

# Farm Fresh Berhad (FFB MK)

# On the cusp of a recovery

## Reiterate BUY with unchanged TP of MYR1.65

We believe that FFB is on track to post better QoQ 3QFY24 earnings on expectations for a step down in whole milk powder costs and resilient product demand. Plans to expand production into other dairy products (eg. liquid growing-up milk, ice creams, butter) also opens up new earnings growth opportunities in the long-run. Maintain earnings forecasts, and BUY with an unchanged TP of MYR1.65, based on 24x CY25E PER.

## Imminent group margin accretion

Whole milk powder (WMP) ASPs have corrected to c.USD3,300/MT from a peak of c.USD4,700/MT in Mar 2022 (-30%). With this, FFB is expected to benefit from lower WMP costs from 3QFY24 onwards, given that it has fully utilized its high cost WMP inventory in 1HFY24. WMP ASPs are also expected to trend range-bound (USD3,300/MT to USD3,500/MT) in the near term. FFB has bought forward its WMP requirement at a price range of between USD3,000/MT to USD3,300/MT for deliveries until Jun 2024.

## High product demand driving expansion plans

To capture further sales momentum for FFB's existing liquid milk and dairy products, and growing demand for new product launches, additional lines for processing and portion packing will be installed at its Muadzam Shah, Larkin and Taiping facilities. FFB's new manufacturing hub in Bandar Enstek is also targeted to complete construction by 4QCY24. With this, FFB's total finished goods annual production capacity (excl. ice-creams) could increase by c.17% to 200.7m litres once its pre-planned capacity expansion plans are completed est. end-FY25.

#### Other dairy products to drive LT growth

FFB is preparing to launch its first consumer packaged ice cream product in Apr 2024. That said, until its Bandar Enstek manufacturing hub is operational (est. 4QCY24), the roll-out of ice cream variants will be gradual due to capacity limitations at its facility in Ara Damansara. Separately, FFB is in the process of installing a butter production line at its Taiping facility and aims to introduce butter products for sale sometime in 2HCY24.

FYE Mar (MYR m)	FY22A	FY23A	FY24E	FY25E	FY26E
Revenue	502	630	788	956	1,104
EBITDA	104	97	128	181	219
Core net profit	82	50	65	107	136
Core FDEPS (sen)	4.4	2.7	3.5	5.7	7.3
Core FDEPS growth(%)	2.2	(38.9)	30.7	63.2	27.7
Net DPS (sen)	1.1	0.7	0.9	1.4	1.8
Core FD P/E (x)	37.2	55.8	39.2	24.1	18.8
P/BV (x)	5.0	4.4	3.8	3.4	3.0
Net dividend yield (%)	0.7	0.4	0.6	1.0	1.3
ROAE (%)	19.0	8.1	10.0	14.8	16.8
ROAA (%)	10.0	4.8	5.7	8.2	9.5
EV/EBITDA (x)	31.8	32.0	23.2	16.7	13.9
Net gearing (%) (incl perps)	42.0	49.3	58.9	59.6	55.0
Consensus net profit	-	-	65	106	126
MIBG vs. Consensus (%)	-	-	0.6	0.9	8.7

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## **BUY**

Share Price MYR 1.38
12m Price Target MYR 1.65 (+20%)

Previous Price Target MYR 1.65

#### **Company Description**

Farm Fresh Berhad is principally involved in rearing of dairy cows and goats, and the production, marketing and sale of dairy consumer products.

#### Statistics

52w high/low (MYR)	1.64/1.05
3m avg turnover (USDm)	0.6
Free float (%)	35.6
Issued shares (m)	1,858
Market capitalisation	MYR2.6B
	USD542M
Major shareholders:	
Rainforest Capital	30.7%
Farmchoice Foods	13.8%
Agrifood Resources	11.8%

#### Price Performance



Farm Fresh - (LHS, MYR) — Farm Fresh / Kuala Lumpur Composite Index - (RHS, %)

	-1M	-3M	-12M
Absolute (%)	5	16	(14)
Relative to index (%)	2	12	(13)

Source: FactSet







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Risk Rating & Score <sup>1</sup>	NA
Score Momentum <sup>2</sup>	NA
Last Updated	NA
Controversy Score <sup>3</sup>	NA

## **Business Model & Industry Issues**

- A large part of global GHG emissions come from the agriculture industry, including dairy farming. Hence, FFB has implemented
  various measures to identify and monitor its emissions group-wide while reducing overall carbon footprint through greater use
  of renewable energy sources and increasing circularity of farming.
- Producing healthy dairy products has been FFB's core mission since the company was founded. To this end, the group prides itself on offering a product portfolio free from preservatives, unnatural colourings, and other foreign substances.
- FFB's ESG measures are comparable to its industry peers with strict guidelines to address environmental, animal cruelty and product safety and quality concerns.

## Material E issues

- Main emission sources arise from methane from enteric fermentation, nitrous oxide from fertilisers, carbon dioxide from tillage and the burning of fossil fuels to power its farms and facilities.
- FFB targets to achieve 25% reduction in its group-wide GHG emissions over 5 years from 2021 through adoption of renewable energy (eg. biogas plant, solar panels).
- It also strives to remove its dependency on chemical fertilisers and instead use waste generated by its herd for pasture irrigation, compost bedding and organic fertilisers.
- Farms adhere to the group's good animal husbandry practices, which set out strict practises in animal health care, nutrition, and housing. This code was developed in line with the Malaysian Good Agricultural Practices and the World Organisation for animal health's guidelines.
- All completed Malaysian farms have received the certified humane accreditation.

## Material S issues

- 72% of its total workforce is recruited from rural and underserved communities.
- FFB has ensured that 100% of its processing facilities across Malaysia and Australia are operated according to relevant food safety and quality principles.
- No major product recalls due to safety reasons since 2014.
- 100% of products meet endorsed nutritional guidelines. All products are free from preservatives, artificial colourings, and flavourings.
- There has been zero work-related fatalities and serious injuries in FY23.
- Delivered over 62m packs of school milk from Apr 2022 to Mar 2023 under the School Milk Programme.

## Key G metrics and issues

- In FY23, FFB's board comprised of 7 directors, the majority of who are independent directors - 4 independent nonexecutive directors, 2 non-independent non-executive directors, and the group managing director and CEO who is an executive director.
- The chairman of the board and the CEO are held by separate individuals.
- 2 out of 7 members of the board are women, representing 29% female representation. This is below the 30% threshold recommended by the Malaysian Code on Corporate Governance.
- The group has yet to form a company policy on gender diversity for the board and senior management. It plans to formalise and approve the relevant policy within the next year.
- The audit committee comprises solely of independent nonexecutive directors.
- The group has detailed disclosure on a named basis for the remuneration component (incl. salary, bonus, benefits-inkind and other emoluments) of individual directors and its top 5 senior management in bands of MYR50k.
- FFB's auditor is KPMG PLT.
- The group CEO's remuneration package of MYR1.1m represents 2% of the group's reported pre-tax profit in FY23.
- The majority of FFB's related party transactions involve transactions for its normal day-to-day operations including the purchases and sales of raw milk, finished goods, biological assets and property, plant and equipment.

<u>Raisk Rating & Score</u> - 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. <u>\*Score Momentum</u> - indicates changes to the company's score since the last update - a <u>negative</u> integer indicates a company's improving risk score; a <u>positive</u> integer indicates a deterioration. <u>\*Tontroversy Score\*</u> - 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).





	Quantitative Parameters (Score: 33)							
	Particulars	Unit	2021	2022	2023	DLM MK (2022)		
	Scope 1 GHG emissions	tCO2e	35,978	NA	52,358	NA		
	Scope 2 GHG emissions	tCO2e	473	NA	15,156	NA		
	Total	tCO2e	36,451	NA	67,514	NA		
	Scope 3 GHG emissions	tCO2e	10,888	NA	1,378	NA		
	Total	tCO2e	47,339	NA	68,892	NA		
Ε	GHG intensity	tCO2e/tonne	0.46	NA	0.42	NA		
_	Sustainable sources of water consumption	%	NA	12.9%	14.7%	NA		
	% of products using fully-recyclable packaging	% of sales	33%	28.0%	35.5%	NA		
	Solid waste recycled and removed from waste	m kg	64.8	86.4	88.3	NA		
	discharge	_						
	Farm dairy effluent recycled and removed from	m litres	289.6	335.00	336.7	NA		
	water discharge							
	% of women in workforce	%	NA	NA	NA	51.0%		
S	% of women in management roles	%	NA	25.0%	28.6%	44.0%		
2	Lost time injury frequency (LTIF) rate	no.	NA	NA	0.0	0.12		
	Lives impacted by CSR outreach ('000)	no.	NA	NA	NA	20.8		
			NA	1.5%	1.5%	2.5%		
	MD/CEO salary as % of reported net profit	%	NA	2.8%	3.4%	3.6%		
G	Board salary as % of reported net profit	%	NA	57.1%	57.1%	50.0%		
G	Independent directors on the Board	%	NA	28.6%	28.6%	75.0%		
	Female directors on the Board	%	NA	NA	NA	51.0%		

#### Qualitative Parameters (Score: 67)

- a) is there an ESG policy in place and whether there is a standalone ESG committee or is it part of a risk committee? Yes, FFB has an ESG policy in place and it has an ESG committee embedded within the group's risk committee.
- b) is the senior management salary linked to fulfilling ESG targets?
- c) Is the company taking steps towards manufacturing healthy, nutritional, and environmentally friendly products?
- Yes. FFB was the first domestic dairy producer to introduce organic A2 milk, lactose-free milk, kurma milk, oat milk and almond milk in Malaysia. These products are free from preservatives and colourings. It also launched Farm Fresh Grow which offers pure cow's milk fortified with essential vitamins and minerals crucial for children's healthy development.
- e) Does the company have a mechanism to capture Scope 3 emissions which parameters are captured? Yes. It measures the indirect emissions from employee travel by car, trains and flights.
- f) What are the 2-3 key carbon mitigation/water/waste management strategies adopted by the company?
- FFB has saved c.500.5m litres of water through rainwater harvesting and tube well pumping. 35.5% of group product sales utilise fully sustainably sourced recyclable packaging. Animal waste is treated and productively repurposed to reduce the potential release of nitrous oxide from untreated waste matter.
- g) Does carbon offset form part of the net zero/carbon neutrality target of the company?

Target (Score: 100)				
Particulars	Target	Achieved		
Reduce emissions intensity every year	5%	NA		
Reduce municipal water use in favour of rainwater harvesting and tube well pumping by 2025	60%	14.7%		

Impact NA Overall Score: 58

As per our ESG matrix, Farm Fresh (FFB MK) has an overall score of 58.

ESG score	Weights	Scores	Final Score
Quantitative	50%	33	17
Qualitative	25%	67	17
Target	25%	100	25
Total			58

As per our ESG assessment, FFB has an established framework, internal policies, and tangible mid/long-term targets. FFB's overall ESG score is 58, which makes its ESG rating above average in our view (average ESG rating = 50; refer to Appendix I for our ESG Assessment Scoring).

January 23, 2024



#### Risk statement

There are several risk factors for our earnings estimates, price target, and rating for FFB. Unfavourable spikes in raw milk and dairy cattle feed costs could adversely affect earnings. Dairy cows are also vulnerable to disease and epidemic outbreaks that could lead to demand-supply imbalances.

## Appendix I

Methodology of our proprietary ESG scoring methodology.

We evaluate the ESG ratings based on quantitative, qualitative and ESG targets. We assign a score for each of these three parameters. The overall rating is based on the weighted average of the scores: quantitative (50%), qualitative (25%) and ESG target (25%).

For the quantitative, qualitative and ESG target, the sub-parameters are assigned a score - '0' for data not available, '+1' for improving trajectory, positive change, 'Yes', better than peers or a positive number if historical is not available and '-1' for declining trajectory, negative change, 'No', lower than peers or a negative number. The total of the scores of all the sub-parameters is divided by the total number of sub-parameters, to derive the score of each of the three parameters.

The sub-parameters may be different for different industries depending on the key areas to monitor for each industry. A company should achieve a minimum score of 50 for an average ESG rating.



FYE 31 Mar	FY22A	FY23A	FY24E	FY25E	FY26E
Key Metrics P/E (reported) (x)	39.0	60.2	39.2	24.0	18.8
Core P/E (x)	37.2	55.7	39.2	24.0	18.8
Core FD P/E (x)	37.2	55.8	39.2	24.1	18.8
P/BV (x)	5.0	4.4	3.8	3.4	3.0
P/NTA (x)	5.2	4.6	3.9	3.5	3.0
Net dividend yield (%)	0.7	0.4	0.6	1.0	1.3
FCF yield (%)	nm	nm	nm	0.8	2.4
EV/EBITDA (x)	31.8	32.0	23.2	16.7	13.9
EV/EBIT (x)	43.8	48.8	35.3	22.8	18.3
INCOME STATEMENT (MYR m)					
Revenue	501.9	629.7	788.1	955.6	1,103.6
EBITDA	104.1	97.1	128.1	181.1	219.4
Depreciation	(28.3)	(33.0)	(43.3)	(48.2)	(52.6)
Amortisation	(0.2)	(0.5)	(0.5)	(0.5)	(0.5)
EBIT	75.5	63.6	84.3	132.5	166.3
Net interest income /(exp)	(9.8)	(11.5)	(13.8)	(17.7)	(19.8)
Associates & JV	0.0	0.0	0.0	0.0	0.0
Exceptionals	(1.9)	0.0	0.0	0.0	0.0
Other pretax income	0.0	0.0	0.0	0.0	0.0
Pretax profit	65.7	52.2	70.5	114.7	146.5
Income tax	12.9	(2.2)	(5.1)	(8.0)	(10.3)
Minorities	1.3	0.1	0.1	0.1	0.1
Discontinued operations	0.0	0.0	0.0	0.0	0.0
Reported net profit	79.9	50.1	65.5	106.8	136.4
Core net profit	81.8	50.1	65.5	106.8	136.4
BALANCE SHEET (MYR m)					
Cash & Short Term Investments	28.1	23.0	32.8	30.8	9.5
Accounts receivable	100.2	131.4	165.9	201.2	232.3
Inventory	118.8	173.7	216.8	254.6	290.9
Property, Plant & Equip (net)	339.6	413.9	463.0	507.4	547.3
Intangible assets	20.0	19.3	18.8	18.4	17.9
Investment in Associates & JVs	0.0	0.0	0.0	0.0	0.0
Other assets	403.2	301.4	330.2	359.2	389.1
Total assets	1,010.0	1,062.6	1,227.5	1,371.5	1,487.0
ST interest bearing debt	52.3	92.9	92.9	92.9	92.9
Accounts payable	93.1	64.1	80.1	94.0	107.4
LT interest bearing debt	232.3	243.3	343.3	393.3	393.3
Other liabilities	21.0	26.0	26.0	26.0	26.0
Total Liabilities	399.1	426.7	542.7	606.6	620.0
Shareholders Equity	605.9	631.0	680.1	760.2	862.5
Minority Interest	5.0	4.9	4.8	4.6	4.5
Total shareholder equity	611.0	635.9	684.9	764.8	867.0
Total liabilities and equity	1,010.0	1,062.6	1,227.5	1,371.5	1,487.0
CACH ELOW (MVP)					
CASH FLOW (MYR m)	4E 7	E2 2	70 F	1117	144 5
Pretax profit  Depreciation & amortisation	65.7 28.6	52.2	70.5 43.8	114.7 48.7	146.5
Adj net interest (income)/exp		33.5		0.0	53.0
, , ,	0.0 (15.4)	(113.0)	0.0 (60.5)		(54.0)
Change in working capital	, ,	(113.9)	(60.5)	(59.1)	(54.0)
Cash taxes paid Other operating cash flow	(29.7)	(2.1)	(5.1) (5.2)	(8.0)	(10.3)
Other operating cash flow	(11.0)	(1.5)	(5.2) 57.6	(4.4)	(5.2)
Cash flow from operations	49.2 (59.2)	(19.9)	57.6	(90.0)	150.4
Capex Free cash flow	(59.2)	(102.5)	(90.0)	(90.0)	(90.0)
	(10.0)	(122.4)	(32.4)	20.2	(34.1)
Dividends paid  Fauity raised / (purchased)	0.0	(19.9)	(16.4)	(26.7)	(34.1)
Equity raised / (purchased)	292.8	0.4	0.0	0.0	0.0
Change in Debt Other invest/financing cash flow	88.9	47.4 01.5	100.0	50.0	(47.5)
Other invest/financing cash flow	(340.8)	91.5	(41.4)	(45.5)	(47.5)
Effect of exch rate changes	(0.2)	(2.1)	0.0	0.0	(24.2)
Net cash flow	30.7	(5.1)	9.8	(2.0)	(21.3)



FYE 31 Mar	FY22A	FY23A	FY24E	FY25E	FY26E
Key Ratios					
Growth ratios (%)					
Revenue growth	2.3	25.5	25.2	21.3	15.5
EBITDA growth	5.4	(6.7)	31.9	41.4	21.1
EBIT growth	(2.4)	(15.7)	32.5	57.1	25.6
Pretax growth	(2.8)	(20.6)	35.1	62.8	27.7
Reported net profit growth	120.5	(37.3)	30.7	63.2	27.7
Core net profit growth	2.2	(38.8)	30.7	63.2	27.7
Profitability ratios (%)					
EBITDA margin	20.7	15.4	16.3	19.0	19.9
EBIT margin	15.0	10.1	10.7	13.9	15.1
Pretax profit margin	13.1	8.3	8.9	12.0	13.3
Payout ratio	25.0	25.0	25.0	25.0	25.0
DuPont analysis					
Net profit margin (%)	15.9	8.0	8.3	11.2	12.4
Revenue/Assets (x)	0.5	0.6	0.6	0.7	0.7
Assets/Equity (x)	1.7	1.7	1.8	1.8	1.7
ROAE (%)	19.0	8.1	10.0	14.8	16.8
ROAA (%)	10.0	4.8	5.7	8.2	9.5
Liquidity & Efficiency					
Cash conversion cycle	91.3	117.0	141.9	145.2	147.7
Days receivable outstanding	67.8	66.2	67.9	69.1	70.7
Days inventory outstanding	110.2	109.7	117.3	120.6	122.1
Days payables outstanding	86.7	59.0	43.3	44.5	45.1
Dividend cover (x)	4.0	4.0	4.0	4.0	4.0
Current ratio (x)	3.6	3.0	3.2	3.4	3.4
Leverage & Expense Analysis					
Asset/Liability (x)	2.5	2.5	2.3	2.3	2.4
Net gearing (%) (incl perps)	42.0	49.3	58.9	59.6	55.0
Net gearing (%) (excl. perps)	42.0	49.3	58.9	59.6	55.0
Net interest cover (x)	7.7	5.6	6.1	7.5	8.4
Debt/EBITDA (x)	2.7	3.5	3.4	2.7	2.2
Capex/revenue (%)	11.8	16.3	11.4	9.4	8.2
Net debt/ (net cash)	256.5	313.3	403.4	455.5	476.7

Source: Company; Maybank IBG Research



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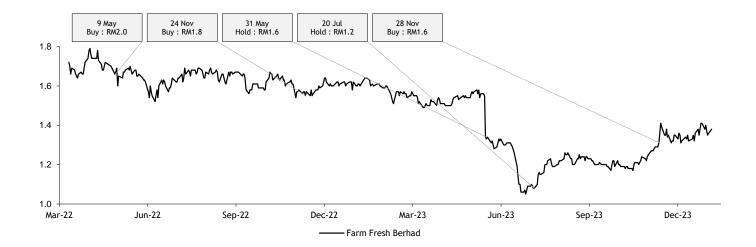
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## Maybank

#### Historical recommendations and target price: Farm Fresh Berhad (FFB MK)



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