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Analyst Coverage



BUY calls from every bank that covers us

House	Target Price	Recommendation
G CGSCIMB	\$1.03	ADD
CREDIT SUISSE	\$1.08	OUTPERFORM
DBS VICKERS SECURITIES	\$1.05	BUY
NOMURA	\$1.03	BUY
RHB	\$1.06	BUY
AVERAGE TP	\$1.05	



Market Views



THE BUSINESS TIMES

HRnetGroup eyes expansion into new markets Its full-year net profit announced on Friday was a record high, from strong business momentum O SAT, FEB 23, 2019 - 5:50 AM **J** HRnetGroup Singapore MAINBOARD-listed recruitment firm HRnetGroup is eyeing expansion into Vietnam, the United Kingdom (UK) and Australia, after having completed three acquisitions last year that brought it into new cities such as Suzhou and Jakarta.

THE STRAITS TIMES

HRnetGroup full-year profit climbs 16.6% to \$48.2m

Stocks to watch: UOB, OCBC, Sevak, HRnetGroup, Nordic Group





HRnetGroup Ltd's 2018 Earnings: A Record Year with Higher Dividend

Sudhan P. | February 25, 2019 | More on: CHZ



2 Reasons Why I Believe HRnetGroup Ltd's **Strong Growth Can Continue**

Jeremy Chia | November 23, 2018 | More on: CHZ



BROKER'S CALLS

HRnetGroup kept at 'buy' despite one-off losses, geopolitical challenges

By: Stanislaus Jude Chan 25/02/19, 12:08 pm

Attractive Valuations



	Stock	Current	Target	Upside	Mkt Cap	Biz	PE	(x)	EPS gro	wth (%)	РВ	(x)	ROE	(%)	EV/EBI	TDA (x)	Div Yield (%)
	Curr	price	price	(%)	(US\$m)	Type	19E	20E	19E	20E	19E	20E	19E	20E	19E	20E	19E
HRnetGroup	SGD	0.80	1.08	35.8	594	Diversified	14.2	13.1	8.6	8.7	2.2	2.1	15.7	15.9	6.7	5.8	3.8
Japan recruitment firms																	
Recruit Holdings	JPY	3,016.00	3700.00	22.7	45,490	Diversified	29.3	26.4	8.3	11.0	4.6	4.2	15.8	15.8	15.2	13.7	1.0
Persol Holdings	JPY	1,854.0	n.a	n.a	3,962	Diversified	15.4	13.1	39.4	18.1	2.4	2.1	16.8	17.1	6.6	5.4	1.3
En-Japan	JPY	3,725.0	n.a	n.a	1,672	Portal	17.7	15.2	23.2	17.0	4.3	3.7	26.2	25.9	9.4	7.8	2.1
JAC Recruitment	JPY	2,482	n.a	n.a	925	Search	21.3	17.9	21.0	19.4	6.3	5.2	31.0	32.0	14.4	11.3	3.0
Meitec	JPY	4,955.00	n.a	n.a	1,342	Staffing	16.1	15.6	4.6	3.2	3.1	2.9	19.4	18.5	7.7	7.4	3.7
Technopro	JPY	5,960.00	n.a	n.a	1,954	Staffing	20.9	18.0	12.6	16.1	4.4	3.9	22.0	22.8	12.6	10.8	2.4
India recruitment firms																	
Quess	INR	683.6	n.a	n.a	1,403	Staffing	26.5	20.1	26.4	31.9	3.2	2.7	13.0	14.8	21.8	16.6	0.0
TeamLease Servs	INR	3,132.2	n.a	n.a	752	Staffing	42.2	31.9	35.2	32.4	8.4	6.6	21.8	23.0	51.4	37.3	0.1
Asian average							23.7	19.8	21.3	18.6	4.6	3.9	20.7	21.2	17.4	13.8	1.7
European recruitment																	
<u>firms</u>																	
Adecco	CHF	53.00	40.00	-24.5	8,821	Staffing	10.9	10.0	(0.7)	9.0	1.9	1.7	17.2	17.4	7.6	6.9	4.9
Robert Walters	GBp	533.00	700.00	31.3	525	Diversified	10.1	9.3	9.7	8.8	2.6	2.5	25.5	26.9	6.3	5.8	2.9
Randstad	EUR	46.44	44.00	-5.3	9,646	Diversified	10.7	10.3	(4.8)	3.8	1.8	1.8	17.1	17.5	7.7	7.5	8.5
PageGroup	GBp	449.80	575.00	27.8	1,924	Diversified	12.7	11.6	11.8	9.5	4.5	4.1	35.8	35.6	7.7	7.2	5.9
Hays	GBp	151.80	170.00	12.0	2,882	Diversified	12.0	11.2	6.6	6.7	2.9	2.8	24.2	24.6	7.1	6.7	6.8
US recruitment firms																	
Manpower	USD	84.61	95.00	12.3	5,232	Diversified	10.9	10.1	(13.9)	(1.3)	1.9	1.6	20.6	17.8	7.1	7.6	2.5
Robert Half	USD	67.39	57.00	-15.4	8,025	Staffing	16.8	15.7	3.7	(2.8)	6.0	5.3	39.5	36.9	11.3	11.6	1.7
ASGN Inc	USD	65.7	62.00	-5.7	3,450	Staffing	14.1	13.1	6.3	7.6	2.5	2.1	17.5	15.2	9.7	8.9	0.0
Recources Connection	USD	17.5	n.a	n.a	554	Staffing	16.2	n.a	15.7	n.a.	n.a	n.a	n.a	n.a	n.a	n.a	n.a
Korn Ferry	USD	48.4	40.00	-17.4	2,744	Diversified	14.3	13.1	18.6	8.7	2.1	2.0	14.6	13.6	7.4	n.a	0.8
Heidrick & Struggles	USD	33.4	35.00	4.8	633	Search	14.3	13.5	0.4	6.1	2.1	n.a	13.5	n.a	5.2	n.a	1.6
Europe+US average							13.0	11.8	4.8	5.6	2.8	2.7	22.6	22.8	7.7	7.8	3.6
Average							17.5	15.3	11.8	11.4	3.6	3.2	21.7	22.1	12.0	10.8	2.7

Source: Credit Suisse, 22 February 2019

WHO WE ARE





Largest Asia-based Recruitment Agency in Asia Pacific (ex-Japan)





Tokyo

12,112 Contractor Employees^(a)



9,448 Permanent Placements^(b)



(a) As of 4Q2018

b) For professional recruitment segment in FY2018

⁽c) 31 December 2018 (Total Employees)

Our Twin Engines of Growth



PROFESSIONAL RECRUITMENT













Mid to Senior permanent positions



9,448 permanent placements



18-25% placement fee



In all 13 cities

FLEXIBLE STAFFING









Temp/Contract
Mid to Junior positions



12,112 contractor employees



Back-to-back contracts with clients & candidates.
Employer responsibility, upfront payroll financing



In Singapore, Hong Kong, Taipei, Kuala Lumpur

Our Growth Story

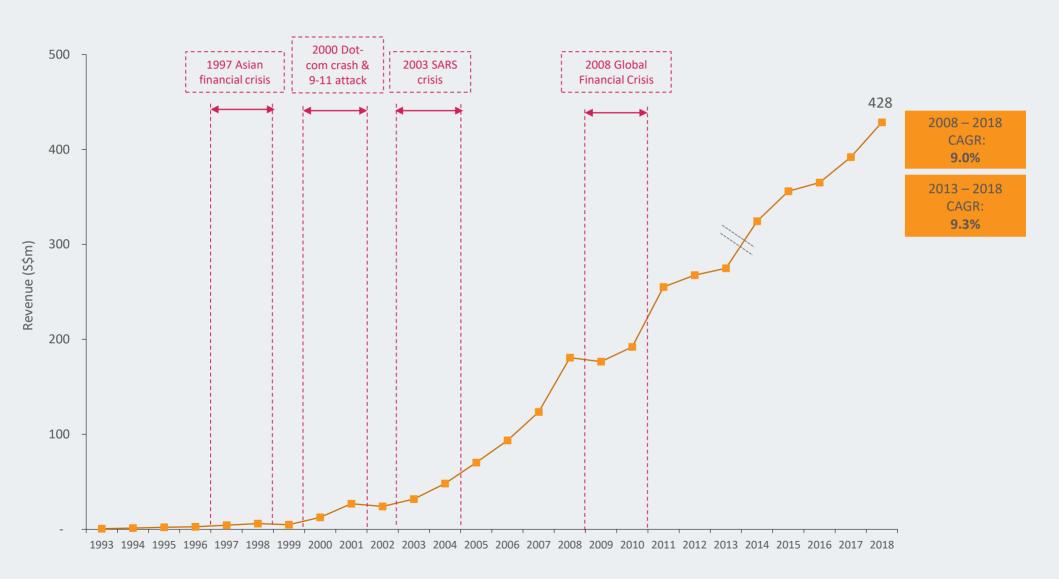




Strong Growth since Inception



25-year Revenue History (S\$'million)(a)

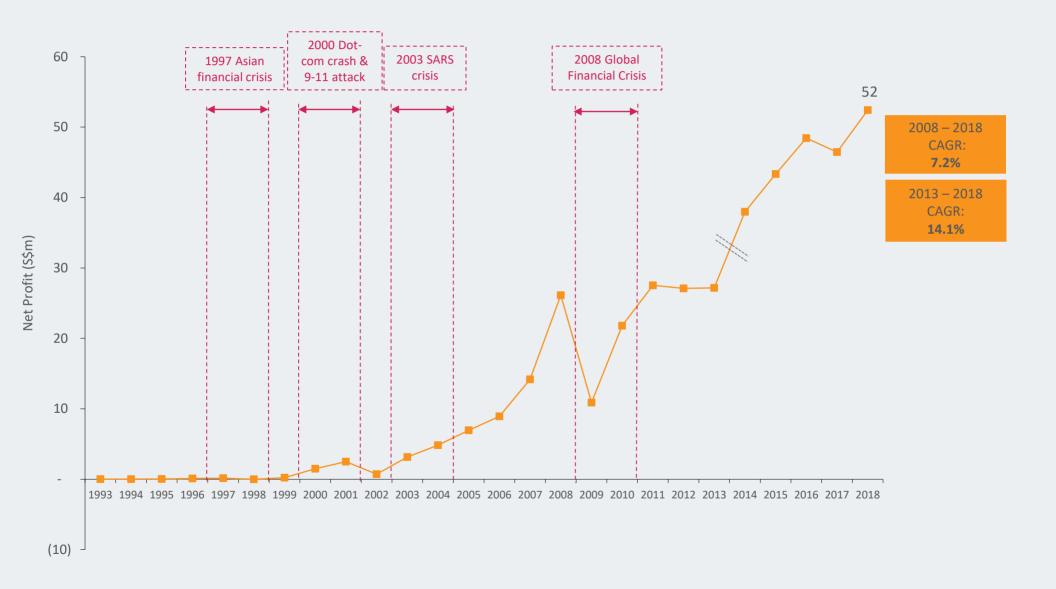


⁽a) Revenue prior to 2014 prepared based on combined results of subsidiary companies with different financial year ends; 2014, 2015 and 2016 based on new financial year ending 31 December

Strong Profitability since Inception



25-year Net Profit History (S\$'million)(a)



⁽a) Net profit prior to 2014 prepared based on combined results of subsidiary companies with different financial year ends; 2014, 2015 and 2016 based on new financial year ending 31 December

Largest in Singapore



Net Profit Before Tax of Key Players - S\$m (a)



Revenue of Key Players - S\$m (a)



Licensed Consultants (b)



Note: All metrics refer to Singapore-only operations

- (a) Source: ACRA of Company filings last accessed in February 2019
- (b) Source: Ministry of Manpower records as of 31 December 2018
- c) Persol's metrices were based on summation of Capital, Kelly Services and KellyOCG Singapore
- (d) Adecco's metrices were based on summation of Adecco and Spring Professional
- (e) Robert Walters' metrices were based on summation of Robert Walters and Resource Solutions Consulting
- (f) Recruit Holdings' metrices were based on summation of RGF Talent Solutions, PeopleBank and Chandler Macleod

HOW WE DID IN 4Q / FY18



Snapshot of FY18 Results





Record Top Lines

Revenue

S\$428.5m

19.3%

(FY2017: S\$391.9m)

Record High

Gross Profit

S\$155.3m

14.2%

(FY2017: S\$136.0m)

Record High



Great Profits

NPAT

\$\$52.4m

12.9% (FY2017: S\$46.4m)

Normalised NPAT¹ \$\$56.3m

124.0%

PATMI

S\$48.2m

16.6% (FY2017: S\$41.3m)

Normalised PATMI¹

S\$52.1m

129.2%

Efficiency Ratio

(EBITDA/GP)

40.4%

Use 1.3% points (FY2017: 41.3%)



Business Volume

Contractor Employees

12,112

1 941 (8.4%)

(FY2017: 11,171)

Record High

Permanent Placements

9,448

1,232 (15.0%)

(FY2017: 8,216)

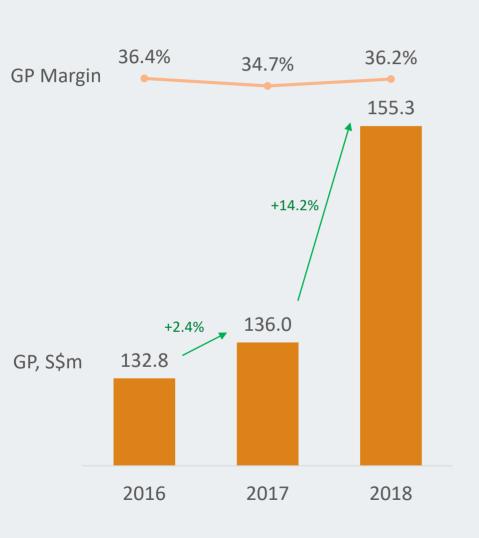
Record High

Normalized NPAT & PATMI exclude unrealized gain / (loss)
 on revaluation of financial assets.

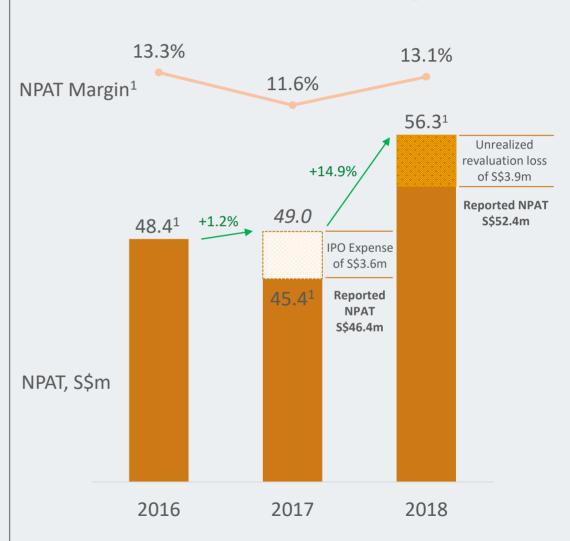
Healthy Gross Profit & Net Profit Growth



Gross Profit & GP Margin



Net Profit & NPAT Margin



^{1.} Based on "Normalized NPAT" which excludes unrealized gain / (loss) on revaluation of financial assets.

Quarterly Gross Profit Improved YoY

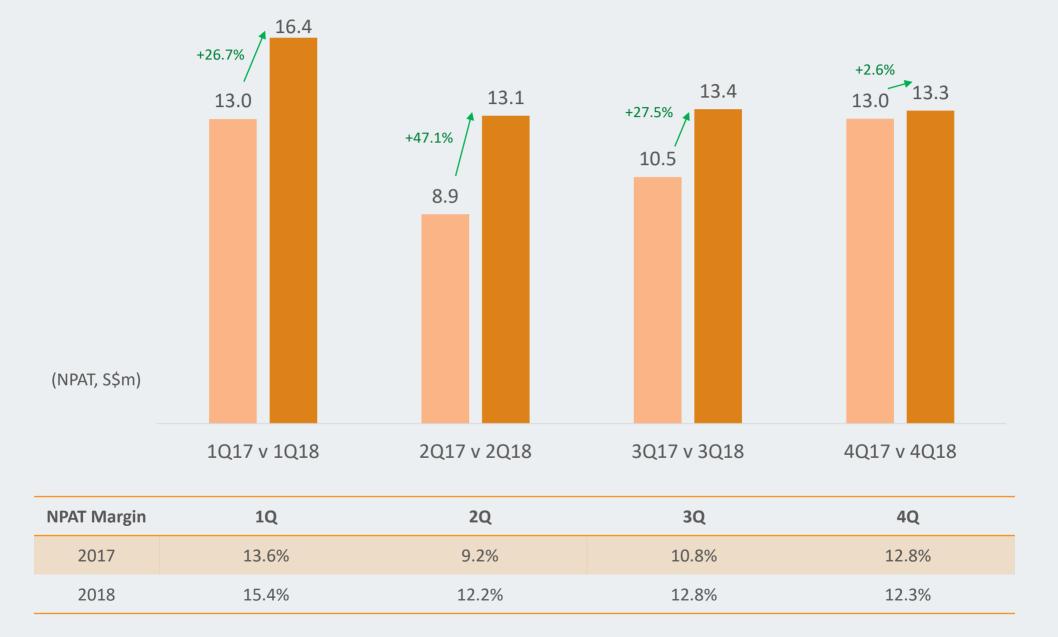




GP Margin	1Q	2Q	3Q	4Q
2017	34.3%	34.9%	35.3%	34.3%
2018	34.1%	36.9%	38.0%	36.1%

Quarterly Net Profit¹ Grew YoY





^{1.} Based on "Normalized NPAT" which excludes unrealized gain / (loss) on revaluation of financial assets.

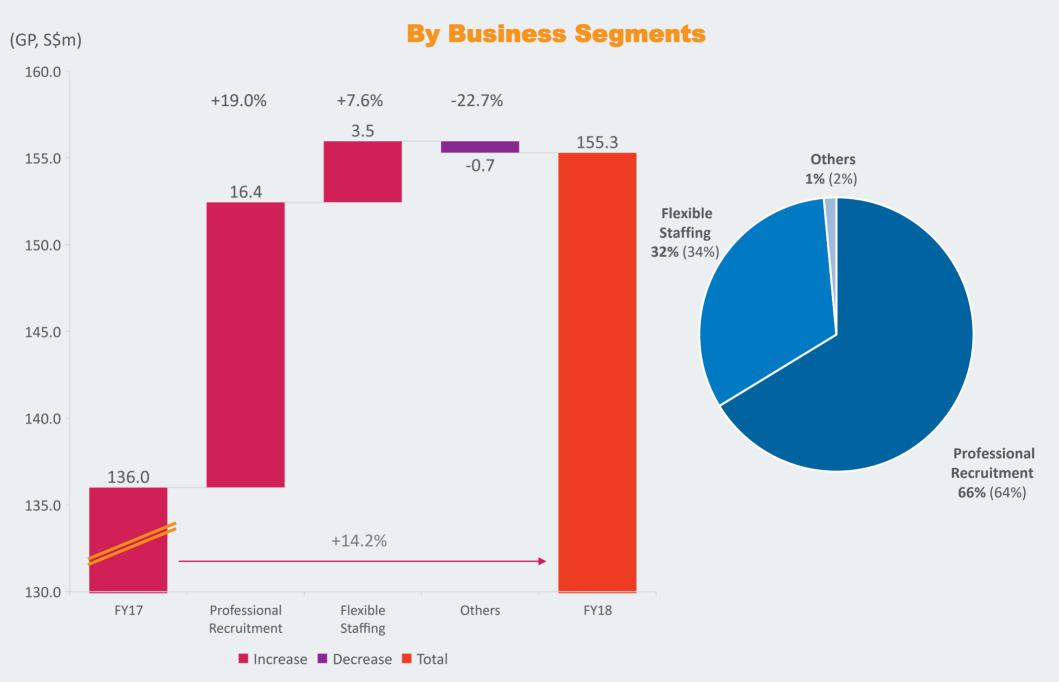


Snapshot of Financial Performance

	FY18	FY17	Change	
PROFIT & LOSS	S\$'m	S\$'m	%	
Revenue	428.5	391.9	9.3	
Gross profit	155.3	136.0	14.2	
Other income				
Government subsidies	5.6	6.0	(6.1)	
Unrealized gain / (loss) on revaluation of financial assets	(3.9)	1.0	(>100)	As at the date of announcement, S\$4.0m of the unrealized revaluation loss has been reversed.
Others	5.1	2.0	>100	
Expenses				
Employee benefit expenses	(76.9)	(67.4)	14.1	
Facilities and depreciation expenses	(11.1)	(10.7)	3.7	
Selling expenses	(5.6)	(3.9)	42.3	FY18 – Includes bad debt provision of S\$1.6m
Other expenses	(3.4)	(2.5)	36.9	
IPO expenses	-	(3.6)	n.m.	
Profit before tax	65.1	56.9	14.5	
Income tax	(12.7)	(10.5)	21.8	
Profit after tax	52.4	46.4	12.9	
Unrealized (gain) / loss on revaluation of financial assets	3.9	(1.0)	>100	
Normalised profits	56.3	45.4	24.0	
PATMI	48.2	41.3	16.6	
KEY FINANCIAL RATIOS				
Earnings per share (EPS) (cents)				
Basic	4.77	4.59		
Diluted	4.76	4.56		
Efficiency Ratio (%) (EBITDA / GP)	40.4	41.3		

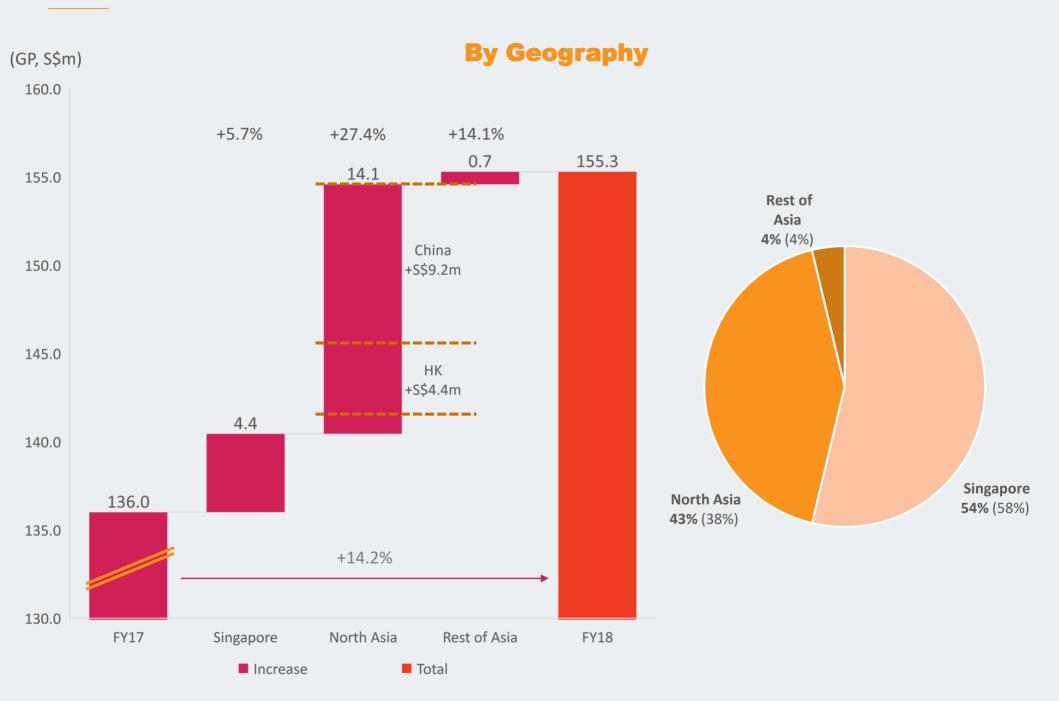
Gross Profits for the Year





Gross Profits for the Year









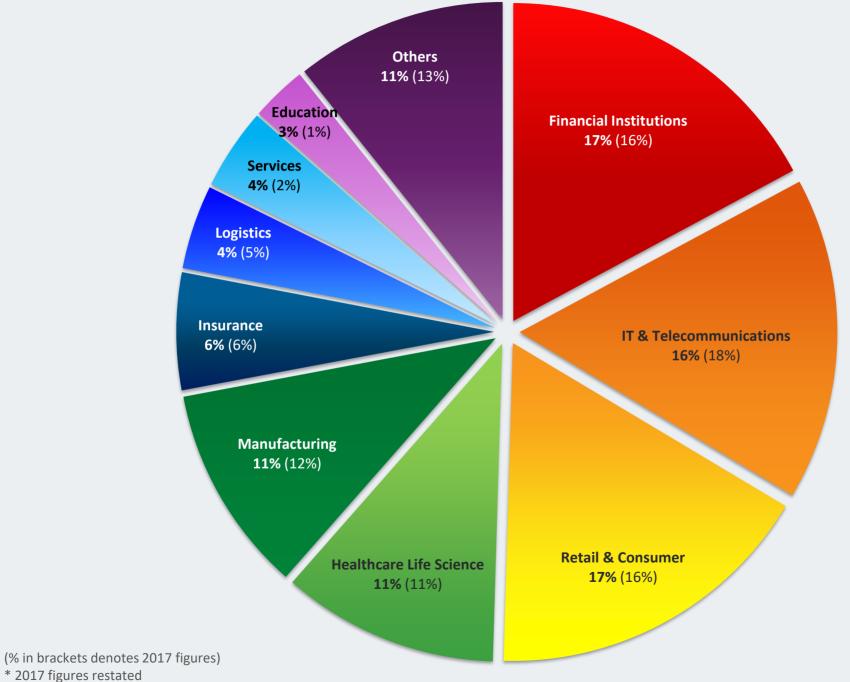
Monthly Average Number of Contractor Employees managed by us



Permanent Placements



Revenue by Sector



Highly Diversified Base of Customers



Our Top 5 customers have been with us for an average of 18 years

	Customer since	FY18 Revenue Contribution
Asian Conglomerate One of the top 3 largest technology companies globally by revenue, Fortune 100	1999	3.6%
Singapore Bank One of the top 3 largest banks in ASEAN by assets	2000	3.3%
Regional Telco One of the top 3 largest telcos in Asia by total wireless subscribers, Fortune 500	1999	2.4%
International Bank One of the top 10 largest bank globally by total assets, Fortune 500	2001	2.2%
International Bank One of the top 5 largest banks globally by total assets, Fortune 500	2000	2.2%
Contribution from Top 5 clients		13.7%
Contribution from Top 10 clients		21.1%



Strong Balance Sheet for Expansion

	31 Dec 2018	31 Dec 2017	Change
	S\$'m	S\$'m	S\$'m
Cash	281.8	289.1	(7.3)
Trade receivables	81.3	74.6	6.7
Other Assets	52.3	11.8	40.5
Total Assets	415.4	375.5	39.9
Debt	-	-	-
Payables	69.9	54.7	15.2
Total Equity	345.4	320.8	24.7
Total Liabilities & Equity	415.4	375.5	39.9
NAV	334.0	312.5	21.5
NTA	319.8	312.3	7.5
Receivables Turnover (Days)	69	69	
Total Equity Total Liabilities & Equity	345.4 415.4	320.8 375.5	24 39 21

Balance Sheet Management



KEY OBJECTIVE

To maintain a strong balance sheet which allows the Group to ride through cycles and sustain the ability to make opportunistic acquisitions



CASHFLOW PRIORITIES

- Maintain healthy level of working capital, particularly to support the staffing business
- To support organic and inorganic expansion
- To deliver sustainable and appropriate core dividends

Cash Requirements	Approximate Amount (S\$m)
Working capital	100
Proposed dividend payment	28
Committed consideration for M&A	16
Earmarked for expansion plans in the pipeline	22
	166

Balance Sheet Management



IPO PROCEEDS of S\$174m - Breakdown of Utilisation

Items	Percentage of IPO Proceeds
IPO & Professional Fees Expenses	5%
Investments in Strategic Entities	16%
Invested & Committed Investments in Organic Subsidiaries	2%
Paid & Committed Consideration for Acquisitions	9%
Earmarked for Expansion & Investment Plans in the Pipeline	12%
Total Utilized & Earmarked	44%



CORE DIVIDEND PRACTICE

- To maintain a 50% payout ratio
- Proposed a FY18 dividend of 2.8 cents, an increase of 21.7% from FY17. Total cash requirement is ~\$28.15m.
- This represents a payout ratio of 53.7% of NPAT, arrived based on 50% of the current year Normalized NPAT.
- 3.6% dividend yield, based on closing price of \$0.78 on 31 January 2019 (vs 3.0% dividend yield for FY17, based on closing price of \$0.765 on 29 Dec 2017.)

Outperforming The Market



Source: Orient Capital

Rationale for Shares Repurchase



- One of the capital management tools to enhance shareholder value
- Treasury shares are used for shares incentive plans and/or M&A considerations

For 2018

- Total number of shares repurchased: 7.6m (S\$6.6m)
- 2.0m shares re-issued in pursuant to bonus shares vested for 123GROW plan
- Treasury shares sufficient for projected bonus shares to be granted in 2019 & 2020 under 123GROW plan and GROW Plan

Singapore Government Subsidies





Wage Credit Scheme (WCS)

• Government co-funding will be maintained at 20% for 2018 (to be received in 2019). Subsequently, the co-funding ratio will be stepped down to 15% in 2019 (to be received in 2020) and 10% in 2020 (to be received in 2021).

S\$'m	Q1	Q2	Q3	Q4	
2017	wcs 4.5	тес 0.9	SEC 0.1	тес 0.5	
2018	wcs 5.0	TEC 0.5	SEC 0.1	No more payout	
2019	To receive	No more payout	To receive	-	
2020	To receive	-	To receive	-	
2021	To receive	-	No more payout	-	

OUR SECRET SAUCE



Growth through Co-Owners



HRnetOne



DAISY TAN*
Chief People
Officer



JENNIFER KANG* Chief Financial Officer



MADELINE WAN*
Senior General
Manager

GCIP(a)



CATHERINE YEOW Group Business Leader KTS^(b)



ROGER TAN Director Malaysia



VICKI ONG
Country Director
Taiwan



KHIM GOH
Country Manager
Malaysia



ASAKO YOSHII Senior Business Leader Tokyo



BLISS TSAI Key Account Director Taipei/ Guangzhou



ANGELA KWAK Practice Leader Seoul



DANIEL CHOONG

Business Leader

Kuala Lumpur







LORENCZ TAY*
Group Managing
Director



STEVEN LIM
Group Business
Leader
Taiwan



JARED NG Senior Business Leader Hong Kong



KUNG SHIH CHAN
Senior Practice
Leader
Shanghai



SHAWNIE SOO Senior Business Leader Kuala Lumpur



ADRIAN CHIA Key Account Director Shanghai



MAVERICK TAN Business Leader Guangzhou



DAWNIE YUEN Senior Practice Leader Shanghai





JACELYN CHUA
Group Business
Leader Singapore



AVIEL SIM
Consulting
Director Hong
Kong



SOPHIA OOI Consulting Director Hong Kong

Note: All Co-Owners will be receiving shares under the 88GLOW plan; Asterisks denote Executive Officers

- (a) Greater China & Japan
- (b) South Korea, Thailand, and Singapore

New Co-Owners from Organic Growth



Sarah Low PeopleFirst Kuala Lumpur



Gavin Clyde
HRnetOne Kuala Lumpur



Katherine Chow
RecruitFirst Hong Kong



Daniel Choong RecruitFirst Kuala Lumpur

4 new Co-Owner leaders in Kuala Lumpur & Hong Kong

New Co-Owners from Inorganic Growth











Owner-Manager Team Driving High Performance



1,101 People^(a), 22 Nationalities



323 Co-Owners

88 **GLOW** 123**GROW**

173 Leaders



Average of 16 years of service

23 Group Business Leaders (Average age: 46)

Average of 12 years of service

24 Business Leaders (Average age: 43)

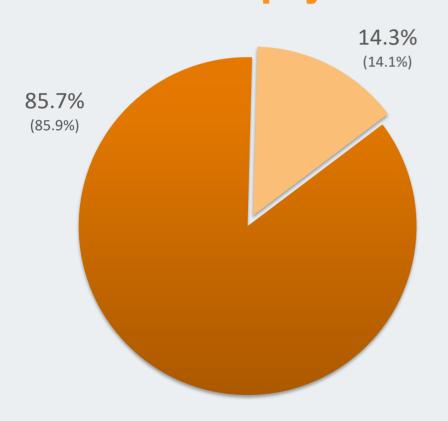
Average of 8 years of service

126 Practice Leaders (Average age: 35)

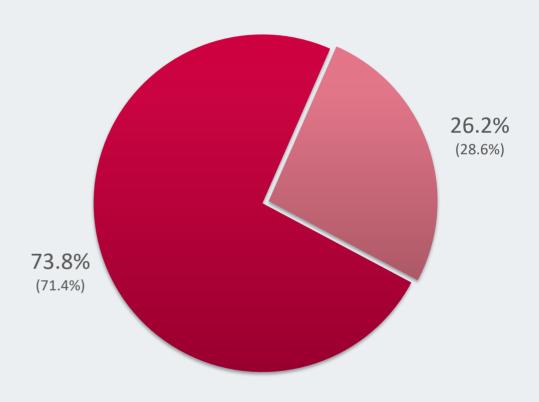
Efficiency & Productivity



Sales Employees



Productive HeartCount (PHC)¹



Sales Employees

Permanent employees: 941 (2017: 809) (% in brackets denotes 2017 figures)

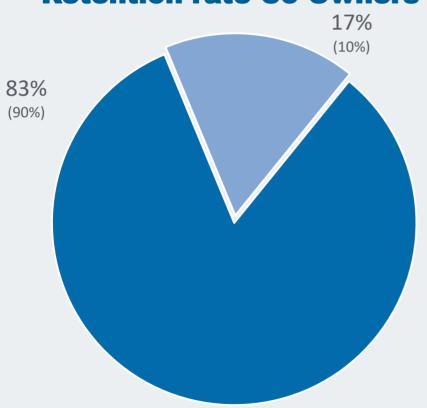
es PHC

^{1.} Productive heartcount is defined as sales people who achieves gross profit of 3 times his payroll costs.

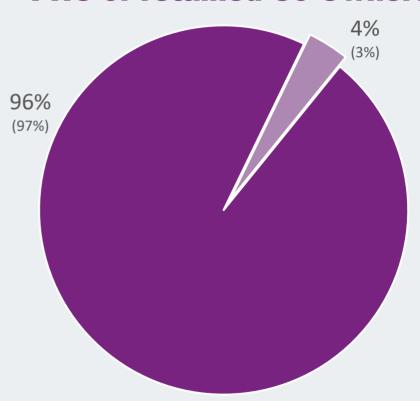
Effectiveness of 123GROW



Retention rate Co-Owners



PHC of retained Co-Owners



Retention

PHC

123GROW Co-Owners as of 31 Dec 2018: 301 (31 Dec 2017: 363) Initial 123GROW Co-Owners: 404 (% in brackets denotes 2017 figures)



Highly Effective Workforce

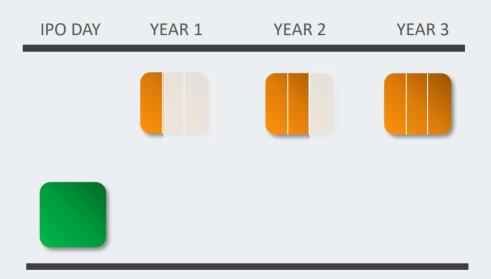
		FY18	FY17	Change
	Excluding M&A			
Revenue/Sales Employees (\$'000)	581.0 +3.0%	531.6	563.9	-5.7%
GP/Sales Employees (\$'000)	208.7	192.7	195.7	-1.5%
	+6.7%			
		<u>Dec-18</u>	<u>Dec-17</u>	
Total Employees		1,101	1,003	
Perm Employees		941	809	
Singapore		343	359	
North Asia		499	363	
Rest of Asia		99	87	
Temp/Contract		160	194	
Sales Employees		806	695	
% Sales Employees		85.7	85.9	
Productive Sales Employees		595	496	
% Productive Sales Employees		73.8	71.4	
Singapore		91.5	84.9	
North Asia		65.4	63.2	
Rest of Asia		58.1	53.2	

123GROW









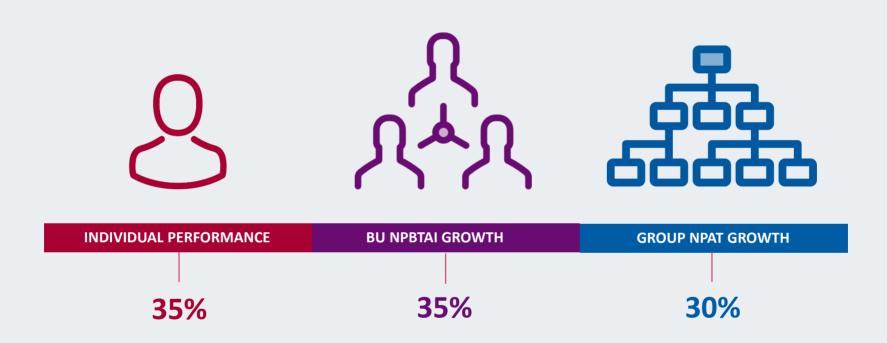




GROW Shares Plan

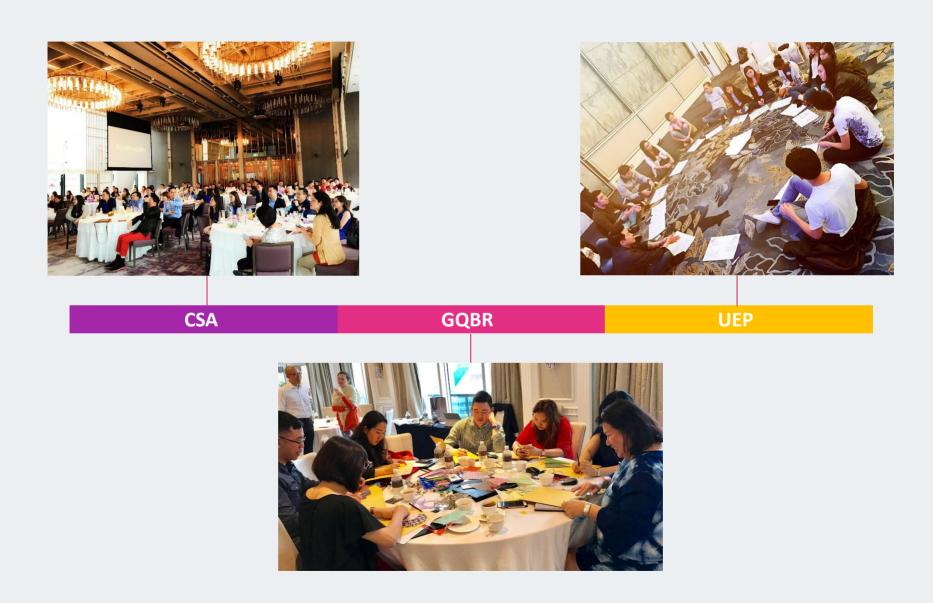


Number of shares co-owners will ultimately receive is dependent on 3 dimensions



Our Growth Platforms





BUSINESS OPERATIONS



Driving Efficiency & Productivity



Aiming to digitalise and automate our value chain and improve quality of delivery



OPERATIONS & PROCESSES

Integrated Framework of Internal Systems

- Weekly Intervention Transformation Report (WITS) to track work progress, learnings and future planning
- Integrated Human Resource Solutions (iHRS) Proprietary online application for all HR and Company-related matters (including e-Timesheets, e-Claims, e-Payroll)
- Integrated Executive Search (ies) Proprietary client / candidate / project relationship management system
- SAP Business One Accounting System

Driving Efficiency & Productivity



Aiming to digitalise and automate our value chain and improve quality of delivery



CUSTOMER EXPERIENCE

- Leveraging on digital means to maximise outreach (e.g. job portals, social media, search engines & instant messaging)
- Digitalising external facing processes (e.g. e-candidate data form, eLA, communications broadcast, zoom meetings, QR cards)
- Measuring level of engagement via our own online survey portal (HeaRtbeats) to track feedback across all contact points and interactions – Consultant, Client and Candidate



QUALITY OF DELIVERY

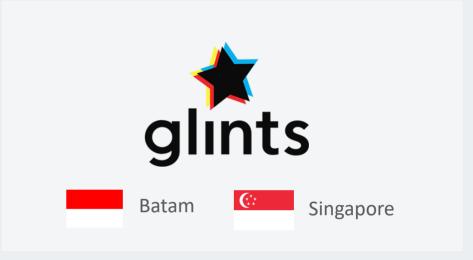
- Job Ads checker additional level of check to ensure data accuracy
- Experimenting with new technologies to enhance in jobs matching (e.g. Investment in Glints)

2018 Acquisitions & Strategic Investments



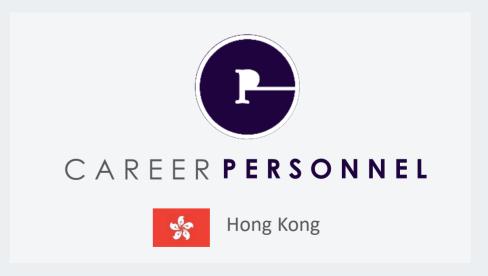


Consolidated since 1 Sep 2018





Consolidated since 1 Sep 2018



Consolidated since 1 Oct 2018

Organic Growth





RecoultFirst KUALA LUMPUR

Incorporated RecruitFirst Staffing Services Sdn Bhd and Agensi Pekerjaan RecruitFirst to start up another flexible staffing business. This business unit is headed up by our existing co-owner <u>Daniel Choong-Commenced</u> operations on 1 Jan 2019.





HRnetOne SHENZHEN

This business unit is headed up by our Co-Owner Maverick Tan.

Reach out to our HRnetOne Shenzhen team to acquire your Al talents.

Targeted commencement is 3Q19.



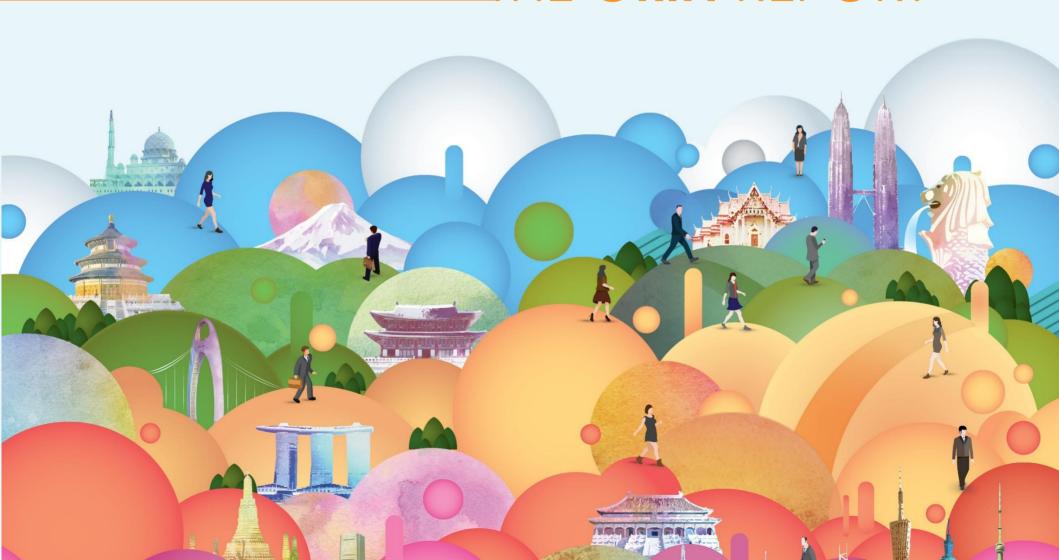


RecoultFirst SHANGHAI

Preparations are on track for the set up of our flexible staffing business in Shanghai which will be headed up by our Co-Owner <u>Annie Zhang.</u> Targeted commencement is 2Q19.



JHE **GRIN** REPORT



Client Engagement



Leaders' Breakfast Club is a quarterly client engagement event that draws an audience of HR decision makers across various industries. Our objective is to create a platform that fosters peer learning and inspiration through the discussion of thought-provoking HR-related matters and topics.



Singapore: Cultivating Your League of Leaders

This session focused on the topic of the Leadership Journey and how to map career and development paths for Leaders.

Jakarta



Tokyo



UPCOMING SESSIONS

Taiwan . Kuala Lumpur . Singapore . Jakarta . Hong Kong . Shanghai . Bangkok

Investor Engagement





5 Dec 2017 **SGX RHB Undiscovered Gems**



11 Jan 2018 Credit Suisse 9th Annual **ASEAN Conference**

8 Jan SGX DBS Corporate Day (SG)

27 Feb Nomura Corporate Day (SG)

19/20 Nov 2018 **SGX JP Morgan** Corporate Day (Tokyo)

16 Aug 2018 **SGX Maybank KE** Corporate Day (MY)

13 June 2018 **SGX Credit Suisse Singapore** Corporate Day (HK)

1 Mar **SGX CIMB Corporate Day**

> 26 Apr **AGM**

22 May **SGX UOBKH Corporate Day (Toronto)**

2018 EVENTS

15 Jan 2018

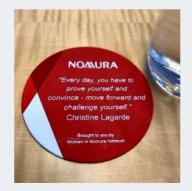
UOB Kay Hian Analyst Briefing

22 Nov 2017 Citibank ASEAN Stars of the Next Decade - HK

9 Jan 2018 **DBS Pulse of Asia**

DBS VICKERS SECURITIES Pulse of Asia 2018 The Fullerton Hotel Jan 9th to 11th, 2018

5 Feb 2018 **Nomura Corporate Day**



22 May 2018 **SGX DBS Singapore Corporate** Day (NY)

> 16 Aug 2018 SGX Maybank KE Singapore Corporate Day (KL)

20 Sept 2018 **SGX Citibank New Listings and High Growth** Corporate Day (SG)

24 May SGX

2019 EVENTS

11 June **SGX Credit Suisse** Corporate Day (HK)

Corporate Day (SF)

15 Aug **SGX Maybank KE** Corporate Day (KL)

5-6 Sept **SGX DBSV** Corporate Day (BKK)

1-2 Oct **SGX Corporate Day (London)**

Winner of The Enterprise Award





On 25th April 2018, HRnetGroup was awarded **The Enterprise Award** at the Singapore Business Awards – an annual event organised by The Business Times and DHL.

The award was given in recognition of HRnetGroup's profound influence on the recruitment scene in Singapore and the region with the placement of one candidate every hour and service of over 2000 clients. HRnetGroup was also recognised for being the largest recruitment firm in Asia ex-Japan, profitable across all 11 Asian cities and the first recruitment firm to be listed on the SGX.

HRnetGroup

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