4	10.6
Net Div Yield (%)	5.6	3.7	2.0	3.3
P/Book Value (X)	0.9	0.9	0.9	0.9
Net Debt/Equity (X)	0.5	0.8	0.9	0.7
ROAE (%)	8.4	6.3	(1.6)	7.5
Earnings Rev (%):			0	0
Consensus EPS (S cts):			40.2	45.8
Other Broker Recs:		B: 11	S: 3	H: 0

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

## 11 Aug 2020

## Temasek withdrew partial offer

Downgrade to HOLD; TP revised down to \$\$5.50, after lowering property valuation from 1.0x to 0.9x P/BV, in tandem with our property analyst's recent downgrade on sector valuation and O&M from 1.5x to 1.0x P/BV. While we remain sanguine on Keppel's longer-term prospects, near term upside could be capped by operational headwinds. Temasek's withdrawal of the partial offer removes an imminent catalyst. The stock is trading at 0.9x P/BV (c.1SD below mean). Our TP implies ~1.0x FY20 P/BV, which seems fair against ~8% ROE with ~3% dividend yield in 2021. Further rerating requires more evidence of macro turnaround and ROE enhancement towards the group's target of 15%.

Temasek pulls partial offer; potential restructuring remains fluid. Temasek officially withdrew its partial offer for Keppel on 10 Aug following the trigger of "Material Adverse Change" (MAC) precondition. While another offer for Keppel by Temasek over the next 12-months might be less likely, requiring Securities Industry Council of Singapore's consent under the Takeover Code, we can't rule out other potential plans on restructuring of Keppel.

Where we differ: Positive on Tianjin Eco-city. Keppel's huge land bank of ~5m sqm is held at low cost. Half of the land bank is under development, progressively unlocking its RNAV over the next 3-5 years. Of the remaining undeveloped land bank, 30% is for projects in Tianjin Eco-city. The land was acquired in 2009 at less than one-tenth of the current land price and yet to be reflected in our RNAV.

#### Valuation:

Our TP of S\$ 5.50 (implied ~1.0x FY20 P/BV) is based on SOTP valuation: (1) property segment at 35% discount to RNAV or approx.0.9x P/BV, similar to Capitaland; (2) Tianjin Eco-city land sales using DCF assuming 10% WACC, (3) O&M segment valued at 1.0x impaired book, (4) Infrastructure at 15x PE on FY20F earnings, and (5) Investment (Keppel Capital) at 15x FY20F earnings.

### **Key Risks to Our View:**

Lower-than-expected en-bloc sales; O&M orders disappoint. Enbloc sales, which are lumpy by nature, accounted for more than half of property profit in 2018 but only 10% in 2019. We forecast annual revenues from Keppel O&M to fall to the ~S\$2-3bn level p.a. in FY20-21, versus S\$7-8bn in FY12-14. If en-bloc sales and O&M contract flows do not come through as expected, these could pose downside risks to our forecast.

## At A Glance

71171	
Issued Capital (m shrs)	1,821
Mkt. Cap (S\$m/US\$m)	9,831 / 7,162
Major Shareholders (%)	
Temasek Holdings	21.4
Free Float (%)	78.6
3m Avg. Daily Val (US\$m)	16.6
GIC Industry: Industrials / Capital Goods	







#### WHAT'S NEW

### Temasek not proceeding with partial offer

**Temasek partial offer is off...** On 10 Aug, Temasek announced that it would not proceed with the partial offer for Keppel following its breach of MAC preconditions.

As a recap, Keppel reported massive impairment of S\$919m in 2Q20, which led to e non-fulfilment of the MAC clause, that required Keppel to report not more than 20% decline in 12-month Trailing Profit After Tax (12M Trailing PAT) or approx. S\$557m. With the latest set of results, Keppel's 12M Trailing PAT stands at a loss of S\$165m.

.... Under Takeover Code, Securities Industry Council of Singapore (SIC)'s consent is required for another offer within 12months from the previous unsuccessful attempt.

16.7 Council's consent for subsequent offers. Any person who intends to make a partial offer for the same offeree company within 12 months from the date of the close of a previous partial offer (whether successful or not) must seek the Council's prior consent. The Council will not normally grant its consent unless the subsequent partial offer is, as would be normally required, recommended by the board of the offeree company and proposed to be made by a person not acting in concert with the previous offeror. All such subsequent partial offers must comply with all the requirements in this Rule.

No partial offer; but how about restructuring? While it seems a little grey if the abovementioned Takeover code is applicable to Keppel's case as Temasek's partial offer had yet to be officially launched and was pulled due to the nonfulfilment of MAC precondition, we are not putting high hopes on another offer by Temasek soon. Nevertheless, we are also not ruling out any other contingency plans relating to the restructuring of Keppel. It remains evolving and fluid in our view.

Keppel to focus on implementing its Vision 2030: A sustainable Future. At the end of May 2020, Keppel unveiled Vision 2030 to chart its growth path in the next decade. Building on its current transformation plan, Keppel is taking a bigger step to refocus its portfolio towards sustainable urban solutions and connectivity as well as enhance collaboration across divisions. It will continue to executive the plans while engaging its largest shareholder Temasek to explore opportunities on strategic collaboration.

Longer-term prospects intact but near-term catalysts seem lacking. We believe in the long-term value of Keppel, with its sound strategies in place to deliver 15% ROE target with good dividends and strong growth trajectory. But, share price performance in the short term might be overshadowed by weak outlook on its property and O&M divisions.

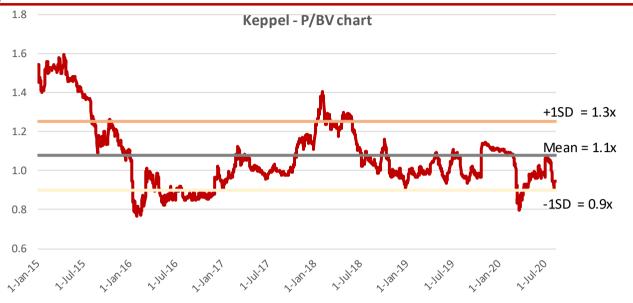
More indicators of operational improvement. We will monitor positive indicators such as property launches, home sales and land sales, O&M contract wins, write-back of 2Q O&M impairment which may call for a re-rating of Keppel.

What could be the good entry points? Keppel dropped to \$\$5.18 post reporting weak 2Q20 results. It hit a recent low of \$\$4.93 in Mar-2020 during market sell-off amid COVID-19 pandemic fears. During the last oil crisis, the P/BV trough was around 0.8x in 2016, which translates to ~\$\$4.70 (based on estimated BVPS of \$\$5.87 for FY20)





## Keppel's P/BV trend



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

## Sensitivity of Fair Value vs P/BV

P/BV	0.7x	0.8x	0.9x	1.0x	1.1x	1.2x	1.3x
Fair Value (S\$)	4.11	4.70	5.28	5.87	6.46	7.04	7.63

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

**SOTP valuation for Keppel** 

SOTT TANADATION RESPECT	Value (S\$ m)	Metrics
Surplus - Property (1)	(765)	35% discount to RNAV or 0.9x P/BV, less book value; Tianjin Eco- city land sale
Surplus - Tianjin Eco-city (2)	969	DCF (10% WACC)
Surplus - Offshore/Marine (3)	0	1.0x P/BV, less book value
Surplus - Infrastructure (4)	(433)	15x FY20 net profit, less book value
Surplus - Keppel Capital (5)	1,125	15x FY20 net profit, less book value
Net Surplus (1+2+3+4+5)	897	
Add: Book value (less minorities) as of 4Q19	9,186	
RNAV	10,082	
RNAV per share (S\$)	5.50	

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



#### CRITICAL DATA POINTS TO WATCH

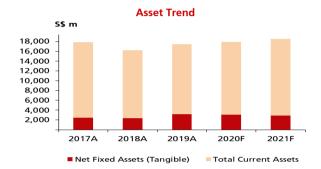
#### **Critical Factors**

Residential property sales in China and Vietnam are main drivers of Keppel Land's revenue and earnings. In China, demand remains strong especially in first- and second-tier cities where inventories are low. Keppel is well positioned to seize opportunities when the market picks up. Vietnam is another emerging market for Keppel, accounting for ~25-30% of its home sales.

Tianjin Eco-city a key contributor. The 45%-owned JV, Sino-Singapore Tianjin Eco-city Investment and Development Co Ltd (SSTEC), started to break even in 2017 and recorded decent profit of over \$\$100m / \$\$50m / \$\$50m (Keppel's share) in 2017/2018/2019. We expect land sales to accelerate over the next three years given the rising acceptance of Tianjin Eco-city and a promising property market in Tianjin. The development should be fully sold by 2028.

Orderbook the key driver of Keppel O&M's earnings; FLNG, production facilities and renewables to fill the gap. The pace of recovery for Keppel O&M could be slowed down by recent oil majors' capex cuts amid low oil prices. Keppel O&M has seen a gradual uptrend in order wins in the past 4 years, clinching \$\$2.1bn in FY19 up from \$\$1.7bn / \$\$1.2bn / \$\$500m of new orders in FY18 / FY17 / FY16. The momentum is expected to decelerate in 2020, with lower order win expectation of S\$1.5bn. We believe demand for O&G production-related facilities and FLNG vessels will eventually pick up as O&G market recovers in the next 2-3 years. This would eventually drive contract wins closer to the norm of S\$4-5bn p.a. Orderbook stood at S\$3.5bn as of end Jun-2020. In terms of growth potential, Keppel's first-mover advantage in the FLNG conversion market could provide earnings upside; customer Golar has already awarded Keppel a third FLNG project.











#### **Balance Sheet:**

Net gearing rose to 1.0x as of end Jun-2020, from 0.9x as of end Mar-2020 and 0.75x as of end Jun 2019. This is because of higher working capital requirement and financing for the acquisition of M1 in 1Q19 as well as inclusion of lease liabilities due to the adoption of the new accounting standard on leases. Management intends to keep the ratio below 1x and will continue to actively recycle capital.

#### **Share Price Drivers:**

**Property sales in China and Singapore.** Property accounts for 70% of Keppel's valuation; of which ~50% is derived from China and 20% from Singapore.

#### **Key Risks:**

Competition from foreign yards. Keener competition from Chinese yards – which are usually aggressive in their pricing and lax with payment terms – as well as Korean peers may affect order wins and profitability, especially if Keppel starts to offer concessions to protect market share.

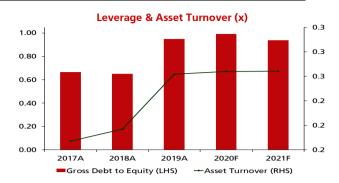
Slow land sales in Tianjin. Tianjin Eco-city is expected to be a strong earnings contributor in the next few years, accounting for  $\sim 10\%$  of bottom line. It accounts for  $\sim 7\%$  of our RNAV.

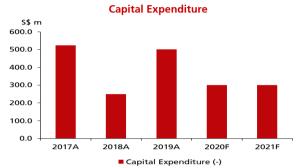
## **Environment, Social, Governance:**

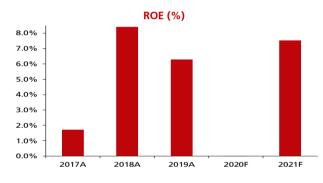
Keppel is highly regarded for its commitment in the international community's sustainable development agenda with numerous awards and accolades including listing on the Global 100 Most Sustainable Corporations in the World 2016. Its sustainability framework comprises Sustaining Growth, Empowering Lives and Nurturing Communities.

## **Company Background**

Keppel is a diversified conglomerate with its core businesses in property investments and development, offshore marine (O&M), and infrastructure-based activities in Singapore and the region. Property is the largest segment, contributing to bulk of its profits and more than half of its RNAV, followed by O&M. It possesses strong market leadership positions as a property developer in Singapore, China, Vietnam, Indonesia and India; and as a shipyard in offshore solutions particularly newbuilding rigs, FPSO conversion, FLNG conversion, renewable facilities as well as repair and construction of high-end specialised vessels.













**Key Assumptions** 

FY Dec	2017A	2018A	2019A	2020F	2021F
O&M order wins (S\$ m)	1,097	1,730	2,067	1,500	2,500

Segmental Breakdown

FY Dec	2017A	2018A	2019A	2020F	2021F
Revenues (S\$m)					
Offshore and Marine	1,801	1,875	2,219	2,575	2,567
Property	1,782	1,340	1,336	1,744	1,831
Infrastructure	2,207	2,629	2,927	2,666	2,720
Investments	173	121	1,097	1,345	1,412
Total	5,964	5,965	7,580	8,329	8,530
EBIT (S\$m)					
Offshore and Marine	(167)	(73.4)	60.0	(500)	137
Property	668	1,032	508	573	674
Infrastructure	125	105	114	133	136
Investments	175	(23.0)	195	108	113
Total	801	1,043	876	313	1,060
EBIT Margins (%)					
Offshore and Marine	(9.3)	(3.9)	2.7	(19.4)	5.3
Property	37.5	77.0	38.0	32.9	36.8
Infrastructure	5.7	4.0	3.9	5.0	5.0
Investments	101.3	(19.0)	17.8	8.0	8.0
Total	13.4	17.5	11.6	3.8	12.4

## Income Statement (S\$m)

FY Dec	2017A	2018A	2019A	2020F	2021F
Revenue	5,964	5,965	7,580	8,329	8,530
Cost of Goods Sold	(3,957)	(4,188)	(5,267)	(5,908)	(5,892)
Gross Profit	2,006	1,777	2,313	2,421	2,638
Other Opng (Exp)/Inc	(1,205)	(735)	(1,437)	(2,107)	(1,578)
Operating Profit	801	1,043	877	313	1,060
Other Non Opg (Exp)/Inc	19.9	9.99	64.6	16.7	17.1
Associates & JV Inc	291	222	147	(5.4)	290
Net Interest (Exp)/Inc	(51.3)	(34.2)	(135)	(176)	(274)
Exceptional Gain/(Loss)	(619)	0.0	0.0	0.0	0.0
Pre-tax Profit	441	1,240	953	149	1,094
Tax	(244)	(284)	(192)	(297)	(241)
Minority Interest	(1.4)	(12.3)	(54.2)	(22.3)	(25.6)
Preference Dividend	0.0	0.0	0.0	0.0	0.0
Net Profit	196	944	707	(171)	827
Net Profit before Except.	815	944	707	(171)	827
EBITDA	1,324	1,456	1,464	741	1,794
Growth					
Revenue Gth (%)	(11.9)	0.0	27.1	9.9	2.4
EBITDA Gth (%)	(4.9)	10.0	0.5	(49.4)	142.0
Opg Profit Gth (%)	0.7	30.2	(15.9)	(64.2)	238.2
Net Profit Gth (Pre-ex) (%)	3.9	15.8	(25.1)	nm	nm
Margins & Ratio					
Gross Margins (%)	33.6	29.8	30.5	29.1	30.9
Opg Profit Margin (%)	13.4	17.5	11.6	3.8	12.4
Net Profit Margin (%)	3.3	15.8	9.3	(2.1)	9.7
ROAE (%)	1.7	8.4	6.3	(1.6)	7.5
ROA (%)	0.7	3.4	2.4	(0.5)	2.6
ROCE (%)	1.7	4.0	3.2	(1.3)	3.5
Div Payout Ratio (%)	204.1	57.8	51.4	N/A	39.6
Net Interest Cover (x)	15.6	30.5	6.5	1.8	3.9





FY Dec	2Q2019	3Q2019	4Q2019	1Q2020	2Q2020
Revenue	1,785	2,067	2,197	1,857	1,325
Cost of Goods Sold	(1,225)	(1,487)	(1,532)	(1,331)	(876)
Gross Profit	560	581	666	527	449
Other Oper. (Exp)/Inc	(400)	(397)	(454)	(253)	(872)
Operating Profit	160	184	211	274	(423)
Other Non Opg (Exp)/Inc	35.7	8.85	15.6	2.12	10.3
Associates & JV Inc	50.1	77.8	35.2	(6.4)	(162)
Net Interest (Exp)/Inc	(39.6)	(43.3)	(24.6)	(22.4)	(29.3)
Exceptional Gain/(Loss)	0.0	0.0	0.0	0.0	0.0
Pre-tax Profit	206	227	238	247	(604)
Tax	(53.1)	(62.0)	(31.1)	(84.1)	(94.7)
Minority Interest	0.25	(5.8)	(15.0)	(2.3)	1.26
Net Profit	153	159	191	160	(698)
Net profit bef Except.	153	159	191	160	(698)
EBITDA	348	375	363	370	(474)
Growth					
Revenue Gth (%)	16.6	15.8	6.3	(15.5)	(28.7)
EBITDA Gth (%)	(7.9)	7.9	(3.4)	2.0	nm
Opg Profit Gth (%)	(50.2)	14.7	15.1	29.5	(254.6)
Net Profit Gth (Pre-ex) (%)  Margins	(24.4)	3.8	20.2	(16.2)	(534.7)
Gross Margins (%)	31.4	28.1	30.3	28.3	33.9
Opg Profit Margins (%)	9.0	8.9	9.6	14.7	(31.9)
Net Profit Margins (%)	8.6	7.7	8.7	8.6	(52.6)
Balance Sheet (S\$m)					
FY Dec	2017A	2018A	2019A	2020F	2021F
Net Fixed Assets	2,433	2,373	3,166	3,050	2,923
Invts in Associates & JVs	5,915	6,239	6,351	6,395	6,736
Other LT Assets	4,615	4,109	7,506	7,506	7,506
Cash & ST Invts	2,477	2,108	1,899	1,032	2,332
Inventory	9,369	8,709	9,040	10,193	9,564
Debtors	3,063	2,702	2,748	3,020	3,093
Other Current Assets	524	347	611	611	611
Total Assets _	28,395	26,588	31,322	31,807	32,766
ST Debt	1,714	1,481	4,555	4,555	4,555
	1,/14	1,101			7,55
Creditor	5,720	4,391	4,605	5,374	
	-	•	•	5,374 3,016	5,687
Other Current Liab	5,720	4,391	4,605	•	5,687 3,008
Other Current Liab LT Debt	5,720 2,578	4,391 2,521	4,605 2,787 6,504 1,224	3,016	5,687 3,008 6,504 1,224
Other Current Liab LT Debt Other LT Liabilities	5,720 2,578 6,079 612 11,162	4,391 2,521 6,068	4,605 2,787 6,504	3,016 6,504	5,687 3,008 6,504 1,224
Other Current Liab LT Debt Other LT Liabilities Shareholder's Equity	5,720 2,578 6,079 612	4,391 2,521 6,068 550	4,605 2,787 6,504 1,224	3,016 6,504 1,224	5,687 3,008 6,504 1,224 11,304 483
Other Current Liab LT Debt Other LT Liabilities Shareholder's Equity Minority Interests	5,720 2,578 6,079 612 11,162	4,391 2,521 6,068 550 11,268	4,605 2,787 6,504 1,224 11,211	3,016 6,504 1,224 10,676	5,687 3,008 6,504 1,224 11,304 483
Other Current Liab LT Debt Other LT Liabilities Shareholder's Equity Minority Interests Total Cap. & Liab.	5,720 2,578 6,079 612 11,162 530 28,395	4,391 2,521 6,068 550 11,268 309	4,605 2,787 6,504 1,224 11,211 435 <b>31,322</b>	3,016 6,504 1,224 10,676 457 <b>31,807</b>	5,687 3,008 6,504 1,224 11,304 483 <b>32,766</b>
Other Current Liab LT Debt Other LT Liabilities Shareholder's Equity Minority Interests Total Cap. & Liab.  Non-Cash Wkg. Capital	5,720 2,578 6,079 612 11,162 530 28,395	4,391 2,521 6,068 550 11,268 309 <b>26,588</b> 4,846	4,605 2,787 6,504 1,224 11,211 435 <b>31,322</b> 5,008	3,016 6,504 1,224 10,676 457 <b>31,807</b>	5,687 3,008 6,504 1,224 11,304 483 <b>32,766</b>
Other Current Liab LT Debt Other LT Liabilities Shareholder's Equity Minority Interests Total Cap. & Liab. Non-Cash Wkg. Capital Net Cash/(Debt)	5,720 2,578 6,079 612 11,162 530 28,395	4,391 2,521 6,068 550 11,268 309 <b>26,588</b>	4,605 2,787 6,504 1,224 11,211 435 <b>31,322</b>	3,016 6,504 1,224 10,676 457 <b>31,807</b>	5,687 3,008 6,504 1,224 11,304 483 <b>32,766</b> 4,573 (8,727
Other Current Liab LT Debt Other LT Liabilities Shareholder's Equity Minority Interests Total Cap. & Liab.  Non-Cash Wkg. Capital Net Cash/(Debt) Debtors Turn (avg days)	5,720 2,578 6,079 612 11,162 530 <b>28,395</b> 4,657 (5,316)	4,391 2,521 6,068 550 11,268 309 <b>26,588</b> 4,846 (5,440)	4,605 2,787 6,504 1,224 11,211 435 <b>31,322</b> 5,008 (9,161)	3,016 6,504 1,224 10,676 457 <b>31,807</b> 5,434 (10,027)	5,687 3,008 6,504 1,224 11,304 483 <b>32,766</b> 4,573 (8,727) 130.8
Other Current Liab LT Debt Other LT Liabilities Shareholder's Equity Minority Interests Total Cap. & Liab.  Non-Cash Wkg. Capital Net Cash/(Debt) Debtors Turn (avg days) Creditors Turn (avg days)	5,720 2,578 6,079 612 11,162 530 28,395 4,657 (5,316) 199.3	4,391 2,521 6,068 550 11,268 309 <b>26,588</b> 4,846 (5,440) 176.4	4,605 2,787 6,504 1,224 11,211 435 <b>31,322</b> 5,008 (9,161) 131.2	3,016 6,504 1,224 10,676 457 <b>31,807</b> 5,434 (10,027) 126.4	5,687 3,008 6,504 1,224 11,304 483 <b>32,766</b> 4,573 (8,727) 130.8 369.3
Other Current Liab LT Debt Other LT Liabilities Shareholder's Equity Minority Interests Total Cap. & Liab.  Non-Cash Wkg. Capital Net Cash/(Debt) Debtors Turn (avg days) Creditors Turn (avg days) Inventory Turn (avg days)	5,720 2,578 6,079 612 11,162 530 <b>28,395</b> 4,657 (5,316) 199.3 510.4	4,391 2,521 6,068 550 11,268 309 <b>26,588</b> 4,846 (5,440) 176.4 460.7	4,605 2,787 6,504 1,224 11,211 435 <b>31,322</b> 5,008 (9,161) 131.2 335.6	3,016 6,504 1,224 10,676 457 <b>31,807</b> 5,434 (10,027) 126.4 331.6	5,687 3,008 6,504 1,224 11,304 483 <b>32,766</b> 4,573 (8,727 130.8 369.3 659.7
Other Current Liab LT Debt Other LT Liabilities Shareholder's Equity Minority Interests Total Cap. & Liab.  Non-Cash Wkg. Capital Net Cash/(Debt) Debtors Turn (avg days) Creditors Turn (avg days) Inventory Turn (avg days) Asset Turnover (x)	5,720 2,578 6,079 612 11,162 530 <b>28,395</b> 4,657 (5,316) 199.3 510.4 945.1	4,391 2,521 6,068 550 11,268 309 <b>26,588</b> 4,846 (5,440) 176.4 460.7 823.7	4,605 2,787 6,504 1,224 11,211 435 <b>31,322</b> 5,008 (9,161) 131.2 335.6 662.2	3,016 6,504 1,224 10,676 457 <b>31,807</b> 5,434 (10,027) 126.4 331.6 639.1	5,687 3,008 6,504 1,224 11,304 483 <b>32,766</b> 4,573 (8,727 130.8 369.3 659.7 0.3
Other Current Liab LT Debt Other LT Liabilities Shareholder's Equity Minority Interests Total Cap. & Liab.  Non-Cash Wkg. Capital Net Cash/(Debt) Debtors Turn (avg days) Creditors Turn (avg days) Inventory Turn (avg days) Asset Turnover (x) Current Ratio (x)	5,720 2,578 6,079 612 11,162 530 <b>28,395</b> 4,657 (5,316) 199.3 510.4 945.1 0.2	4,391 2,521 6,068 550 11,268 309 <b>26,588</b> 4,846 (5,440) 176.4 460.7 823.7 0.2	4,605 2,787 6,504 1,224 11,211 435 <b>31,322</b> 5,008 (9,161) 131.2 335.6 662.2 0.3	3,016 6,504 1,224 10,676 457 <b>31,807</b> 5,434 (10,027) 126.4 331.6 639.1 0.3	5,687 3,008 6,504 1,224 11,304 483 <b>32,766</b> 4,573 (8,727 130.8 369.3 659.7 0.3
Other Current Liab LT Debt Other LT Liabilities Shareholder's Equity Minority Interests Total Cap. & Liab.  Non-Cash Wkg. Capital Net Cash/(Debt) Debtors Turn (avg days) Creditors Turn (avg days) Inventory Turn (avg days) Asset Turnover (x) Current Ratio (x) Quick Ratio (x)	5,720 2,578 6,079 612 11,162 530 <b>28,395</b> 4,657 (5,316) 199.3 510.4 945.1 0.2 1.5	4,391 2,521 6,068 550 11,268 309 <b>26,588</b> 4,846 (5,440) 176.4 460.7 823.7 0.2 1.7	4,605 2,787 6,504 1,224 11,211 435 <b>31,322</b> 5,008 (9,161) 131.2 335.6 662.2 0.3 1.2	3,016 6,504 1,224 10,676 457 <b>31,807</b> 5,434 (10,027) 126.4 331.6 639.1 0.3 1.1	5,687 3,008 6,504 1,224 11,304 483 <b>32,766</b> 4,573 (8,727 130.8 369.3 659.7 0.3
Creditor Other Current Liab LT Debt Other LT Liabilities Shareholder's Equity Minority Interests Total Cap. & Liab.  Non-Cash Wkg. Capital Net Cash/(Debt) Debtors Turn (avg days) Creditors Turn (avg days) Inventory Turn (avg days) Asset Turnover (x) Current Ratio (x) Quick Ratio (x) Net Debt/Equity (X) Net Debt/Equity ex MI (X)	5,720 2,578 6,079 612 11,162 530 <b>28,395</b> 4,657 (5,316) 199.3 510.4 945.1 0.2 1.5 0.6	4,391 2,521 6,068 550 11,268 309 <b>26,588</b> 4,846 (5,440) 176.4 460.7 823.7 0.2 1.7 0.6	4,605 2,787 6,504 1,224 11,211 435 <b>31,322</b> 5,008 (9,161) 131.2 335.6 662.2 0.3 1.2 0.4	3,016 6,504 1,224 10,676 457 <b>31,807</b> 5,434 (10,027) 126.4 331.6 639.1 0.3 1.1	5,687 3,008 6,504 1,224 11,304 483 <b>32,766</b> 4,573 (8,727) 130.8 369.3 659.7 0.3 1.2
Other Current Liab LT Debt Other LT Liabilities Shareholder's Equity Minority Interests Total Cap. & Liab.  Non-Cash Wkg. Capital Net Cash/(Debt) Debtors Turn (avg days) Creditors Turn (avg days) Inventory Turn (avg days) Asset Turnover (x) Current Ratio (x) Quick Ratio (x) Net Debt/Equity (X)	5,720 2,578 6,079 612 11,162 530 <b>28,395</b> 4,657 (5,316) 199.3 510.4 945.1 0.2 1.5 0.6	4,391 2,521 6,068 550 11,268 309 <b>26,588</b> 4,846 (5,440) 176.4 460.7 823.7 0.2 1.7 0.6 0.5	4,605 2,787 6,504 1,224 11,211 435 <b>31,322</b> 5,008 (9,161) 131.2 335.6 662.2 0.3 1.2 0.4 0.8	3,016 6,504 1,224 10,676 457 <b>31,807</b> 5,434 (10,027) 126.4 331.6 639.1 0.3 1.1 0.3 0.9	5,687 3,008 6,504 1,224 11,304



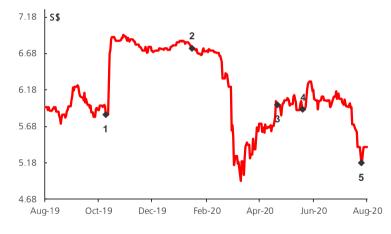


## Cash Flow Statement (S\$m)

FY Dec	2017A	2018A	2019A	2020F	2021F
Pre-Tax Profit	441	1 240	953	149	1 004
		1,240			1,094
Dep. & Amort.	212	182	375	416	427
Tax Paid	(363)	(196)	(264)	(248)	(297)
Assoc. & JV Inc/(loss)	(291)	(222)	(147)	5.39	(290)
Chg in Wkg.Cap.	1,101	(196)	(1,437)	(475)	917
Other Operating CF	102	(684)	(306)	0.0	0.0
Net Operating CF	1,203	125	(825)	(153)	1,850
Capital Exp.(net)	523	(249)	(501)	(300)	(300)
Other Invts.(net)	0.0	1,048	(1,116)	0.0	0.0
Invts in Assoc. & JV	(237)	(403)	(450)	(250)	(250)
Div from Assoc & JV	270	281	378	200	200
Other Investing CF	0.0	0.0	0.0	0.0	0.0
Net Investing CF	557	677	(1,688)	(350)	(350)
Div Paid	(390)	(546)	(430)	(364)	(200)
Chg in Gross Debt	(1,007)	(390)	3,050	0.0	0.0
Capital Issues	4.29	5.74	0.14	0.0	0.0
Other Financing CF	(122)	(117)	(274)	0.0	0.0
Net Financing CF	(1,515)	(1,048)	2,346	(364)	(200)
Currency Adjustments	(58.2)	(46.4)	(27.3)	0.0	0.0
Chg in Cash	187	(292)	(195)	(867)	1,300
Opg CFPS (S cts)	5.61	17.6	33.6	17.7	51.3
Free CFPS (S cts)	94.9	(6.8)	(72.9)	(24.9)	85.2

Source: Company, DBS Bank

## **Target Price & Ratings History**



5.NO.	Report	Price	Price	Kating
1:	18 Oct 19	5.84	7.50	BUY
2:	24 Jan 20	6.75	7.50	BUY
3:	30 Apr 20	5.98	6.80	BUY
4:	29 May 20	5.91	6.80	BUY
5:	03 Aug 20	5.18	6.40	BUY

Closing

Date of

12-mth

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

Source: DBS Bank Analyst: Pei Hwa HO



DBS Bank recommendations are based on an Absolute Total Return\* Rating system, defined as follows:

STRONG BUY (>20% total return over the next 3 months, with identifiable share price catalysts within this time frame)

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 share price catalysts within this time frame)

\*Share price appreciation + dividends

Completed Date: 11 Aug 2020 07:20:18 (SGT) Dissemination Date: 11 Aug 2020 09:00:01 (SGT)

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