

Gamuda (GAM MK)

Wins 2nd Australian E&C job

Orderbook lifted to MYR12.5b

Gamuda's 2nd Australia project win - main package for the Coffs Harbour Bypass - has lifted its outstanding orderbook to MYR12.5b, based on its 50% stake in the JV which won the project (worth AUD1.35b) and its MYR10.4b outstanding orderbook as of early-Mar 2022. This latest win brings Gamuda closer to its MYR20b E&C orderbook target by mid-2023. We have a BUY on the stock with an unchanged MYR4.28 RNAV-TP.

In 50:50 JV with Ferrovial Construction Australia

Ferrovial Construction Australia and Gamuda Australia Joint Venture (FGJV) has won a AUD1.35b (MYR4.12b) design-and-construct contract to deliver the main package of works for the Coffs Harbour Bypass project by the New South Wales (NSW) Government. The project is fully government-funded comprising a new and upgraded 4-lane dual-way highway, bypass and tunnels. The project is expected to be opened to traffic from late-2026 and fully completed in late-2027. Coffs Harbour is located in the northern coast of NSW, 550km from Sydney.

A highly experienced JV partner

Ferrovial is a leader in design-and-build construction projects in Australia and New Zealand. It won the Sydney Metro West 1st tunnelling contract - Central Tunnelling Package - worth AUD1.96b in Jul 2021, while Gamuda clinched the Western Tunnel Package worth AUD2.16b in Mar 2022. Ferrovial has been operating in Australia since 2002. Its construction unit has a presence in Australia since 2011, having participated in upgrading road accesses to the Northern Beaches Hospital in Sydney, construction of part of the Pacific Highway, and the Harwood Bridge. [\[link\]](#)

Earnings contribution into FY28

This latest win has lifted Gamuda's 2022-YTD contract wins to MYR9.4b, incorporating its 50% share in the AUD1.35b contract value. Assuming 8% pre-tax margin, we estimate a net profit contribution of MYR115m into FY28 (5 years of construction till late-2027) or 4.6sen/Gamuda shr. We maintain our forecasts pending further details on this new project.

FYE Jul (MYR m)	FY20A	FY21A	FY22E	FY23E	FY24E
Revenue	3,663	3,517	4,446	5,863	6,118
EBITDA	646	692	911	898	985
Core net profit	525	588	661	685	604
Core EPS (sen)	21.1	23.4	25.9	26.8	23.6
Core EPS growth (%)	(27.1)	11.0	10.6	3.7	(11.9)
Net DPS (sen)	6.0	0.0	12.0	12.0	12.0
Core P/E (x)	16.9	12.0	13.9	13.4	15.2
P/BV (x)	1.0	0.8	1.0	0.9	0.9
Net dividend yield (%)	1.7	0.0	3.3	3.3	3.3
ROAE (%)	4.5	6.6	7.1	7.1	6.0
ROAA (%)	2.9	3.2	3.6	3.6	3.0
EV/EBITDA (x)	19.5	14.4	14.1	15.0	13.0
Net gearing (%) (incl perps)	37.0	27.0	32.9	36.6	29.3
Consensus net profit	-	-	646	698	665
MKE vs. Consensus (%)	-	-	2.3	(1.7)	(9.3)

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BUY

Share Price	MYR 3.60
12m Price Target	MYR 4.28 (+22%)
Previous Price Target	MYR 4.28

Company Description

Gamuda Bhd engages in engineering and construction, property development and water and expressway concessions.

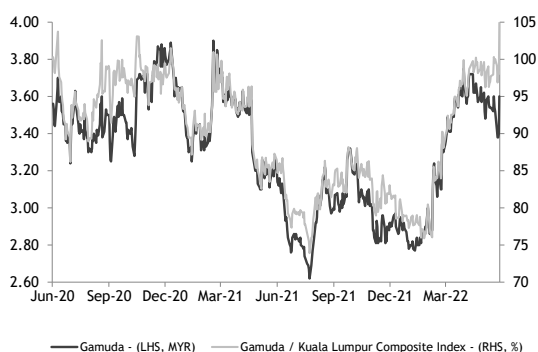
Statistics

52w high/low (MYR)	3.75/2.62
3m avg turnover (USDm)	2.2
Free float (%)	69.1
Issued shares (m)	2,554
Market capitalisation	MYR9.2B
	USD2.1B

Major shareholders:

Permodalan Nasional Bhd.	14.8%
Employees Provident Fund	14.8%
Kumpulan Wang Persaraan	8.2%

Price Performance



	-1M	-3M	-12M
Absolute (%)	0	7	11
Relative to index (%)	6	16	20

Source: FactSet

Abbreviation

E&C = Engineering & Construction

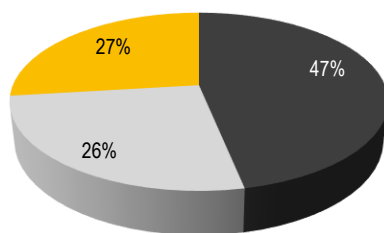
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Tear Sheet Insert

Value Proposition

- Leading engineering & construction (E&C) player that has carved a niche in highly technical tunnelling works.
- Its capabilities have enabled it to clinch key infra projects and gain above-industry average E&C margins.
- Completed infra projects include SMART, Ipoh-Padang Besar EDT, KVMRT 1, LDP, SAE, SPRINT, SSP3 and Sg S'gor Dam.
- Has also accumulated strategic property landbank in MY (Klang Valley mainly), VN (HCMC and Hanoi) and SG worth MYR56b in remaining GDV.
- Four urban and matured tolled highways in the Klang Valley provide a recurring income base.

Pretax profit breakdown in FY21 (before FR511)

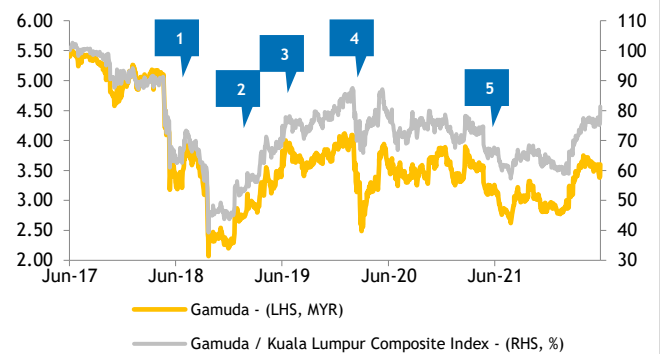
■ Engineering & construction ■ Property development ■ Concessions



Source: Company

Price Drivers

Historical share price trend



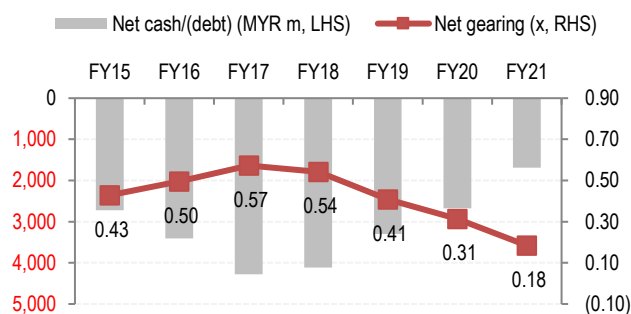
Source: Company, Maybank IBG Research

1. Post GE14 (May 2018) overhang on Malaysia construction stemming from i) review and cancellation of major infra projects and ii) potential abolition of tolled highways.
2. Potential revival of ECRL and sale of its tolled highways.
3. News on revival of Bandar Malaysia project (May 2019), followed by Minister of Finance (Inc.)'s proposed take-over of Gamuda's four tolled highways (Jun 2019).
4. Start of Movement Control Order (MCO) (18 Mar 2020).
5. Announcement (on 11 May 2021) of Gamuda's exclusion from MSCI Global Standard Index.

Financial Metrics

- FY20-21 earnings impacted by Malaysia's MCO and COVID-19 induced Standard Operating Procedures at work sites.
- Medium-term earnings to be supported by an outstanding E&C orderbook of MYR10.4b and unbilled property sales of MYR5.2b as of end-Jan 2022.
- Targeting E&C job replenishment from PSI and KVMRT 3; intends to make Australia its 2nd E&C base.
- Targeting MYR4b property pre-sales in FY22 (+39% YoY); have ventured into UK recently as its 4th property base.
- Net gearing stood at 0.18x end-Jan 2022, below its internal cap of 0.7x.

Net debt and gearing



Source: Company

Swing Factors

Upside

- Substantial orderbook replenishment, including from major domestic rail projects such as KVMRT 3.
- Recovery in Malaysia property sales and/or stronger-than-expected overseas property sales.
- PSI Island A reclamation work pace proceeds ahead of expectations.

Downside

- Delay in implementation of key infrastructure projects.
- More tighter Standard Operating Procedures at work sites due to COVID-19, impacting their work pace.
- PSI Island A reclamation work pace falls short of the targeted timeline.

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Risk Rating & Score ¹	35.3 (High)
Score Momentum ²	-3.8
Last Updated	24 Jan 2022
Controversy Score ³ (Updated: 4 Dec 2021)	1 - Society incidents (community relations) & business ethics incidents

Business Model & Industry Issues

- As a leading engineering, infrastructure and property group, Gamuda acknowledges its heavy ESG responsibility including that of the environment. Milestones in 2021 included the launch of 'Gamuda Green Plan 2025' (GGP), the Group's ESG framework, anchored on 4 pillars: (1) sustainable planning & design for construction; (2) community & business; (3) environmental & biodiversity conservation; (4) enhancing sustainability via digitalisation. GGP commits to reduce corporate GHG emission intensity by 30% in 2025, 45% in 2030.
- With the view that ESG and digital will be central to Gamuda's operations moving forward, young leaders in their 30s fill at least half the board seats and executive positions in Gamuda Engineering & Gamuda Land since Jan 2021. Gamuda is at the forefront in managing its ESG risks, in our view. Its enhanced resume will lend support in the future tender of major engineering & infrastructure projects in Malaysia and overseas.

Material E issues

- Besides GHG reduction commitment, GGP's other strategic priorities are (i) a 40% reduction in CO2e emission by 2030, (ii) planting of 1m trees/saplings by 2023 (302k planted as of end-FY21), (iii) developing 2,000 acres of green/waterscapes over 12 urban forest clusters within its property projects by 2023.
- E&C:** GGP commits to a 'circular construction' approach by maximising efficiency of raw materials/resources & reducing wastages (20% reduction of construction waste to landfill, 50% recycling of water at construction sites - both by 2025).
- Property:** Gamuda Parks (GP), set up in 2018 to formalise the Group's efforts in land and biodiversity conservation in its development projects, jointly manages (with the Govt) the *Paya Indah Discovery Wetlands* (1,114 acres), located next to the *Gamuda Cove* development. GP's agendas include (i) a wetland arboretum to regenerate flora and fauna species, and address carbon storage value, and (ii) biodiversity audits in Gamuda's developments in collaboration with local experts.
- Penang South Islands:** To be a low carbon development - smart industrial park will be powered by renewable energy; low carbon mobility has been incorporated into the masterplan.

Material S issues

- Gamuda's staff force (3,615 end-FY21) is diversified in age (<30 yrs old: 26%, 30-50: 61%, >50: 13%) and gender (women made up 35% end-FY21 vs. 31% end-FY20).
- Gamuda Plant Operator School (since 1997) and Tunnelling Training Academy (2011) have trained >45,000 and ~1,000 people respectively. BIM Academy (set up in 2018) aims to train >1,000 employees and subcontractors over 2020-22, in Building Information Modelling digital construction.
- To minimise COVID-19 infection within its workforce, Gamuda set up (i) a RT-PCR testing laboratory in 2020, with capacity to test 20,000 employees fortnightly; and (ii) Centralised Quarantine Quarters at every CLQ. It will soon launch Gamuda Clinics at 2 locations, serving also the community.
- The Group allocates 2% of its profits p.a. to Yayasan Gamuda (YG), set up in 2016. Enabling Academy, under YG, has trained 66 autism disorder adults and assisted them in securing jobs with >30 partner companies since 2017. YG has awarded 471 scholarships since 1996; the *Star Golden Hearts Award* is YG's annual recurring anchor project, now into its 5th year (2022).

Key G metrics and issues

- Gamuda's Board comprises 7 Directors: 4 Independent Non-Executive (incl. Chairman) + 1 Non-Independent Non-Executive + 2 Executive. Independent directors make up 57% of its Board. Its Independent Non-Executive Directors have not served a cumulative term >9 years each as recommended by the Malaysian Code on Corporate Governance.
- There are presently 3 women on Gamuda's Board or 43% representation, above the 30% requirement.
- Gamuda provides detailed disclosure on remuneration of directors and top 5 Group senior management. In FY21, remuneration to executive directors (including to alternate directors) was 1.3% of pretax profit, non-executive directors 0.1%, and top 5 senior management 0.5%.
- Gamuda has been audited by Ernst & Young for 20 years since FY02 (and Arthur Andersen, prior to that).
- Gamuda's Integrity and Governance Unit (IGU) was set up on 13 Dec 2019, in line with the Malaysian Anti-Corruption Commission's Strategic Plan of IGU 2019-21. Two policies were adopted in FY21: (i) Anti-Bribery and Corruption Policy; (ii) Whistleblowing Policy and Procedures (which superseded the 2011 whistleblowing policy). Integrity Pledges for directors and staff were also implemented in FY21.
- Since 2018, the Group has digitalised procurement to raise transparency and efficiency. The Group's Digital Procurement Platform leverages on the SAP Ariba e-platform. >MYR300m has been saved since the digitalisation of procurement and supply chain processes, via supply chain collaboration.
- Transactions with related parties include fees for professional services rendered by a law firm of which a director has an interest. The amount is small, at up to MYR1.3m p.a. over FY16-FY21. There were no other material contracts involving directors and major shareholders during our period of review (FY16-FY21).

¹**Risk Rating & Score** - derived by Sustainalytics and assesses the company's exposure to unmanaged ESG risks. Scores range between 0 - 50 in order of increasing severity with low/high scores & ratings representing negligible/significant risk to the company's enterprise value, respectively, from ESG-driven financial impacts. ²**Score Momentum** - indicates changes to the company's score since the last update - a **negative** integer indicates a company's improving risk score; a **positive** integer indicates a deterioration. ³**Controversy Score** - reported periodically by Sustainalytics in the event of material ESG-related incident(s), with the impact severity scores of these events ranging from Category 0-5 (0 - no reports; 1 - negligible risks; ...; 5 - poses serious risks & indicative of potential structural deficiencies at the company).

Fig 1: E&C orderbook - e.MYR3b outstanding @ end-Jan 2022 + MYR7.4b wins in Feb/early Mar 2022 = MYR10.4b

Project	Outstanding (MYR m)	Status
KVMRT 2 (Underground and elevated works) (50% share)	1,300 (vs. 1,900 @ end-Oct 2021)	Work progress at 92% (vs. 87% @ end-Oct 2021). Targeted completion: 2022.
Pan Borneo Sarawak - WPC-04 (Pantu Junction to Btg Skrang) (65% share)	200	Work progress at 83% (vs. 79% @ end-Oct 2021). Targeted completion: 2022.
Marine Bridge (Taiwan) (70% share)	100	Work progress at 62% (vs. 58% @ end-Oct 2021). Targeted completion: 2022.
Bus Depot (Singapore) (45% share)	300	Work progress at 16% (vs. 14% @ end-Oct 2021). Targeted completion: 2023.
Seawall project (Taiwan) (70% share)	500	Work progress at 29% (vs. 25% @ end-Oct 2021). Targeted completion: 2025.
Various others	400	Building works from i) Rumah Selangorku project, ii) a private developer, iii) PNB 118 Tower. Also, iv) a trunk road in Sri Aman, Sarawak valued at MYR224m secured in a JV with Naim Engineering (work progress at 5% @ end-Apr 2021). Targeted completion in 2020/2021.
Transmission line (Taiwan) (50% share)	200	Newly secured in 4QFY21. Targeted completion: 2024.
Defu Station & Tunnel (Singapore) (60% share)	870	A design-and-construct contract with Gamuda as the Lead Member. Defu Station (along Tampines Road) is part of the 29km Cross Island Line Phase 1. Commencement: 2Q 2022 Targeted completion: 2030
Sydney Metro West - Western Tunnel (Australia) (100% share)	6,500	A design-and-construct contract with Gamuda as the Head Contractor, and Laing O'Rourke Australia as project delivery partner. 9 kilometres of twin, metro rail tunnel between Westmead and Sydney Olympic Park, utilising two, hard-rock twin shield Tunnel Boring Machines. Commencement: Apr 2022 Targeted completion: 2025
Total	10,370	

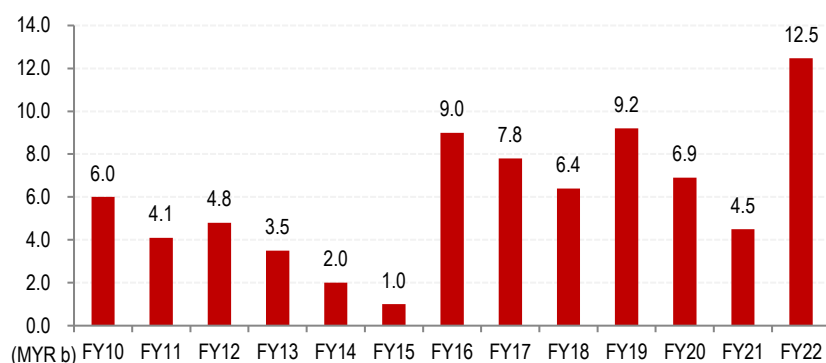
Source: Company

Fig 2: E&C wins in 2022-YTD

Project	Value	Details
SG Defu Station & Tunnel (60% share, with Wai Fong Construction Ptd Ltd)	SGD467m (MYR1.45b)	A design-and-construct contract with Gamuda as the Lead Member. Defu Station (along Tampines Road) is part of the 29km Cross Island Line Phase 1. Commencement: 2Q 2022 Targeted completion: 2030
Sydney Metro West - Western Tunnel	AUD2.16b (MYR6.5b)	A design-and-construct contract with Gamuda as the Head Contractor, and Laing O'Rourke Australia as project delivery partner. 9 kilometres of twin, metro rail tunnel between Westmead and Sydney Olympic Park, utilising two, hard-rock twin shield Tunnel Boring Machines. Commencement: Apr 2022 Targeted completion: 2025
Coffs Harbour Bypass (50% share, with Ferrovial Construction) *	AUD1.35 (MYR4.13b)	A design-and-construct contract comprising 14km of new/upgraded 4-lane highway, bypass and tunnels in New South Wales,. Commencement: Early-2023 Targeted completion: Late-2027
Total	# MYR9.44b	

Source: Company, * Bernama news; # Gamuda's share

Fig 3: E&C orderbook - outstanding as of FYE (as of 20 Jun 2022 for FY22)



Source: Company, Maybank IBG Research estimates for FY22-YTD

Valuation & foreign shareholding

Fig 4: RNAV

1.0 CONCESSIONS

	<u>DCF / BV</u> <u>(MYR'm)</u>	<u>Shareholding</u> <u>(%)</u>	<u>Gamuda's share</u> <u>(MYR'm)</u>	<u>Total (MYR'm)</u>
Expressways				
Lebuhr Raya Damansara-Puchong	2,241	43.6%	977	
Shah Alam Expressway	1,154	70.0%	808	
Western Traffic Dispersion Scheme (SPRINT)	669	51.8%	347	
KL Flood Mitigation Programme	65	50.0%	32	
				2,164
Total concessions				2,164

2.0 PROPERTY

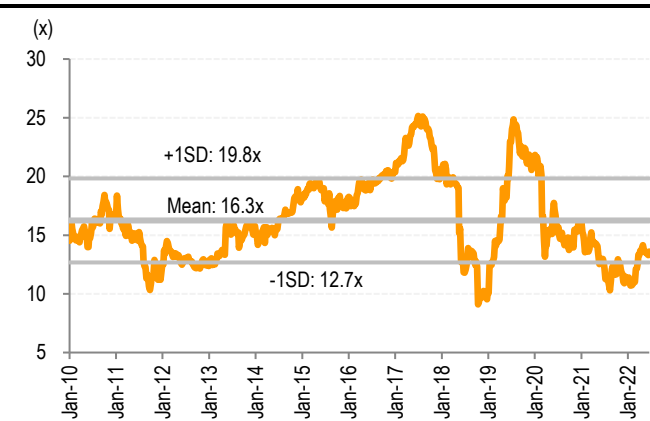
	<u>Unsold areas</u> <u>(acres)</u>	<u>Bal. GDV</u> <u>(MYR'm)</u>	<u>Shareholding</u> <u>(%)</u>	<u>NPV of future profits</u> <u>(MYR'm)</u>	<u>Gamuda's share</u> <u>(MYR'm)</u>
Kota Kemuning (Klang Valley)	10	30	50.0%	5	3
Valencia (Klang Valley)	0	0	98.8%	0	0
Bandar Botanic (Klang Valley)	30	1,370	100.0%	114	114
Jade Hills (Klang Valley)	80	860	100.0%	84	84
Horizon Hills (Iskandar Malaysia)	310	2,380	50.0%	229	115
Madge (Klang Valley)	0	20	100.0%	3	3
Robertson (Klang Valley)	0	70	100.0%	12	12
Highpark Suites (Klang Valley)	0	350	100.0%	39	39
Gamuda Gardens (Klang Valley)	620	10,300	100.0%	433	433
Kundang Estates (Klang Valley)	20	240	100.0%	34	34
Gamuda Cove (Klang Valley)	1,450	23,250	100.0%	486	486
Twentyfive.7 (Klang Valley)	150	4,420	100.0%	267	267
Bukit Bantayan (Sabah)	10	680	100.0%	39	39
Gamuda City (Hanoi)	270	10,090	100.0%	690	690
Celadon City (HCMC)	20	750	100.0%	167	167
Chapel Street (Melbourne)	0	120	100.0%	12	12
GEM Residences (Singapore)	0	0	50.0%	0	0
Anchorvale Crescent / OLA (Singapore)	4	1,060	50.0%	131	65
	2,974	55,990			2,562
<i>Property NBV @ 31 Jul 2021</i>					5,933
Total Properties RNAV					8,495
<i>(-) 40% discount</i>					(3,398)
Discounted Properties					5,097

3.0 ENGINEERING & CONSTRUCTION

	<u>Est. net profit</u> <u>(MYR'm)</u>	<u>Target PER (x)</u>	<u>Gamuda's share</u> <u>(MYR'm)</u>
FY22E E&C profit	186	15	2,791
Cash & investment securities at holding company @ 31 Jul 2021			870
TOTAL RNAV			10,922
No. of ordinary shares @ 9 Mar 2022 (post DRP)			2,554
RNAV per share (MYR)			4.28

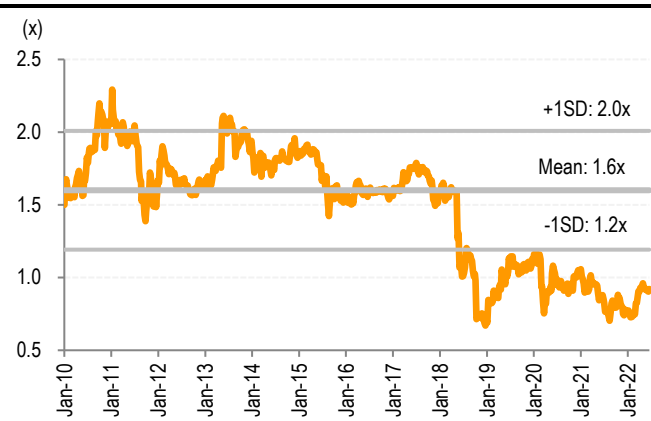
Source: Maybank IBG Research

Fig 5: 12M forward PER



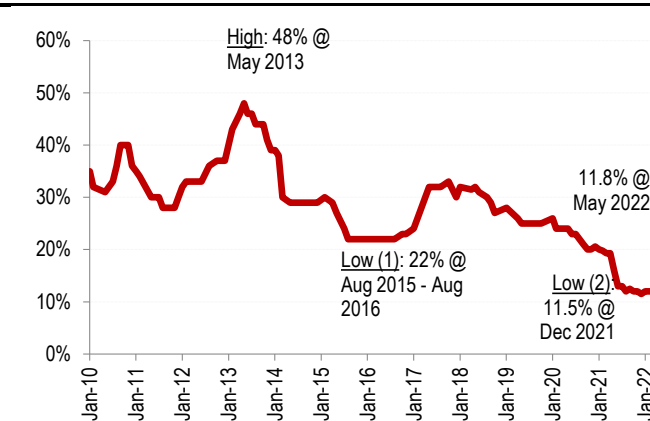
Source: Bloomberg, Maybank IBG Research

Fig 6: 12M forward P/B



Source: Bloomberg, Maybank IBG Research

Fig 7: Foreign shareholding



Source: Company

FYE 31 Jul	FY20A	FY21A	FY22E	FY23E	FY24E
Key Metrics					
P/E (reported) (x)	23.8	14.7	13.9	13.4	15.2
Core P/E (x)	16.9	12.0	13.9	13.4	15.2
P/BV (x)	1.0	0.8	1.0	0.9	0.9
P/NTA (x)	1.0	0.8	1.0	0.9	0.9
Net dividend yield (%)	1.7	0.0	3.3	3.3	3.3
FCF yield (%)	2.0	8.1	nm	nm	11.7
EV/EBITDA (x)	19.5	14.4	14.1	15.0	13.0
EV/EBIT (x)	29.8	21.3	19.1	20.7	17.7

INCOME STATEMENT (MYR m)

Revenue	3,663.0	3,517.2	4,445.7	5,863.0	6,118.0
EBITDA	646.0	692.3	911.2	898.2	985.2
Depreciation	(223.1)	(225.2)	(236.9)	(249.2)	(262.2)
EBIT	422.9	467.1	674.3	648.9	723.0
Net interest income / (exp)	7.1	4.5	(1.2)	(7.2)	(13.5)
Associates & JV	308.4	314.7	217.8	266.3	133.9
Exceptionals	(148.1)	0.0	0.0	0.0	0.0
Pretax profit	590.3	786.3	890.9	908.0	843.4
Income tax	(161.3)	(154.1)	(181.7)	(173.3)	(191.6)
Minorities	(52.5)	(43.9)	(47.9)	(49.3)	(48.2)
Discontinued operations	0.0	0.0	0.0	0.0	0.0
Reported net profit	376.5	588.3	661.2	685.5	603.7
Core net profit	524.6	588.3	661.2	685.5	603.7

BALANCE SHEET (MYR m)

Cash & Short Term Investments	2,147.2	2,656.7	1,850.4	1,219.9	1,779.8
Accounts receivable	2,223.7	1,748.4	2,400.0	3,165.1	3,302.8
Inventory	917.7	808.6	1,011.6	1,421.1	1,469.1
Property, Plant & Equip (net)	997.5	960.7	989.6	1,007.5	1,013.8
Intangible assets	0.0	0.0	0.0	0.0	0.0
Investment in Associates & JVs	2,010.1	1,825.0	2,042.7	2,309.0	2,443.0
Other assets	10,231.3	10,440.9	10,440.9	10,440.9	10,440.9
Total assets	18,527.5	18,440.2	18,735.2	19,563.5	20,449.4
ST interest bearing debt	2,513.0	1,452.2	1,524.8	1,601.0	1,681.1
Accounts payable	1,760.5	1,745.6	1,800.2	2,295.6	2,920.1
LT interest bearing debt	2,952.2	3,775.6	3,586.8	3,407.5	3,237.1
Other liabilities	2,334.0	1,951.0	1,905.0	1,908.0	1,909.0
Total Liabilities	9,560.0	8,924.5	8,816.9	9,212.0	9,747.7
Shareholders Equity	8,541.1	9,163.6	9,518.3	9,902.2	10,204.2
Minority Interest	426.5	352.1	400.1	449.3	497.5
Total shareholder equity	8,967.6	9,515.7	9,918.4	10,351.5	10,701.7
Total liabilities and equity	18,527.5	18,440.2	18,735.2	19,563.5	20,449.4

CASH FLOW (MYR m)

Pretax profit	590.3	786.3	890.9	908.0	843.4
Depreciation & amortisation	223.1	225.2	236.9	249.2	262.2
Adj net interest (income)/exp	(7.1)	(4.5)	1.2	7.2	13.5
Change in working capital	255.9	519.2	(735.5)	(573.0)	535.9
Cash taxes paid	(161.3)	(154.1)	(181.7)	(173.3)	(191.6)
Other operating cash flow	(308.4)	(314.7)	(217.8)	(266.3)	(133.9)
Cash flow from operations	592.5	1,057.4	(6.0)	151.9	1,329.5
Capex	(411.8)	(488.0)	(250.0)	(250.0)	(250.0)
Free cash flow	180.7	569.4	(256.0)	(98.1)	1,079.5
Dividends paid	(225.8)	0.0	(306.5)	(301.6)	(301.6)
Equity raised / (purchased)	72.9	3.5	0.0	0.0	0.0
Change in Debt	320.0	(304.1)	(116.2)	(103.1)	(90.3)
Other invest/financing cash flow	65.4	(563.8)	(127.6)	(127.6)	(127.6)
Effect of exch rate changes	24.4	9.3	0.0	0.0	0.0
Net cash flow	413.2	(295.0)	(806.3)	(630.5)	559.9

FYE 31 Jul	FY20A	FY21A	FY22E	FY23E	FY24E
Key Ratios					
Growth ratios (%)					
Revenue growth	(19.8)	(4.0)	26.4	31.9	4.3
EBITDA growth	(15.6)	7.2	31.6	(1.4)	9.7
EBIT growth	(26.2)	10.5	44.4	(3.8)	11.4
Pretax growth	(34.5)	33.2	13.3	1.9	(7.1)
Reported net profit growth	(46.2)	56.3	12.4	3.7	(11.9)
Core net profit growth	(26.6)	12.1	12.4	3.7	(11.9)
Profitability ratios (%)					
EBITDA margin	17.6	19.7	20.5	15.3	16.1
EBIT margin	11.5	13.3	15.2	11.1	11.8
Pretax profit margin	16.1	22.4	20.0	15.5	13.8
Payout ratio	39.6	0.0	46.3	44.7	50.8
DuPont analysis					
Net profit margin (%)	10.3	16.7	14.9	11.7	9.9
Revenue/Assets (x)	0.2	0.2	0.2	0.3	0.3
Assets/Equity (x)	2.2	2.0	2.0	2.0	2.0
ROAE (%)	4.5	6.6	7.1	7.1	6.0
ROAA (%)	2.9	3.2	3.6	3.6	3.0
Liquidity & Efficiency					
Cash conversion cycle	80.7	80.1	73.8	107.4	104.4
Days receivable outstanding	204.5	203.3	168.0	170.9	190.3
Days inventory outstanding	108.4	119.5	99.4	92.9	106.8
Days payables outstanding	232.3	242.8	193.6	156.3	192.7
Dividend cover (x)	2.5	nm	2.2	2.2	2.0
Current ratio (x)	1.6	2.2	2.2	2.0	1.9
Leverage & Expense Analysis					
Asset/Liability (x)	1.9	2.1	2.1	2.1	2.1
Net gearing (%) (incl perps)	37.0	27.0	32.9	36.6	29.3
Net gearing (%) (excl. perps)	37.0	27.0	32.9	36.6	29.3
Net interest cover (x)	na	na	nm	90.0	53.5
Debt/EBITDA (x)	8.5	7.6	5.6	5.6	5.0
Capex/revenue (%)	11.2	13.9	5.6	4.3	4.1
Net debt/ (net cash)	3,317.9	2,571.1	3,261.2	3,788.6	3,138.4

Source: Company; Maybank IBG Research

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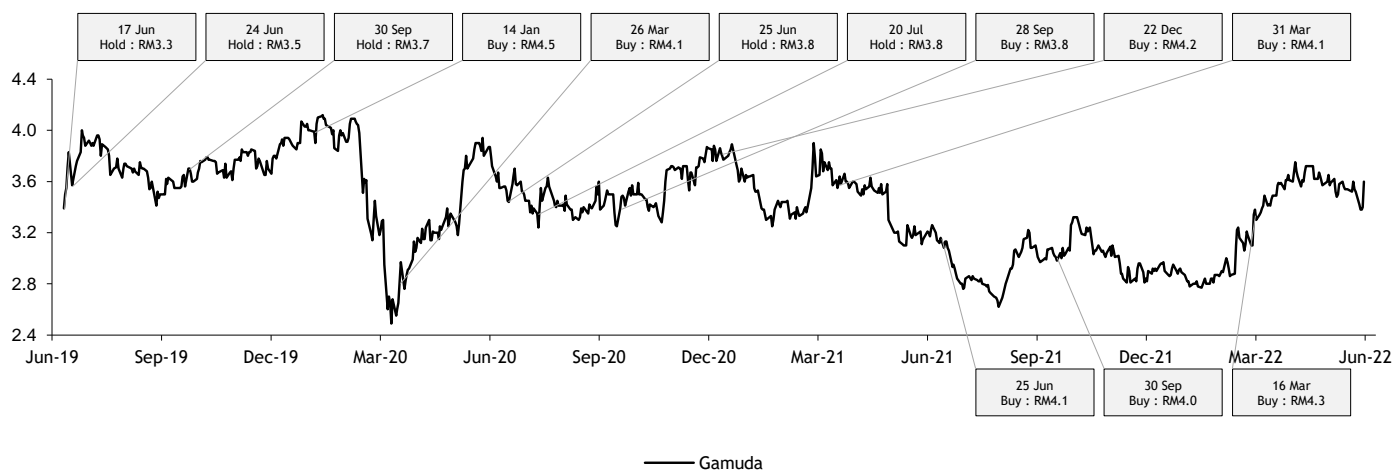
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