

Company Update

Regional

9 January 2014

Buy (unchanged)

Share price: SGD0.60 PHP22.80 Target price: SGD1.00 (from SGD1.25) PHP35.20 (unchanged)

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Stock Information

<u>Description</u>: Del Monte Pacific Limited engages in growing, processing and selling canned and fresh pineapples, pineapple concentrate, tropical mixed fruit and tomato-based products. These products are sold under the brand names of Del Monte and S&W.

| Ticker: | DELM SP |
|-----------------------------------|----------|
| Shares Issued (m): | 1,296.6 |
| Market Cap (USD m): | 612.1 |
| 3-mth Avg Daily Turnover (USD m): | 0.6 |
| ST Index: | 3,147.00 |
| Free float (%): | 33 |
| <u>Major Shareholder:</u> | % |
| Nutri-Asia | 67 |

Key Indicators

| ROE (%) | 9.9 |
|---------------------|------|
| Net gearing (%): | 65 |
| BVPS/shr (USD): | 0.20 |
| Interest cover (x): | 8.7 |

Historical Chart



Performance:

| 52-week High/Low | | GD0.99/S | GD0.421 | |
|------------------|---|----------|---------|------|
| 1-mt | n | 3-mth | 6-mth | 1-vr |

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|--------------|------|-------|-------|------|------|
| Absolute (%) | -3.2 | -25.9 | -24.5 | 5.1 | -1.6 |
| Relative (%) | -4.3 | -26.0 | -24.4 | 6.9 | -1.1 |

Del Monte Pacific Eyes on the Big Acquisition

Correction overdone. Del Monte Pacific's (DMPL) share price has corrected sharply by 25% in the past two months after the company announced a USD1.675b deal to acquire the consumer business of Del Monte Foods (DMF). We believe the slide can be attributed to the overhang of impending equity-raising exercises. Fresh financing details disclosed suggest that share dilution may be steeper than earlier expected. Even so, the correction is overdone in our view, considering the deal is still earnings accretive.

Deal expected to close by 1Q14. We understand that the transaction is progressing well and an EGM is expected to be held next month. This means the accounts would be consolidated from 2Q14 onwards. We expect financing to be carried out in two stages, with the second stage occurring 3-6 months after the purchase transaction closes.

More concrete financing details. The positive news is the lower-thanexpected debt cost, with the major syndicated loan portion now upsized to USD970m on strong subscription (from USD930m). This is a testament to the level of confidence in DMF's consumer business, a market leader in the US. The negative news is there will now likely be a rights issue in the second stage of the transaction, representing some dilution to earnings.

4Q13 may see higher one-off expenses. Management is guiding for higher transaction-related expenses, and we factor this into our forecasts. On the business front, we are lowering our FY13E-14E earnings estimates by 2% to account for slightly lower-than-expected domestic sales growth, though we believe it would still be healthy at 11-12% YoY. Following the transaction, dividend payout may also slide to the minimum of 33% (from 75% historically).

Buy into weakness. Overall, we view the deal positively and expect meaningful earnings accretion to ensue. With the new developments, we lower our TP to SGD1.00, pegged at 12.5x FY15E post-deal EPS, a 20% discount to its global peers on account of higher gearing and execution risk. DMPL's share price is likely to be more constructive after the successful conclusion of the transaction.

Del Monte Pacific- Summary Earnings Table (Pre-deal)

| 2011 | 0010 | | | |
|-------|---|---|--|---|
| 2011 | 2012 | 2013E | 2014E | 2015E |
| 425.2 | 459.7 | 521.6 | 572.4 | 624.7 |
| 57.8 | 65.5 | 70.9 | 82.4 | 100.6 |
| 27.4 | 32.1 | 34.0 | 42.6 | 56.1 |
| 2.1 | 2.5 | 2.6 | 3.3 | 4.3 |
| 1.9 | 2.2 | 1.5 | 1.3 | 3.2 |
| 22.1 | 18.9 | 17.8 | 14.3 | 10.8 |
| 12.0 | 11.0 | 10.3 | 7.6 | 6.1 |
| 4.1 | 4.8 | 3.2 | 2.8 | 6.9 |
| 2.6 | 2.4 | 2.3 | 2.3 | 2.2 |
| 11.6 | 12.5 | 9.9 | 8.4 | 19.9 |
| 6.5 | 6.5 | 5.0 | 4.1 | 9.6 |
| | | 34.2 | 40.5 | 53.3 |
| | | | | |
| | 425.2 57.8 27.4 2.1 1.9 22.1 12.0 4.1 2.6 11.6 | 425.2 459.7 57.8 65.5 27.4 32.1 2.1 2.5 1.9 2.2 22.1 18.9 12.0 11.0 4.1 4.8 2.6 2.4 11.6 12.5 | $\begin{array}{cccccccccccccccccccccccccccccccccccc$ | $\begin{array}{c ccccccccccccccccccccccccccccccccccc$ |

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Transaction still on schedule. Under the terms of the deal with KKR, the entire transaction is to close by 28 Feb 2014. This is still on track as the team continues to work through the details behind the scenes. Due diligence work so far has also not turned up anything negative and the transaction price remains the same.

Milestones ahead include the approval of the deal circular by the Singapore Exchange this month and an EGM next month. Given that a simple majority is required at the EGM, we fully expect the transaction to go through. This means the accounts would be consolidated from 2Q14 onwards.

Two-stage financing strategy. In our recent discussion with management, fresh details on how the purchase will be financed have emerged. We now view it through two stages, with the second stage occurring 3-6 months after the purchase transaction closes.

The debt cost is lower than earlier expected, with the major syndicated loan portion upsized to USD970m (from USD930m) on very strong subscription interest (more than 2x over-subscribe). This is a testament to the level of confidence in DMF's consumer business, a market leader in the US.

Equity fund-raising overhang. Correspondingly, the initial new equity portion has been reduced to USD110m (from an initial target of USD150m). However, without a quick conclusion to the deal, we believe this has caused the negative spiral in the share price. Furthermore, management expects to do a rights issue in the second stage to repay the USD165m bridging loan.

All said, the transaction will still be accretive to earnings and we view it as a transformative deal for the company.

| Transaction funding | Total (USD) | Estimated Cost (%) | Remarks | Estimated cost (USD m) |
|---|----------------|------------------------|--|------------------------|
| Company existing credit lines (a) | 80 | 2% | | (1.6) |
| New common shares (b) | 110 | | Still pending | |
| Bank loan (c) | 165 | 4.0% | To be repaid via rights issue at a later date | (6.6) |
| Bank loan (d) | 350 | 3.5% | To be converted into preference shares at 6-8% later | (12.3) |
| Equity portion (a+b+c+d) | 705 | | | |
| Debt financing at acquired company level | 970 | 5.6% | Syndicated loan, floating rate based on Libor | (54.3) |
| Total price (Equity+Debt) | 1,675 | | | |
| Working capital loan drawdown on acquired company | 80 | 3% | Total line of USD350m | (2.4) |

Stage 1 Figure 1: Transaction funding details

Source: Company, Maybank KE

Figure 2: Consolidation estimates

| (USD m) | Del Monte Pacific FY14E | Acquired business | Combined entity | Remarks |
|---|-------------------------|-------------------|-----------------|--|
| Sales | 572.4 | 1,830 | 2,340.7 | DMPL supplied around USD62m to Del Monte Foods |
| Recurring EBITDA | 82.4 | 178 | 260.4 | Acquired business historical EBITDA USD178m |
| Depreciation & amortisation | (19.8) | (43.0) | (62.8) | DMPL based on FY14E estimate, acquired based on historical DMPL based on FY14E estimate, acquired based on |
| pre-deal Interest Expenses | (5.2) | 0.0 | (5.2) | historical |
| New Interest Expenses | (25.7) | (56.7) | (82.4) | From Figure 1 |
| PBT | 37.0 | 78.3 | 115.2 | |
| Тах | (8.5) | (27.4) | (35.9) | DMPL based on 23%, acquired based on 35% |
| JV/ Associates | (2.5) | 0.0 | (2.5) | |
| Recurring net profit | 26.0 | 50.9 | 76.8 | |
| Net profit to ordinary shareholders EPS to ordinary shareholders | | | 76.8 | |
| (USD cents) | | | 4.9 | |

Source: Company, Maybank KE

Figure 3: Share price assumptions

| • • • | |
|--|---------|
| Current share price (SGD) | 0.595 |
| Equity financing (USD m) | 110.0 |
| New shares, assuming 10% discount from current (m) | 258.7 |
| Current number of shares (m) | 1,297.0 |
| Enlarged number of shares (m) | 1,555.7 |
| Market cap (SGD m) | 933.4 |
| Market cap (USD m) | 735.0 |
| | |
| Immediate post-transaction P/E (x) | 9.6 |
| Immediate post-transaction EV/EBITDA (x) | 9.7 |
| Source: Company, Maybank KE | |
| Figure 4: Gearing analysis | |
| Del Monte Pacific FY14E estimated net debt (USD m) | 147.3 |
| Consolidated new total debt (USD m) | 1,792.3 |
| Del Monte Pacific FY14E estimated equity (USD m) | 267.4 |
| New equity post transaction (USD m) | 377.4 |
| New net-debt/equity (x) | 4.7 |
| | |

EBITDA/interest expense (x) Source: Company, Maybank KE

Interest cover (x)

Net debt/EBITDA (x)

Stage 2

Figure 5: Transaction funding details

| Transaction Funding | Total (USD) | Estimated Cost (%) | Remarks | Estimated cost (USD m) |
|---|----------------|-----------------------|--|------------------------|
| Company existing credit lines (a) | 80 | 2% | | (1.6) |
| New common shares (b) | 110 | | Still pending | |
| Rights issue (c) | 165 | | | |
| Preference shares (d) | 350 | 7.0% | To be converted into preference shares at 6-8% later | (24.5) |
| Equity portion (a+b+c+d) | 705 | | | |
| Debt financing at acquired company level | 970 | 5.6% | Syndicated loan, floating rate based on Libor | (54.3) |
| Total price (Equity+Debt) | 1,675 | | | |
| Working capital loan drawdown on acquired company | 80 | 3% | Total line of USD350m | (2.4) |

Source: Company, Maybank KE

3.9

6.9

3.2

Figure 6: Consolidation estimates

| (USD m) | Del Monte Pacific FY14E | Acquired business | Combined entity | Remarks |
|---|-------------------------|-------------------|-----------------|---|
| Sales | 572.4 | 1,830 | 2,340.7 | DMPL supplied around USD62m to Del Monte Foods |
| Recurring EBITDA | 82.4 | 178 | 260.4 | Acquired business historical EBITDA USD178m |
| Depreciation & amortisation | (19.8) | (43.0) | (62.8) | DMPL based on FY14E estimate, acquired based on historical |
| Pre-deal Interest Expenses | (5.2) | 0.0 | (5.2) | DMPL based on FY14E estimate, acquired based on historical |
| New Interest Expenses | (6.8) | (56.7) | (63.5) | From Figure 5 |
| PBT | 55.8 | 78.3 | 134.1 | |
| Тах | (12.8) | (27.4) | (40.2) | DMPL based on 23%, acquired based on 35% |
| JV/ Associates | (2.5) | 0.0 | (2.5) | |
| Recurring net profit | 40.5 | 50.9 | 91.3 | |
| Pref share dividends | | | (24.5) | |
| Net profit to ordinary shareholders | | | 66.8 | |
| EPS to ordinary shareholders (USD cents) | | | 3.4 | |

Source: Company, Maybank KE

Figure 7: Share price assumptions

| Current share price (SGD) | 0.595 |
|---|---------|
| Equity financing via placement + rights issue (USD m) | 275.0 |
| New shares, assuming 10% discount (m) | 646.8 |
| Current number of shares (m) | 1,297.0 |
| Enlarged number of shares (m) | 1,943.8 |
| Market cap (SGD m) | 1,166.3 |
| Market cap (USD m) | 918.3 |
| | |
| 2 nd Stage P/E (x) | 13.7 |
| 2 nd Stage EV/EBITDA (x) | 10.4 |
| Source: Company, Maybank KE | |

Figure 8: Gearing analysis

| Del Monte Pacific FY14E estimated net debt (USD m) | 147.3 |
|--|--------|
| Consolidated new total debt (USD m) | 1792.3 |
| Del Monte Pacific FY14E estimated equity (USD m) | 267.4 |
| New equity post transaction (USD m) | 542 |
| New net debt/equity (x) | 3.3 |
| Interest cover (x) | 5.1 |
| Net debt/EBITDA (x) | 6.9 |
| EBITDA/interest expense (x) | 4.1 |
| Source: Company, Maybank KE | |

Figure 9: Scenario analysis

Bear case assumes acquired business remains in current state even by FY15. Base case assumes acquired business margins revert to 2011 levels with no revenue growth.

Bull case assumes acquired business margins revert to 2011 levels, with 15% revenue growth during this period.

| Scenarios in FY15E | Target business | Target business | Target business |
|-------------------------------------|-----------------|-----------------|-----------------|
| (USD m) | Bear case | Base case | Bull case |
| Revenue | 1,830.0 | 1,830.0 | 2,104.5 |
| EBITDA | 178.0 | 237.9 | 273.6 |
| Depreciation | (43.0) | (46.0) | (48.3) |
| Interest Expense | (56.7) | (56.7) | (56.7) |
| PBT | 78.3 | 135.2 | 168.6 |
| Тах | (27.4) | (47.3) | (59.0) |
| Net Income | 50.9 | 87.9 | 109.6 |
| Del Monte Pacific | | | |
| Revenue | 624.7 | 624.7 | 624.7 |
| EBITDA | 100.6 | 100.6 | 100.6 |
| Depreciation | (20.8) | (20.8) | (20.8 |
| Interest Expense | (6.8) | (6.8) | (6.8 |
| PBT | 73.0 | 73.0 | 73.0 |
| Tax | (16.8) | (16.8) | (16.8 |
| JV/ associates | (1.0) | (1.0) | (1.0) |
| Net Income | 56.2 | 56.2 | 56.2 |
| Combined Entity | | | |
| Revenue | 2,454.7 | 2,454.7 | 2,729.2 |
| EBITDA | 278.6 | 338.5 | 374.2 |
| Depreciation | (63.8) | (66.8) | (69.1 |
| Interest Expense | (63.5) | (63.5) | (63.5 |
| PBT | 151.3 | 208.2 | 241.6 |
| Тах | (44.2) | (64.1) | (75.8 |
| JV/ Associates | (1.0) | (1.0) | (1.0 |
| Net Income | 107.1 | 144.1 | 165.8 |
| Dividend to preference shares at 7% | (24.5) | (24.5) | (24.5 |
| Profit to ordinary shareholders | 82.6 | 119.6 | 141.3 |
| Total new shares (m) | 1,943.8 | 1,943.8 | 1,943.8 |
| Ordinary EPS (USD) | 4.2 | 6.2 | 7.3 |

Source: Company, Maybank KE

Figure 10: Acquired Del Monte Foods' consumer business – historical figures

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|---|---------|---------|---------|
| FYE Apr (USD m) | FY11 | FY12 | FY13 |
| Net Sales | 1,881 | 1,814 | 1,830 |
| Cost of Goods Sold | (1,414) | (1,402) | (1,407) |
| Gross Profit | 467 | 412 | 424 |
| Operating expenses | (127) | (124) | (147) |
| SG&A | (139) | (132) | (144) |
| Other income/ expenses | 1 | 1 | 2 |
| Operating Income | 202 | 157 | 135 |
| Depreciation & Amortisation | 46 | 44 | 43 |
| Adjustments for non-recurring items | (6) | 1 | 0 |
| Adjusted EBITDA | 241 | 202 | 178 |
| | | | |

Source: Company, Maybank KE

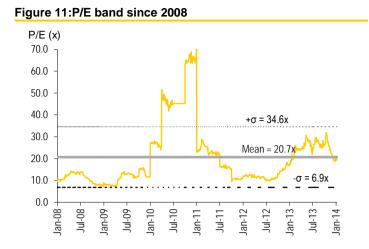


Figure 12:P/BV band since 2008



Source: Bloomberg, Maybank KE

Source: Bloomberg, Maybank KE

Figure 13: Peer comparison

| | Blbg | | Share | Target | Market | | P/E | | 3-yr EPS | EV/EBITDA | P/BV | R | OE | Div yield |
|----------------------|----------|--------|------------|------------|---------|-------|-------|-------|----------|-----------|-------|-------|-------|-----------|
| | code | Rating | price | Price | сар | 2013E | 2014E | 2015E | CAGR (%) | 2013E | 2013E | 2013E | 2014E | 2013E |
| | | | (Icl curr) | (Icl curr) | (USD m) | (x) | (x) | (x) | 12-15E | (x) | (x) | (%) | (%) | (%) |
| Singapore-listed F&B | | | | | | | | | | | | | | |
| SUPER GROUP | SUPER SP | Buy | 3.78 | 4.55 | 1,658 | 23.8 | 20.5 | 18.3 | 14 | 16.8 | 4.7 | 18 | 19 | 2.5 |
| YEO HIAP SENG | YHS SP | Hold | 2.44 | 2.55 | 1,102 | 24.4 | 43.6 | 34.9 | (14) | 16.7 | 1.8 | 8 | 4 | 0.6 |
| DEL MONTE PACIFIC | DELM SP | Buy | 0.59 | 1.25 | 602 | 17.7 | 14.5 | 10.6 | 22 | 10.8 | 2.4 | 13 | 16 | 4.2 |
| PETRA FOODS | PETRA SP | NR | 3.10 | NA | 1,490 | 28.0 | 21.0 | 17.6 | 46 | 14.2 | 4.0 | 14 | 17 | 1.6 |
| Average | | | | | | 23.5 | 24.9 | 20.3 | 17.1 | 14.6 | 3.2 | 13.4 | 13.9 | 2.2 |
| ASEAN-listed F&B | | | | | | | | | | | | | | |
| NESTLE (MYR) | NESZ MK | Hold | 68.00 | 62.00 | 4,856 | 28.9 | 26.1 | 22.7 | 12 | 19.6 | 20.5 | 71 | 75 | 3.3 |
| OLD TOWN | OTB MK | Buy | 2.70 | 3.34 | 298 | 19.0 | 16.4 | 13.8 | 6 | 10.4 | 3.0 | 16 | 17 | 2.9 |
| DUTCH LADY MILK | DLM MK | NR | 47.00 | NA | 916 | 21.8 | 20.9 | NA | NA | 14.6 | 13.8 | 63 | 66 | 5.5 |
| INDOFOOD CBP | ICBP IJ | NR | 10,100.00 | NA | 4,812 | 23.8 | 21.3 | 18.7 | 13 | 15.2 | 4.6 | 19 | 19 | 1.8 |
| NIPPON INDOSARI | ROTI IJ | NR | 990.00 | NA | 409 | 30.0 | 22.4 | 17.3 | 25 | 17.9 | 4.9 | 16 | 17 | 0.8 |
| ULTRAJAYA | ULTJ IJ | NR | 4,230.00 | NA | 998 | NA | NA | NA | NA | NA | NA | NA | NA | NA |
| MAYORA INDAH | MYOR IJ | NR | 25,000.00 | NA | 1,827 | 25.4 | 23.0 | 19.5 | 16 | 15.1 | 5.9 | 23 | 21 | 0.8 |
| CHAROEN POKPHAND | CPF TB | Hold | 30.50 | 21.00 | 7,129 | 28.2 | 22.3 | 16.2 | (9) | 28.0 | 2.1 | 7 | 9 | 1.6 |
| MALEE SAMPRAN | MALEE TB | Buy | 32.25 | 44.00 | 136 | 10.3 | 7.9 | 6.2 | (6) | 7.7 | 3.5 | 31 | 35 | 3.9 |
| THAI UNION FROZEN | TUF TB | Buy | 65.25 | 64.00 | 2,261 | 23.2 | 15.3 | 13.1 | 6 | 16.1 | 1.9 | 8 | 12 | 1.8 |
| THAI PRESIDENT | TF TB | NR | 166.00 | NA | 902 | NA | NA | NA | NA | NA | NA | NA | NA | NA |
| SERMSUK | SSC TB | NR | 84.75 | NA | 680 | NA | NA | NA | NA | NA | NA | NA | NA | NA |
| PRESIDENT BAKERY | PB TB | NR | 41.00 | NA | 557 | NA | NA | NA | NA | NA | NA | NA | NA | NA |
| OISHI GROUP | OISHI TB | NR | 80.00 | NA | 453 | 36.0 | 27.0 | 19.3 | 6 | 14.4 | 4.4 | 12 | 14 | 1.3 |
| UNIVERSAL ROBINA | URC PM | Buy | 115.50 | 154.00 | 5,623 | 29.1 | 24.9 | 21.9 | 15 | 17.8 | 4.9 | 19 | 20 | 2.0 |
| SAN MIGUEL PF | PF PM | Buy | 228.00 | 310.00 | 848 | 12.2 | 12.2 | 6.6 | 17 | 5.7 | 0.9 | 10 | 10 | 2.1 |
| PEPSI-COLA (PHIL) | PIP PM | Buy | 4.53 | 6.05 | 373 | 18.1 | 16.2 | 14.2 | 12 | 6.7 | 2.4 | 14 | 15 | 3.2 |
| RFM CORP | RFM PM | Buy | 5.70 | 6.05 | 402 | 24.8 | 21.1 | NA | NA | 14.1 | 2.7 | 11 | 12 | 1.1 |
| VIETNAM DAIRY | VNM VN | Buy | 135,000.00 | NA | 5,334 | 16.8 | 14.4 | 11.9 | 18 | 12.1 | 5.9 | 35 | 34 | 2.5 |
| KINH DO CORP | KDC VN | NR | 49,500.00 | NA | 387 | 16.4 | 15.0 | 14.4 | 9 | 8.3 | 1.7 | 10 | 11 | 4.1 |
| Average | | | | | | 22.8 | 19.1 | 15.4 | 9.8 | 14.0 | 5.2 | 22.9 | 24.2 | 2.4 |
| Total Average | | | | | | 22.9 | 20.3 | 16.5 | 11.4 | 14.1 | 4.8 | 21.0 | 22.2 | 2.4 |
| | | | | | | | | | | | | | | |
| Global F&B | | | | | | | | | | | | | | |
| DEL MONTE FRESH | FDP US | NR | 27.76 | NA | 1,558 | 16.3 | 13.3 | 12.4 | (4) | 9.1 | NA | NA | NA | NA |
| DOLE FOOD | DOLE US | NR | NA | NA | NA | NA | NA | NA | NA | NA | NA | NA | NA | NA |
| CAMPBELL | CPB US | NR | 42.87 | NA | 13,505 | 16.2 | 17.1 | 16.1 | 3 | 11.3 | 10.9 | 67 | 50 | 2.9 |
| KELLOGG | K US | NR | 60.80 | NA | 22,022 | 16.1 | 15.0 | 14.0 | 9 | 11.1 | 6.1 | 38 | 37 | 2.9 |
| MONDELEZ | MDLZ US | NR | 34.81 | NA | 61,049 | 22.3 | 20.3 | 18.2 | 11 | 14.5 | 1.8 | 8 | 9 | 1.5 |
| TYSON FOODS | TSN US | NR | 33.31 | NA | 11,444 | 15.0 | 12.0 | 11.5 | 15 | 6.7 | 2.0 | 13 | 14 | 0.8 |
| HERSHEY | HSY US | NR | 97.00 | NA | 21,689 | 26.1 | 23.5 | 21.7 | 13 | 14.7 | 16.6 | 64 | 56 | 1.9 |
| CONAGRA FOODS | CAG US | NR | 33.90 | NA | 14,252 | 14.5 | 13.1 | 11.8 | 10 | 9.8 | 2.4 | 17 | 17 | 2.9 |
| Average | | | | | | 14.5 | 16.3 | 15.1 | 7.8 | 11.0 | 6.6 | 34.5 | 30.4 | 2. |

Source: Factset, Maybank KE

Del Monte Pacific

| FYE Dec | 2011 | 2012 | 2013F | 2014F | 2015F |
|------------------------|---------|---------|---------|----------------|---------|
| Sale | 425.2 | 459.7 | 521.6 | 572.4 | 624.7 |
| Cost of sales | (323.8) | (346.9) | (392.8) | (426.7) | (457.5) |
| Gross Profit | 101.4 | 112.8 | 128.8 | 145.7 | 167.2 |
| SG&A | (57.1) | (62.9) | (75.7) | (83.0) | (87.4) |
| Operating Profit | 44.3 | 49.9 | 53.1 | 62.6 | 79.8 |
| Net Finance cost | (1.6) | (3.1) | (6.1) | (5.2) | (5.5) |
| JV/ Associates | (10.6) | (6.1) | (5.0) | (2.5) | (1.0) |
| Pretax income | 32.1 | 40.7 | 42.0 | 54.9 | 73.4 |
| Income taxes | (5.5) | (9.1) | (8.5) | (12.8) | (17.7) |
| One-off expenses | 0.0 | 0.0 | (8.0) | (20.0) | 0.0 |
| Minority | 0.9 | 0.5 | 0.5 | 0.5 | 0.5 |
| Reported Net profit | 27.4 | 32.1 | 26.0 | 22.6 | 56.1 |
| Net profit (recurring) | 27.4 | 32.1 | 34.0 | 42.6 | 56.1 |
| EPS (USD cents) | 2.1 | 2.5 | 2.6 | 3.3 | 4.3 |
| EBITDA | 57.8 | 65.5 | 70.9 | 82.4 | 100.6 |
| | | | | | |
| BALANCE SHEET (USD m) | 2011 | 2012 | 2012E | 201 <i>1</i> F | 20155 |

| FYE Dec | 2011 | 2012 | 2013F | 2014F | 2015F |
|-----------------------|-------|-------|-------|-------|-------|
| Total assets | 417.4 | 495.5 | 519.7 | 553.3 | 581.7 |
| Current assets: | 278.5 | 350.1 | 372.0 | 402.9 | 433.2 |
| Cash | 20.9 | 24.6 | 25.0 | 25.0 | 25.0 |
| Inventories | 82.9 | 113.5 | 113.0 | 122.8 | 131.6 |
| Receivables | 82.9 | 102.4 | 114.3 | 125.5 | 136.9 |
| Bio assets | 91.8 | 109.7 | 119.7 | 129.7 | 139.7 |
| Long-term assets: | 138.9 | 145.5 | 147.7 | 150.4 | 148.5 |
| PPE | 85.4 | 93.4 | 101.2 | 106.9 | 106.6 |
| JV/ Associates | 24.0 | 21.5 | 16.5 | 14.0 | 13.0 |
| Intangibles | 16.0 | 15.4 | 14.9 | 14.3 | 13.7 |
| Others | 13.5 | 15.2 | 15.2 | 15.2 | 15.2 |
| Total liabilities | 194.8 | 242.2 | 260.4 | 288.8 | 303.7 |
| Current liabilities: | 188.9 | 226.5 | 245.4 | 273.8 | 288.7 |
| Payables | 81.3 | 95.5 | 102.2 | 111.1 | 119.1 |
| ST Borrowings | 105.0 | 125.9 | 138.0 | 157.6 | 164.5 |
| Others | 2.6 | 5.2 | 5.2 | 5.2 | 5.2 |
| Long-term liabilities | 5.9 | 15.7 | 15.0 | 15.0 | 15.0 |
| Long-term borrowings | 5.9 | 15.7 | 15.0 | 15.0 | 15.0 |
| Others | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Shareholder's equity | 230.5 | 255.2 | 261.7 | 267.4 | 281.4 |

| FYE Dec | 2011 | 2012 | 2013F | 2014F | 2015F |
|-----------------------------|--------|--------|--------|--------|--------|
| Operating cash flow | 38.1 | 19.5 | 41.6 | 42.3 | 55.2 |
| Pretax profit | 26.6 | 31.6 | 42.0 | 54.9 | 73.4 |
| Depreciation & amortization | 13.5 | 15.7 | 17.8 | 19.8 | 20.8 |
| Share of JV/ assoc | 10.6 | 6.1 | 5.0 | 2.5 | 1.0 |
| Change in working capital | (18.6) | (46.2) | (14.7) | (22.1) | (22.3) |
| Others | 6.0 | 12.4 | (8.5) | (12.8) | (17.7) |
| Investment cash flow | (19.0) | (20.1) | (25.0) | (25.0) | (20.0) |
| Net capex | (18.4) | (17.1) | (25.0) | (25.0) | (20.0) |
| Other investments | (1.1) | (3.6) | 0.0 | 0.0 | 0.0 |
| Others | 0.5 | 0.6 | 0.0 | 0.0 | 0.0 |
| Financing cash flow | (15.7) | (5.0) | (8.1) | 2.7 | (35.2) |
| Dividends | (16.8) | (23.4) | (19.5) | (16.9) | (42.1) |
| Net change in debt | 7.1 | 22.5 | 11.4 | 19.6 | 6.9 |
| Issue of shares | (1.8) | 0.0 | 0.0 | 0.0 | 0.0 |
| Others | (4.1) | (4.1) | 0.0 | 0.0 | 0.0 |
| Net cash flow | 3.4 | (5.6) | 8.4 | 20.0 | (0.0) |
| Free cash flow | 19.1 | (0.6) | 16.6 | 17.3 | 35.2 |

| FYE Dec | 2011 | 2012 | 2013F | 2014F | 2015F |
|------------------------------|------|-------|-------|-------|-------|
| Growth (% YoY) | | | | | |
| Sales | 12.3 | 8.1 | 13.5 | 9.7 | 9.1 |
| Operating Profit | 46.1 | 12.6 | 6.5 | 17.9 | 27.5 |
| EBITDA | 37.8 | 13.3 | 8.2 | 16.3 | 22.1 |
| Net Profit (recurring) | 73.6 | 16.9 | 6.0 | 25.1 | 31.9 |
| EPS | 73.8 | 16.9 | 6.2 | 25.1 | 31.9 |
| Profitability (%) | | | | | |
| Operating margin | 10.4 | 10.8 | 10.2 | 10.9 | 12.8 |
| EBITDA margin | 13.6 | 14.3 | 13.6 | 14.4 | 16.1 |
| Net profit margin | 6.5 | 7.0 | 6.5 | 7.4 | 9.0 |
| ROA | 6.5 | 6.5 | 5.0 | 4.1 | 9.6 |
| ROE | 11.6 | 12.5 | 9.9 | 8.4 | 19.9 |
| Stability | | | | | |
| Gross debt/equity (%) | 48.1 | 55.5 | 58.4 | 64.5 | 63.8 |
| Net debt/equity (%) | 39.1 | 45.9 | 48.9 | 55.2 | 54.9 |
| Int. coverage (X) | 27.7 | 16.3 | 8.7 | 12.0 | 14.6 |
| Int. & ST debt coverage (X) | 0.4 | 0.4 | 0.4 | 0.4 | 0.5 |
| Cash flow int. coverage (X) | 2.1 | -1.8 | 1.4 | 3.8 | 0.0 |
| Cash flow int. & ST debt (X) | 0.0 | 0.0 | 0.1 | 0.1 | 0.0 |
| Current ratio (X) | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 |
| Quick ratio (X) | 1.0 | 1.0 | 1.1 | 1.0 | 1.(|
| Net debt/(cash) (USD m) | 90.0 | 117.0 | 128.0 | 147.6 | 154.5 |
| Per share data (USD cents) | | | | | |
| EPS | 2.1 | 2.5 | 2.6 | 3.3 | 4.3 |
| CFPS | 1.8 | (0.1) | 1.3 | 1.3 | 2.7 |
| BVPS | 21.4 | 23.7 | 20.2 | 20.6 | 21.7 |
| SPS | 39.4 | 42.6 | 40.2 | 44.1 | 48.2 |
| EBITDA/share | 5.4 | 6.1 | 2.0 | 1.7 | 4.3 |
| DPS | 1.9 | 2.2 | 1.5 | 1.3 | 3.2 |

Source: Company, Maybank KE

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