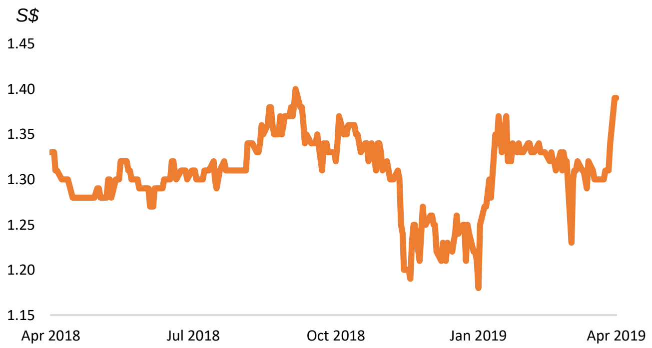
BRC Asia Limited

Date: 21 May 2019

Non Rated

BRC:SP
BEC SI
Price: S$1.340 (as at 17th May 2019)



Share price	1M	3M	6M	1Y
BRC Asia	3.1%	7.2%	0.8%	4.7%
Straits Times Index	5.0%	7.2%	13.6%	(5.8%)

Market capitalisation	S$314.8 million
Current price	S$1.34
Shares outstanding	234,961,689
Free Float	16.9%
Major shareholders	Esteel Enterprise 71.9%
Recommendation of other brokers	N/A

Source: Company data, SGX StockFacts, SAC Advisors

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Market Leader in Steel Reinforcement

Leading steel reinforcement solutions provider in Singapore. BRC Asia Limited ("**BRC Asia**", "**Company**", or the "**Group**") is the market leader in steel reinforcement solutions in Singapore. Their competitive advantage is focused on their "Total Prefabricated Reinforcing Steel Solutions" programme which has a proven track record to help contractors build better, faster, and cheaper. BRC Asia has a historical record of continually investing in the innovation to provide innovative solutions to their customers, and will continue to do so in this competitive industry. Moving forward, the Company will be looking to realise the synergies from their acquisition of Lee Metal and expand on their competitiveness in their home market.

Industry turnaround in sight. According to data and estimates from the Building and Construction Authority, total construction demand which includes residential, commercial, industrial, institutional and others, and civil engineering is expected to increase and recover from S$30.54 billion in 2018 to an estimated S$27.0 billion and S$32.0 billion in 2019, and subsequently to S$27.0 billion and S$34.0 billion in 2020 and 2021 and S$28.0 billion to S$35.0 billion in 2022 to 2023. Their financial results is already showing signs of a turnaround. For 1Q19, the Group's revenue increased by 138% to S$238.0 million from S$100.1 million in the corresponding quarter. The increase in revenue was attributable to a higher volume of value-added sales tonnage delivered as well as the consolidation of results from Lee Metal

Consolidated Group on the cusp of recovery. While we are still in the early phase of the construction recovery, we think the strong pipeline of projects already announced by the Government – such as the Cross Island Line, developments at Jurong Lake District, stable demand from public residential developments, Changi Airport Terminal 5, and the two Integrated resorts expansion plans – will ensure the pipeline remains healthy for the construction industry.

Key risk: Weak economic sentiment.

Key Historical Financials

Year ended September (S$'000)	FY2014	FY2015	FY2016	FY2017	FY2018
Revenue	397,365	384,927	346,752	310,148	567,009
% Growth	N/A	(3.1%)	(9.9%)	(10.6%)	82.8%
Gross profit	54,600	31,998	28,682	19,373	45,071
Gross profit margin	13.7%	8.3%	8.3%	6.2%	7.9%
Profit/(loss) before tax	33,233	18,486	10,143	3,024	15,650
Profit/(loss) before tax margin	8.4%	4.8%	2.9%	1.0%	2.8%
Profit/(loss) attributable to owners	28,443	15,461	8,343	1,811	12,043
EPS/(LPS) (S$ cents)	15.53	8.27	4.47	1.14	5.57
P/E (x)	11.1	20.4	37.7	173.9	26.1
Net Debt/Equity	26.8%	19.6%	23.2%	23.3%	125.3%

^EPS is computed based on the profit from continuing operations attributable to owners of the company divided by total shares outstanding

Investment Highlights

Business Overview:

BRC Asia is an established pioneer in prefabricated steel reinforcement. Since their incorporation in 1938, they have developed their expertise to become a leading steel reinforcement solutions provider in Singapore. Today, they have operations in Singapore, Malaysia and China.

Leading steel reinforcement solutions provider in Singapore. BRC Asia is the market leader in steel reinforcement solutions in Singapore. Their competitive advantage is focused on their "Total Prefabricated Reinforcing Steel Solutions" programme which has a proven track record to help contractors build better, faster, and cheaper. At a time when the building and construction sector is looking to become more technologically advanced by transforming to become less labour-intensive, it is imperative to invest in new technologies such as robotics, digitisation, artificial intelligence to bring this industry forward into the future.

To this end, BRC Asia has a historical record of continually investing in the innovation to provide innovative solutions to their customers, and will continue to do so in this competitive industry. Moving forward, the Company will be looking to realise the synergies from their acquisition of Lee Metal and expand on their competitiveness in their home market.

Industry turnaround in sight. According to data and estimates from the Building and Construction Authority, total construction demand which includes residential, commercial, industrial, institutional and others, and civil engineering is expected to increase and recover from S$30.54 billion in 2018 to an estimated S$27.0 billion and S$32.0 billion in 2019, and subsequently to S$27.0 billion and S$34.0 billion in 2020 and 2021 and S$28.0 billion to S$35.0 billion in 2022 to 2023.

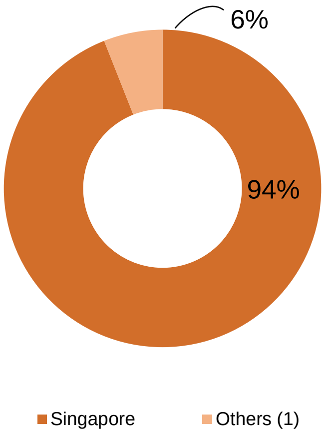
The Group typically sees an 18 month lag from the time the government announce their construction spending to the time it show on their financial results. The results however, is already showing, for 1Q19, the Group's revenue increased by 138% to S$238.0 million from S$100.1 million in the corresponding quarter. The increase in revenue was attributable to a higher volume of value-added sales tonnage delivered as well as the consolidation of results from Lee Metal. And while the Group does not publish their order book, they have indicated that they are seeing a recovery in the sector from their current order books.

Consolidated Group on the cusp of recovery. While we are still in the early phase of the construction recovery, we think the strong pipeline of projects already announced by the Government – such as the Cross Island Line, developments at Jurong Lake District, stable demand from public residential developments, Changi Airport Terminal 5, and the two Integrated resorts expansion plans – will ensure the pipeline remains healthy for the construction industry.

When we consider the historical combined net profit of BRC Asia and Lee Metal from FY13 – FY15 (before the construction industry decline), they have a combined net profit of S$75.9 million, S$61.5 million and S$31.1 million respectively. We think the former is a better measurement of their financial performance during a recovery than their FY18 profit of S$11.8 million. BRC Asia is currently trading at 27x of FY18 profit.

Company Background

Revenue Breakdown (FY2018)



Source: Company data, SAC Advisors

(1) Others comprises Malaysia and China

BRC Asia is an established pioneer in prefabricated steel reinforcement. Since their incorporation in 1938, they have developed their expertise to become a leading steel reinforcement solutions provider in Singapore. Today, they have operations in Singapore, Malaysia and China. Singapore is their main market and they currently operate nine (9) factories with a total manufacturing capacity of 1.2 million metric tons per year.

They have customers from the public sector (public housing), private sector (private condominiums), commercial and industrial space. They also perform civil engineering works such as tunneling works.

Source: Company data

Source: Company data, SAC Advisors

BRC Asia was incorporated in 1938, and was an early pioneer to set up in Jurong Industrial Estate in 1961 and they were granted the Singapore pioneer certificate in 1963. They subsequently listed on the Singapore Exchange's mainboard on the 24 July 2000.

BRC Asia underwent a major change of shareholders exercise in September 2017, when a takeover for the Group was successfully launched and completed by Esteel Enterprise. In 2018, the Company made an offer to acquire fellow steel player Lee Metal Group for $199.3 million and proceeded to de-listing the company subsequently.

The acquisition allowed BRC Asia to realise potential synergies from the acquisition. These include economies of scale, improvement in productivity and cost-efficiency.

BRC Asia is now a market leader in providing pre-fabricated steel reinforcement solutions. They have the following main competitive advantags: (i) Just-in-time delivery, (ii) 24-hour express cut-and-bend services, and a (iii) full-suite of prefab reinforcing solutions.

As at 31 March 2019, their order book stood at about S$750 million, with a duration of up to five (5) years. It should be stated that while the order book gives a snapshot of the Group's projects, the projects in their order book are received and completed on a rolling basis, and may not be representative of their overall jobs for the year.

Manufacturing capability

Just-In-Time Total Prefabricated Reinforcing Steel Solutions

BRC offers a comprehensive suite of prefabrication services to their customers. Specifically, their Just-In-Time Total Prefabricated Reinforcing Steel Solutions play an important role in enhancing productivity and safety, reduce wastage and pollution in construction activities.

Source: Company data

The use of bar mats for slabs with heavier loading together with their welded wire mesh, enables a greater degree of prefabrication for all types slabs, assisting their customers in fulfilling the Building and Construction Authority's ("**BCA**") requirement that 65% of all slabs in local building structures have to be prefabricated. BRC's prefabricated steel solutions have helped their customers save an average of 3 to 4 days of workman hours. In a nutshell though, the prefabricated steel solutions allow their customers to boost overall site productivity, shortens production cycle and optimises costs.

Source: Company data

Competitive Advantage

Acquisition of Lee Metal Group boosted the Group's manufacturing capability and market share

BRC's acquisition of Lee Metal, which is a recognised international trader of steel and steel related products in Southeast Asia boosted their estimated overall market share capacity from about 20 – 30% to 40 – 50% in terms of capacity (for more details on their market share, see Industry Overview section).

Company	Estimated market share by capacity (%) in 2017
BRC Asia	40 – 50%
NatSteel	20 – 30%
Angkasa	10 – 20%
Ribar	0 – 10%
Super Bend	0 – 10%
Lian Bee Metal	0 – 10%

Source: Competition Commission of Singapore, SAC Advisors

The acquisition allowed BRC Asia to generate cost efficiencies in the following areas:

1) Improved unit costs at various stages in the supply chain, including raw materials, logistics, sub-contractors, spare parts and scrap metal;
2) Lower wastage (i.e. scrap metal generated); and
3) Lower man hour per metric ton of steel processed.

We think the acquisition will enable BRC Asia to improve overall productivity and efficiency, which will then be translated into cost savings that can be passed on to their customers in terms of more competitive pricing when they bid for jobs. It will also allow them to offer their customers a full-suite of prefab reinforcing solutions, and become a one-stop shop for their customers. BRC Asia has adopts a rolling hedge to hedge against raw material prices.

BRC Asia now have an annual processing volume of approximately 1 million tonnes after their acquisition of a 100% stake in Lee Metal Group for S$200 million that was completed in July 2018. We think they will build on their competitive advantage in the next few years as they realise the full synergies from their acquisition of Lee Metal. These competitive advantages include but are not limited to, (i) providing best-in-class products at sustainable pricing, (ii) institutionalised hedging capabilities and (iii) effective procurement and price certainty.

Industry Overview

Construction demand set to recover after declines in previous years

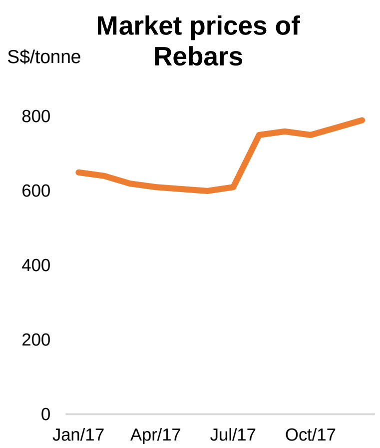
	Forecast total construction demand ('bil)
2018	30.54
2019 (1)	27.0 – 32.0
2020 – 2021 (1)	27.0 – 34.0
2022 – 2023 (1)	28.0 – 35.0

Source: BCA, SAC Advisors

(1) Based on estimates from BCA

According to data and estimates from the Building and Construction Authority, total construction demand which includes residential, commercial, industrial, institutional and others, and civil engineering is expected to increase from S$30.54 billion in 2018 to an estimated S$27.0 billion and S$32.0 billion in 2019, and subsequently to S$27.0 billion and S$34.0 billion in 2020 and 2021 and S$28.0 billion to S$35.0 billion in 2022 to 2023.

We think that the construction companies took a hit in the last few years from 2015 to 2017 as construction demand moderated as a result of the slowdown in private sector construction demand. Looking ahead to 2018 and beyond, we think the industry is ripe for a recovery, supported by a strong pipeline of major public infrastructure projects as well as the upcoming redevelopment works of collective sale sites. Our discussion with management confirmed that they are already seeing some of the tenders for these projects streaming in.



Source: CCS, BCA, SAC Advisors

The processing and distribution of reinforcing steel products is part of the supply chain for building construction in Singapore. The steel reinforcing business can be divided into (i) the production level; and (ii) the processing/distribution level. Fabricators for reinforcing steel products, such as BRC Asia and Lee Metal, import reinforcing steel products from overseas suppliers for processing and then distribute locally to the construction and building industry.

Steady pipeline of projects to keep Singapore globally competitive

The demand for processing and distribution of reinforcing steel products in Singapore is derived from the wider provision of building construction projects in Singapore (the demand for which is, in tum, ultimately driven by the large developers (e.g. Housing Development Board ("**HDB**"), Land Transport Authority ("**LTA**") or real estate developers) that award such contracts).

Tuas Megaport

Source: Channel News Asia

Moving forward, we think that construction demand will likely strengthen over in 2019 and beyond, in view of the steady pipeline of public sector projects intended to keep Singapore globally competitive. Projects like Changi Airport Terminal 5, Tuas Megaport (first phase scheduled for completion in 2021), new and existing housing estate developments in Punggol and Jurong Lake District have already been announced alongside the new Thomson East Coast line that is expected to enhance connectivity around Singapore.

Singapore's two integrated resorts, Marina Bay Sands and Resorts World Sentosa also announced this month that they are set to invest S$9 billion in expansion, with full completion anticipated around 2025. The committed investments – which will include a 1,000 room all-suite tower at Marina Bay Sands, a 15,000-seat arena and extensions to Universal Studios Singapore – are for non-gaming facilities.

Industry Overview

BRC Asia beneficiary of investments in new infrastructure

Source: Las Vegas Sands Corp, SAC Advisors

Tuas Megaport

Source: Channel News Asia

Both integrated resorts plan to invest S$4.5 billion each. Marina Bay Sands will build a fourth tower next to the existing three (circled out in red in the image on the left), on some eight (8) acres of current state land. Designed by the same architect, Moshe Safdie, it will also be topped by a sky roof and include a luxury all-site hotel with some 1,000 rooms. The tower's centrepiece will be a 15,000-seat arena focused on entertainment.

RWS's expansion, comprising multiple attractions, will add some 50% or 164,000 sq m of gross floor area. This will be largely through intensification of existing land, with the original plot ratio of 0.7 being increased to 1.0. These include two new areas at Universal Studios Singapore: a Minion Park based on the popular yellow characters from the Despicable Me franchise, and Super Nintendo World, with attractions based on the console games such as Super Mario. The SEA Aquarium will be expanded to about three times its current size, taking over the existing Maritime Experiential Museum space to create the Singapore Oceanarium. The waterfront promenade will be redeveloped with dining options, two new hotels providing about 1,100 rooms, and a 37m-tall public attraction with free evening light shows.

The investment in new infrastructure is set to see BRC Asia benefit from the increase in demand for reinforcing steel products. This is because of their sizable market share in the processing and distribution of steel products in Singapore.

Company	Estimated market share by volume output monthly (%) in 2017
BRC Asia	50 – 70%
NatSteel	10 – 20%
Angkasa	0 – 10%
Ribar	0 – 10%
Super Bend	0 – 10%
HG Metal	0 – 10%
Lian Bee Metal	0 – 10%

Company	Estimated market share by capacity (%) in 2017
BRC Asia	40 – 50%
NatSteel	20 – 30%
Angkasa	10 – 20%
Ribar	0 – 10%
Super Bend	0 – 10%
Lian Bee Metal	0 – 10%

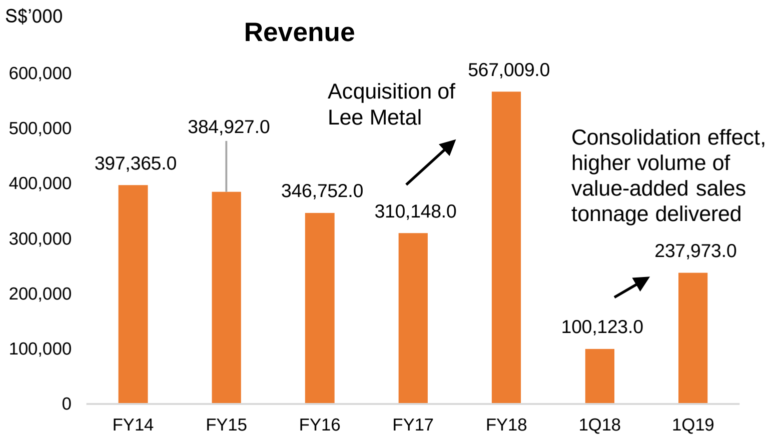
Company	Estimated Rebar market share by value and volume (%) in 2017	Estimated Mesh market share by value and volume (%) in 2017
BRC Asia	40 – 60%	50 – 70%
NatSteel	20 – 30%	30 – 40%
Angkasa	0 – 10%	0 – 10%
Ribar	0 – 10%	0 – 10%
Super Bend	0 – 10%	0 – 10%
Lian Bee Metal	0 – 10%	0 – 10%
HG Metal	0 – 10%	0 – 10%

Source: Competition Commission of Singapore, SAC Advisors

Financial Summary

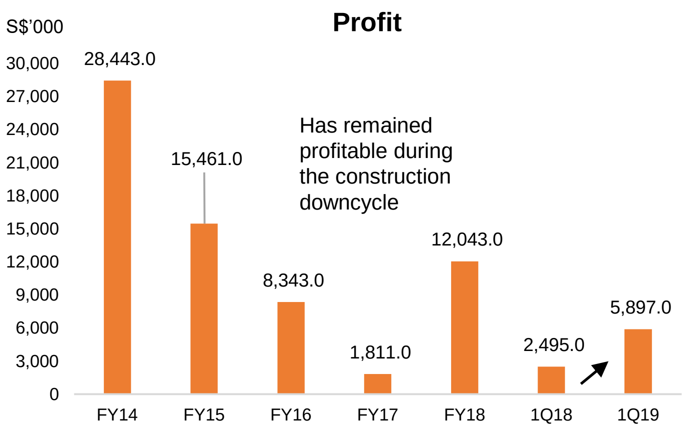
1Q19 results show industry turnaround

BRC Asia experienced three consecutive years of decline in revenue from FY15 to FY17 in-line with the decline in Singapore's construction industry in the last three (3) years. During this time however, BRC underwent a major change of shareholder exercise from September to November 2017, when a takeover of the Group was successfully launched and completed by Esteel Enterprise.

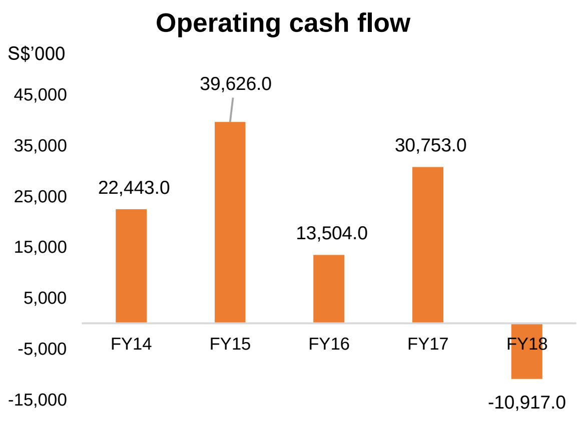


Source: Company data, SAC Advisors

Despite the challenging construction environment, the Group remained profitable throughout this period, and there are signs that the industry is poised for an imminent turnaround. For 1Q19, the Group's revenue increased by 138% to S$238.0 million from S$100.1 million in the corresponding quarter. The increase in revenue was attributable to a higher volume of value-added sales tonnage delivered as well as the consolidation of results from Lee Metal.



Source: Company data, SAC Advisors



Source: Company data, SAC Advisors

During the construction downcycle, the Group's profits have suffered, but the Group has turned in a positive operating cash flow save for FY17 however, they have paid a dividend of about 1 to 2 Singapore cents for every financial year.

Management

Mr. Seah Kiin Peng is CEO of the Group. He is responsible for its business performance. He oversees the development and implementation of their business plans and strategies. Since joining the Group in March 2010 as an executive director, Mr. Seah had assisted the previous Group Managing Director in running the businesses of the Group. From October 2016, Mr. Seah ran the operations of the Group, successfully steering the Group through a challenging period, amidst weakness in the construction sector, as well as completing the S$200 million takeover of Lee Metal Group Ltd. Prior to joining the Group, Mr. Seah was the General Manager of a group of companies in the shipping business. He started his career with the Singapore Foreign Service after graduating with Bachelor and Masters of Science in Management from the London School of Economics and Political Science.

Mr. Xu Jiguo is Executive Director and Chief Procurement Officer of the Group. He joined the Group in November 2017. Mr. Xu is responsible for the trading activities of the Group. He also assists the Chief Executive Officer of the Group with steel procurement. Mr. Xu has more than 20 years of experience in shipping and trading. Prior to joining the Group, he was a Deputy General Manager in Bright Point Pte Ltd, a steel trading company. Mr. Xu holds an MBA Degree from The University of South Australia.

Mr. Zhang Xingwang is Executive Director and Chief Operating Officer of the Group. He joined the Group in December 2017. Mr. Zhang is responsible for the development of strategy for the Group. He also assists the Chief Executive Officer of the Group with manufacturing and operations. Prior to joining the Group, Mr. Zhang was a director of a company in iron ore trading. He was a Deputy Director within the raw material department of WISCO International Economy & Trading Limited. Mr. Zhang holds an MBA Degree from Wright State University in USA and a Bachelor's Degree in Mineral Engineering from Central South University in China.

Mr. Darrell Lim is Executive Director of the Group with responsibilities over corporate and capital market strategies. He joined the Group in February 2019. Prior to joining the Group, Mr. Lim spent 10 years with the Singapore Exchange (SGX) across a number of business and corporate functions. Mr. Lim holds graduate and post-graduate degrees from the University of Oxford (UK), University of Sydney (Australia) and the National University of Singapore.

Latest financial highlights and corporate development

S$'000	1H19	1H18
Revenue	**469,070**	209,124
Operating profit	**14,075**	3,576
Operating profit margin	**3.0%**	1.7%
Profit, net of tax	**11,515**	4,107
EPS cents (Basic & Diluted)	**4.93**	1.49
CF from operations	**37,179**	(5,731)

Source: Company data, SAC Advisors

BRC Asia reported second quarter FY19 results that saw revenue increase 112% on a y-y basis to S$231.1 million. These were attributable to the consolidation of Lee Metal's results along with higher volume of value-added sales tonnage delivered as well as increase in selling prices arising from higher steel costs. We understand from management that while 1H19's overall gross profit margin declined by 0.2%, the gross profit margin (ex. Lee Metal) actually increased in the quarter as the Group benefited from higher selling prices for their value-added products.

As a whole, the Group recorded a profit after tax of S$5.4 million and $11.6 million in the second quarter and first half of 2019, 320% and 180% higher respectively on a y-y basis. The higher profit was a result of the stronger revenue earned for the quarter, as well as better buying power for bulk purchase of raw material. The Group also generated net cash flows from operating activities of S$37.2 million vs. the S$5.8 million outflow in the same period last year as the Group benefited from a decrease in inventories and higher profit for the 1st half. During the quarter, the Group also significantly parred down net debt of S$114.4 million, easing the overall gearing of the Group.

As at 31 March 2019, their order book stood at about S$750 million, with a duration of up to five (5) years. It should be stated that while the order book gives a snapshot of the Group's projects, the projects in their order book are received and completed on a rolling basis, and may not be representative of their overall jobs for the year.

Group fixed dividend policy for FY19 and FY20

BRC Asia announced in their latest second quarter FY19 results that the Group will be adopting a dividend policy of paying out not less than 30% of net profit attributable to shareholders, excluding any one-off items. They also announced the Group's intention to pay as final dividend, an amount no less than S$0.05 per share for FY2019, which we think is a huge positive for the Group.

Future Plans – Positioning for the recovery at home and diversifying overseas

Focusing on earnings recovery in home market

Source: Company data

Management is beginning to see a recovery in the construction market in Singapore. They guided that their results will typically have an 18 months lag from the actual government spending, based on their first quarter results for FY19, and their current order book (which they do not disclose) they are beginning to see the effects of public and private spending, which is forecasted by the BCA to be in the range of S$27.0 billion to S$32.0 billion.

The recovery in their home market is good news for BRC Asia as Singapore accounted for 94% of the Group's revenue in FY18, and will continue to play an important role in the coming years. We think that the Singapore market will continue to play a strategic role in the Group's plans as the market is a cash cow for them as they expand on their strengths and competitive advantage as they integrate Lee Metal into their Group.

International expansion

The Group is targeting to speed up the pace of going global by expanding their presence in markets they are already in: Malaysia and China. In Malaysia, they design, manufacture and market mesh for the construction industry. They have 9.3 acres of freehold land in Senai, Johor which boasts a 110,000 sq.ft covered factory space. They also have a sales office in Subang, Kuala Lumpur and have plans to expand the covered factory space in Senai. Moving forward, management shared that they plans to expand to cover a full range of prefabricated reinforcing steel products.

In China, they currently have a joint-venture with state-owned steel mill Ma Steel (through a 50% stake in Anhui BRC & Ma Steel Weldmesh Co. Ltd), and they are involved in the design, manufacture and market mesh for the Chinese market.

Key Risks

Weak economic sentiment resulting in construction projects to thin
A weakening of the economic climate in Singapore, can have a knock on effect on the construction and manufacturing industries in Singapore. In 2016, rising home vacancy rates – hitting 8.7% compared to 7.8% in 2015 - and declining rentals – dropped by 10.7% vs. 2015 - for private homes across Singapore led to private home prices across Singapore declining. As the pipeline of building projects continued to thin, main contractors may be compelled to tender at increasingly cut-throat prices, sending a negative externality effect down the construction supply chain, which the reinforcing steel sector is an integral part of.

Income Statement (S$'000)

	Fiscal Year Ended				
	FY14	FY15	FY16	FY17	FY18
Revenue	**397,365**	**384,927**	**346,752**	**310,148**	**567,009**
Less: Cost of sales	(342,765)	(352,929)	(318,070)	(290,775)	(521,938)
Gross Profit	**54,600**	**31,998**	**28,682**	**19,373**	**45,071**
Other income	1,203	5,323	1,022	995	2,482
Distribution costs	(5,216)	(5,520)	(4,466)	(4,815)	(5,129)
Administrative expenses	(12,476)	(8,252)	(7,345)	(6,275)	(13,346)
Other expenses/Share of JV profit	(3,709)	(3,600)	(6,665)	(4,718)	(8,226)
Finance costs	(1,169)	(1,463)	(1,085)	(1,536)	(5,202)
Profit before income tax	**33,233**	**18,486**	**10,143**	**3,024**	**15,650**
Less: Income tax	**(4,800)**	**(3,083)**	**(1,802)**	**(1,152)**	**(3,607)**
Profit/(loss), net of tax	**28,433**	**15,403**	**8,341**	**1,872**	**12,043**
Profit/(loss) attributable to owners of company	**28,443**	**15,461**	**8,343**	**1,811**	**12,043**
Earnings/(Loss) per share:					
-Basic (S$ cents)	**15.53**	**8.27**	**4.47**	**1.14**	**5.57**
-Diluted (S$ cents)	**15.53**	**8.06**	**4.46**	**1.14**	**5.57**

Cash Flow Statement (S$'000)

	Fiscal Year Ended				
	FY14	FY15	FY16	FY17	FY18
Profit/(Loss) before tax	**33,233**	**18,486**	**10,143**	**3,024**	**15,650**
Depreciation & amortisation	5,060	5,880	6,593	7,646	10,864
Change in working capital	(13,717)	15,620	(291)	11,079	(30,440)
Others	(2,133)	(360)	(2,941)	9,004	(6,991)
Net Cash (used in)/ from operations	**22,443**	**39,626**	**13,504**	**30,753**	**(10,917)**
Purchase of PPE	(11,185)	(12,058)	(11,749)	(19,318)	(26,865)
Others	(1,823)	(1,905)	(2,382)	(4,571)	(140,104)
Net Cash (used in)/ from investing	**(13,008)**	**(13,963)**	**(14,131)**	**(23,889)**	**(166,969)**
Net increase in equity	7,142	61	0	0	46,990
Net increase in debt	4,710	(20,386)	3,812	11,263	129,359
Others	(16,944)	(14,164)	(5,171)	(6,072)	18,610
Net Cash (used in)/ from financing	**(5,092)**	**(34,489)**	**(1,359)**	**5,191**	**194,959**

Balance Sheet (S$'000)

	Fiscal Year Ended				
	FY14	FY15	FY16	FY17	FY18
As at 30 September					
Property, plant and equipment	67,334	71,395	77,679	89,136	148,978
Investment properties	0	0	0	0	2,471
Other non-current assets	12,180	14,528	16,726	21,478	23,702
Non-current assets	**79,514**	**85,923**	**94,405**	**110,614**	**175,151**
Inventories	100,450	92,391	91,445	111,433	270,249
Trade and other receivables	76,517	68,851	66,007	75,516	180,725
Other current assets	4,877	6,697	4,986	1,277	31,537
Cash and cash equivalents	22,606	13,940	11,938	23,989	41,080
Current assets	**204,450**	**181,879**	**174,376**	**212,215**	**523,591**
Total assets	**283,964**	**267,802**	**268,781**	**322,829**	**698,742**
Share capital	67,931	68,011	68,011	68,011	125,001
Others	894	(1,314)	(2,237)	(2,984)	(3,323)
Retained earnings	97,962	101,221	105,833	102,728	115,358
Equity attributable to owners of the Company	**166,787**	**167,918**	**171,607**	**167,755**	**237,036**
Non-controlling interests	(3)	(56)	5	422	0
Total equity	**166,784**	**167,862**	**171,612**	**168,177**	**237,036**
Loan and borrowings	15,911	13,664	12,135	10,772	82,265
Other liabilities, non-current	7,100	7,837	8,694	7,193	35,960
Non-current liabilities	**23,011**	**21,501**	**20,829**	**17,965**	**118,225**
Loans and borrowings	51,383	33,244	39,613	52,376	255,838
Trade and other payables	36,858	36,778	31,896	69,049	58,959
Other liabilities, current	5,928	8,417	4,831	15,262	28,684
Current liabilities	**94,169**	**78,439**	**76,340**	**136,687**	**343,481**
Total liability	**117,180**	**99,940**	**97,169**	**154,652**	**461,706**

Ratios

	Fiscal Year Ended				
	FY14	FY15	FY16	FY17	FY18
Profitability (%)					
Gross profit/(loss) margin	13.7%	8.3%	8.3%	6.2%	7.9%
Operating profit margin	9.6%	6.1%	5.2%	3.0%	5.1%
Profit/(loss) before tax margin (continuing ops)	8.4%	4.8%	2.9%	1.0%	2.8%
Liquidity (x)					
Current ratio	2.2	2.3	2.3	1.6	1.5
Quick ratio	1.1	1.1	1.1	0.7	0.7
Interest coverage ratio	32.6	16.1	16.5	6.0	5.6
Net Debt to Equity	26.8%	19.6%	23.2%	23.3%	125.3%
Valuation (x)					
P/S	0.8	0.8	0.9	1.1	0.6
P/E	11.1	20.4	37.7	173.9	26.1
Core P/E at target price	N/A	N/A	N/A	N/A	N/A
P/B	1.9	1.9	1.8	1.9	1.3
P/NTA	1.9	1.9	1.8	1.9	1.3
Cash Conversion Cycle					
Trade receivable days	N/A	69	71	83	82
Inventory days	N/A	100	105	127	133
Trade payable days	N/A	38	39	63	45
CCC days	N/A	131	137	147	171
Returns					
Return on equity	N/A	9.2%	4.9%	1.1%	5.9%
Return on capital employed	N/A	5.6%	3.1%	0.6%	2.4%
Dividend payout ratio	10.9%	30.2%	53.7%	0%	18.0%

n.m.: not meaningful

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