

Food Empire Holdings (FEH SP)

New Vietnam facility

USD80m new freeze-dried facility in Vietnam

FEH will invest USD80m in a new freeze-dried soluble coffee manufacturing facility in Vietnam. Construction is to begin in 1Q25 and is expected to complete by 2028. The new facility will have a larger capacity than the existing freeze-dried facility in India and will be funded by internal resources and bank borrowings. We believe that this is positive for the long-term outlook of the company and aids in its diversification of revenue, especially from Russia. Short-term wise, we may see some additional costs which may impact profitability. We maintain HOLD with an unchanged TP of SGD1.02.

Second freeze-dried facility

This USD80m new facility will be the second freeze-dried soluble coffee manufacturing facility for FEH and will be located in Binh Dinh province, central Vietnam. It will be expected to strengthen its position as one of Asia's major players in spray-dried and freeze-dried soluble coffee. It is expected to be operational in 2028 and funded by debt and internal resources.

Further diversification of revenue

We view this as a positive for FEH as it will further grow its ingredient business and help diversify its revenue from Russia which has been a key concern for many investors. We believe that this will also likely add a strong recurring stream of revenue from 2028 onwards.

Better wait for headwinds to clear

FEH's business model has proven resilient and we are confident in management's execution ability. As a result, we prefer to wait for short-term headwinds to clear as profitability will likely only recover from FY25E onwards. Dividends will also likely normalise and be lowered in FY24E.

FYE Dec (USD m)	FY22A	FY23A	FY24E	FY25E	FY26
Revenue	398	426	475	499	52
EBITDA	54	70	59	62	6
Core net profit	45	57	47	49	5
Core EPS (cts)	8.3	10.4	8.6	8.9	9.
Core EPS growth (%)	129.2	25.3	(17.3)	4.3	5.
Net DPS (cts)	3.2	10.0	4.0	4.2	4.
Core P/E (x)	5.7	8.3	8.6	8.3	7.
P/BV (x)	0.9	1.6	1.3	1.2	1.
Net dividend yield (%)	6.8	11.7	5.5	5.7	6.
ROAE (%)	23.8	19.7	15.6	15.3	14.
ROAA (%)	12.5	14.4	11.1	10.7	10.
EV/EBITDA (x)	3.1	5.3	5.5	5.1	4.
Net gearing (%) (incl perps)	net cash	net cash	net cash	net cash	net cash
Consensus net profit	-	-	48	52	5
MIBG vs. Consensus (%)	-	-	(3.4)	(5.5)	(6.4)

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HOLD

Share Price	SGD 0.97
12m Price Target	SGD 1.02 (+17%)
Previous Price Target	SGD 1.02

Company Description

Food Empire Holdings Ltd. operates as a global branding and manufacturing company in the food and beverage sector.

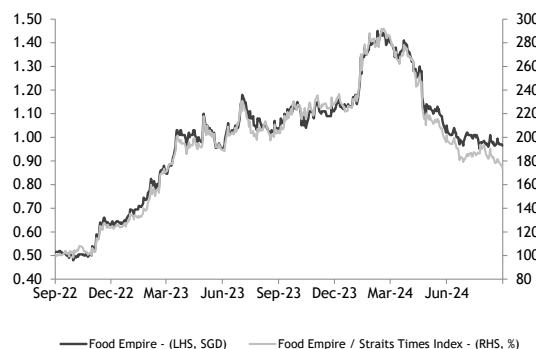
Statistics

52w high/low (SGD)	1.45/0.95
3m avg turnover (USDm)	0.4
Free float (%)	30.6
Issued shares (m)	548
Market capitalisation	SGD528.9M USD406M

Major shareholders:

SALIM ANTHONI	24.1%
TAN GUEK MING	12.5%
NAIR SUDEEP	12.0%

Price Performance



	-1M	-3M	-12M
Absolute (%)	(1)	(5)	(6)
Relative to index (%)	(8)	(11)	(14)

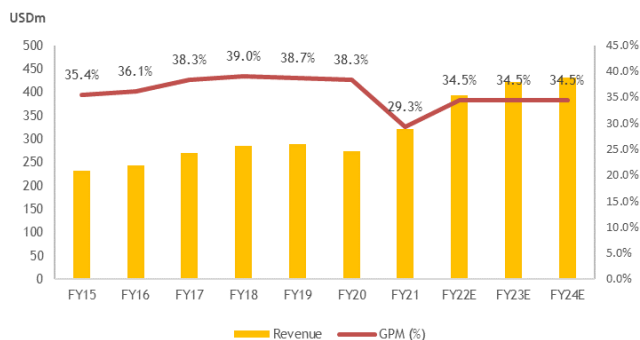
Source: FactSet

ESG@MAYBANK IBG
Tear Sheet Insert

Value Proposition

- Market leader of 3-in-1 coffee in Russia.
- Growing steadily in new markets like Vietnam and other Southeast Asian countries.
- Fully integrated with the freeze dry coffee plant in India.
- Relatively high barriers to entry and brand recognition by end-consumers. Trading at just 8.6x FY24E P/E, a huge discount to global peers at an average of 27x.
- Robust balance sheet.
- Clear ESG policies and strategies.

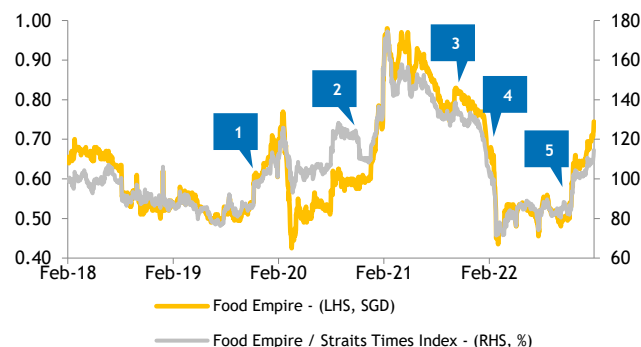
Revenue and GPM



Source: Company, Maybank IBG Research

Price Drivers

Historical share price trend



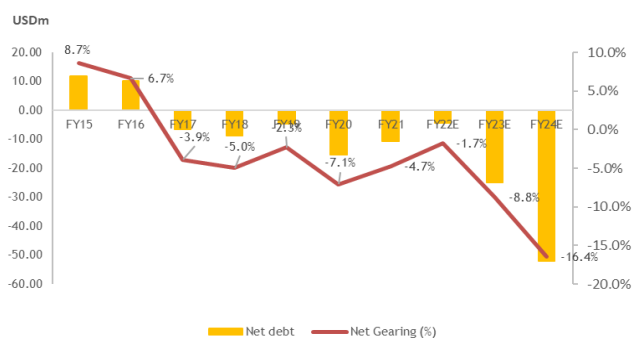
Source: Company, Maybank IBG Research

1. In Sep'19, FEH bagged its inaugural Sustainability Award as Winner under the 'Small Cap' category.
2. In Dec'20, the group further expanded its manufacturing facility in India.
3. In Oct'21, FEH was awarded The Enterprise Award 2020/21 under The Singapore Business Awards.
4. In Feb'22, Russia launched a military invasion of Ukraine, causing supply chain disruptions and FX volatility.
5. In Aug'22, FEH was recognised as one of the Top 100 "Most Valuable Singaporean Brands" by Brand Finance, with brand value of USD101m.

Financial Metrics

- Improvement in margins due to new policies and price increases.
- Revenue continued to grow progressively in key existing and new markets.
- Positive cash flow notwithstanding, self-funded capex plans and generous annual dividends.

Net cash and gearing ratio



Source: Company, Maybank IBG Research

Swing Factors

Upside

- End of the Russia-Ukraine war.
- Continued strong growth in other markets and revenue diversification away from Russia.
- An attractive takeover target by bigger F&B players or private equity funds.

Downside

- Escalation of the Russian war will likely hurt its business.
- Higher raw material prices and Ruble depreciation are negative for earnings.
- New competitors entering the market might temporarily dilute its market share.

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Risk Rating & Score ¹	Not Rated
Score Momentum ²	na
Last Updated	na
Controversy Score ³	na

Business Model & Industry Issues

- As a food manufacturing company, the Group places a significant emphasis on ensuring that its products are healthy and safe for consumption. Any mismanagement of the products can result in a loss of reputation, financial penalties and possible breach of product safety laws in affected market.
- Given the challenging operating environment, FEH has taken measures to deal with high freight prices, supply chain disruptions, as well as inflationary cost pressures, amongst other external issues that had to be managed. The economic sanctions imposed on Russia has resulted in severe supply chain disruptions and currency exchange rate volatility. If the conflict between Russia and Ukraine escalates, this could potentially threaten the Group’s business outlook as these two key markets contributed about 45% of its total revenue in FY21.

Material E issues

- The profitability and production capacity of the Group’s coffee plant faces severe climate risk as yields can be impacted by the direct increase in temperatures, instability in precipitation as well as increases in pests in the regions where coffee is grown.
- To manage carbon footprint, FEH implemented several energy conservation initiatives at facility-level across its operations. It also seeks to align its energy and emissions management with the various country-specific energy regulations and policies. Given the issues of water scarcity, FEH has taken steps to enforce the efficient & responsible use of water throughout its operations. The Group tries to utilize water at every step of its value chain to avoid straining water supply and to rebalance the ecosystem.

Material S issues

- The food safety and quality policies are constantly reviewed to ensure that they satisfy new regulatory requirements and customer preferences. These policies ensure that it continues to produce good quality products at country level to ensure compliance with local regulations.
- In 2021, Vietnam accounted for most of its new hires and turnovers which largely occurred within its sales division. It is an industry trend in Vietnam for sales jobs to have a high turnover rate due to the demographics of individuals. FEH built a COVID-19 testing and vaccination centre at its Vietnam plant to provide free vaccination & testing services for its employees. The facility also served as a temporary isolation centre for those exposed to COVID-19 patients.

Key G metrics and issues

- The board has eight directors, including the Executive Chairman, the CEO/Executive Director and six independent Non-Executive Directors.
- The nominating, audit and remuneration committees are chaired by independent directors.
- The board is made up of 87.5% males and hence, we believe there is room to improve the diversity and composition of its Board, with the future appointment of a female member.
- Executive Chairman, Tan Wang Cheow and CEO Sudeep Nair hold about 22.5% and 11.27% stakes in the company respectively.
- Institutional investor, FMR LLC is a substantial shareholder and owns about 8% interest in the company.
- The external auditor is Ernst & Young LLP.
- Country-specific safety management systems and committees are put in place to provide greater flexibility in responding to different regulations on health and safety in every country in which it operates.
- There were no cases of non-compliance with all applicable laws and regulations concerning consumer health and safety in its Vietnam plant. To reduce market-concentration risks, FEH has diversified into different markets in Asia over the years. In 2021, the turnover of its Southeast Asia market accounted for c.30% of total revenues.

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).

Quantitative Parameters (Score: 53)						
	Particulars	Unit	2019	2020	2021	SSG SP (2021)
E	Scope 1 GHG emissions	tCO2e	59	23	15	28,044
	Scope 2 GHG emissions	tCO2e	816	777	861	51,212
	Total	tCO2e	875	800	876	79,256
	Scope 3 GHG emissions	tCO2e	NA	NA	NA	NA
	Total	tCO2e	875	800	876	79,256
	GHG intensity (Scope 1 and 2)	tonnes CO2/tonnes of product	0.147	0.105	0.093	0.040
	Direct Energy consumption	GJ/Tonnes of product	0.08	0.04	0.03	341,385.00
	Electrical Energy consumption	MWh	1,049.00	999.00	978.00	292,301.00
Water purchased	m3	NA	12,171	11,934	222,468	
S	% of women in workforce	%	42.6%	41.4%	36.2%	44.0%
	Economic value generated and distributed	USDm/SGDm	289	273	321	1,370
	Total training hours by gender (women)	Hours	NA	424.75	144	1535
	Turnover rate	%	53.5%	52.3%	51.0%	23.0%
	Direct training hours	%	NA	NA	NA	NA
Key operations assessed for risks related to corruption	%	100	100	100	100	
G	MD/CEO salary as % of reported net profit	%	4.86%	3.78%	5.17%	4.33%
	Board salary as % of reported net profit	%	15.70%	13.77%	20.68%	0.30%
	Independent directors on the Board	%	43%	43%	50%	50%
	Female directors on the Board	%	14%	14%	13%	30%

Qualitative Parameters (Score: 67)	
a) Is there an ESG policy in place and is there a standalone ESG committee or is it part of the risk committee?	<i>Yes. The Food Empire Sustainability Committee reports directly to top management. The committee includes sustainability coordinators from its headquarters in Singapore as well as from Vietnam and Russia.</i>
b) Is the senior management salary linked to fulfilling ESG targets?	<i>Yes</i>
c) Does the company follow the task force of climate related disclosures (TCFD) framework for ESG reporting?	<i>Yes</i>
e) Does the company have a mechanism to capture Scope 3 emissions - which parameters are captured?	<i>No</i>
f) What are the 2-3 key carbon mitigation/water/waste management strategies adopted by the company?	<i>Changed forklift equipment from diesel-based machines to electricity-based machines since April 2020. As forklifts were previously the primary source of fuel use within Food Empire factories, the change resulted in significantly reduced scope 1 emissions.</i>
g) Does carbon offset form part of the net zero/carbon neutrality target of the company?	<i>No</i>

Target (Score: 67)		
Particulars	Target	Achieved
100% of workers receive at least one safety training annually	1	1
Zero confirmed incidents of corruption	0	0
Zero cases of non-compliance with all applicable laws and regulations	0	0
Carbon neutrality/net zero	nil	Nil
100% of workers receive at least one safety training annually	1	1
Zero confirmed incidents of corruption	0	0
Zero cases of non-compliance with all applicable laws and regulations	0	0
Impact		
NA		
Overall Score: 60		
As per our ESG matrix, Food Empire Holdings (FEH SP) has an overall score of 60.		

ESG score	Weights	Scores	Final Score
Quantitative	50%	53	26
Qualitative	25%	67	17
Target	25%	67	17
Total			60

As per our ESG assessment, FEH has an established framework, internal policies, and tangible medium/long-term targets but needs to make headway in improving its quantitative "S" and "G" metrics. FEH's overall ESG score is 60, which makes its ESG rating above average in our view (average ESG rating = 50).

FYE 31 Dec	FY22A	FY23A	FY24E	FY25E	FY26E
Key Metrics					
P/E (reported) (x)	3.7	7.2	8.6	8.3	7.8
Core P/E (x)	5.7	8.3	8.6	8.3	7.8
P/BV (x)	0.9	1.6	1.3	1.2	1.1
P/NTA (x)	1.0	1.6	1.4	1.2	1.1
Net dividend yield (%)	6.8	11.7	5.5	5.7	6.0
FCF yield (%)	22.8	8.1	4.8	7.2	8.0
EV/EBITDA (x)	3.1	5.3	5.5	5.1	4.8
EV/EBIT (x)	3.1	5.3	5.5	5.1	4.8
INCOME STATEMENT (USD m)					
Revenue	398.4	425.7	474.8	498.6	523.5
EBITDA	54.3	70.4	59.1	62.5	66.0
Depreciation	0.0	0.0	0.0	0.0	0.0
Amortisation	0.0	0.0	0.0	0.0	0.0
EBIT	54.3	70.4	59.1	62.5	66.0
Net interest income /(exp)	(1.2)	0.8	0.8	0.0	0.0
Associates & JV	2.7	1.3	0.0	0.0	0.0
Exceptionals	15.0	0.0	0.0	0.0	0.0
Other pretax income	0.0	0.0	0.0	0.0	0.0
Pretax profit	70.7	72.5	59.9	62.5	66.0
Income tax	(10.6)	(16.0)	(13.3)	(13.8)	(14.6)
Minorities	0.0	0.0	0.0	0.0	0.0
Discontinued operations	0.0	0.0	0.0	0.0	0.0
Reported net profit	60.1	56.5	46.7	48.7	51.5
Core net profit	45.1	56.5	46.7	48.7	51.5
BALANCE SHEET (USD m)					
Cash & Short Term Investments	125.6	131.3	112.1	117.3	124.8
Accounts receivable	31.5	38.2	59.2	62.1	65.3
Inventory	74.0	76.7	93.1	97.8	102.7
Property, Plant & Equip (net)	101.3	103.3	121.7	141.6	163.0
Intangible assets	8.3	8.8	8.8	8.8	8.8
Investment in Associates & JVs	11.8	12.6	12.6	12.6	12.6
Other assets	29.0	32.0	29.9	29.8	29.7
Total assets	381.5	402.9	437.4	470.0	506.8
ST interest bearing debt	13.5	15.0	15.0	15.0	15.0
Accounts payable	48.4	49.8	72.3	73.3	77.0
LT interest bearing debt	24.8	21.4	21.4	21.4	21.4
Other liabilities	19.0	22.0	28.0	27.0	26.0
Total Liabilities	105.9	108.4	136.7	136.9	139.3
Shareholders Equity	276.7	295.6	302.0	334.3	368.8
Minority Interest	(1.1)	(1.1)	(1.2)	(1.2)	(1.3)
Total shareholder equity	275.6	294.5	300.8	333.1	367.5
Total liabilities and equity	381.5	402.9	437.4	470.0	506.8
CASH FLOW (USD m)					
Pretax profit	70.7	72.5	59.9	62.5	66.0
Depreciation & amortisation	0.0	0.0	0.0	0.0	0.0
Adj net interest (income)/exp	1.2	(0.8)	0.0	0.0	0.0
Change in working capital	11.0	(16.4)	(14.8)	(6.1)	(4.3)
Cash taxes paid	(9.1)	(12.7)	(13.3)	(13.8)	(14.6)
Other operating cash flow	(9.7)	(0.4)	0.0	0.0	0.0
Cash flow from operations	72.8	50.6	29.4	38.9	42.2
Capex	(13.8)	(12.5)	(10.0)	(10.0)	(10.0)
Free cash flow	59.0	38.1	19.4	28.9	32.2
Dividends paid	(8.6)	(17.3)	(40.4)	(16.4)	(17.0)
Equity raised / (purchased)	0.6	0.0	0.0	0.0	0.0
Change in Debt	(11.3)	(1.9)	(0.0)	0.0	0.0
Other invest/financing cash flow	26.0	(12.2)	1.8	0.0	0.0
Effect of exch rate changes	(0.5)	(1.0)	0.0	0.0	0.0
Net cash flow	65.0	5.7	(19.2)	5.2	7.5

FYE 31 Dec	FY22A	FY23A	FY24E	FY25E	FY26E
Key Ratios					
Growth ratios (%)					
Revenue growth	24.2	6.9	11.5	5.0	5.0
EBITDA growth	107.5	29.6	(16.0)	5.7	5.7
EBIT growth	107.5	29.6	(16.0)	5.7	5.7
Pretax growth	168.7	2.5	(17.3)	4.3	5.7
Reported net profit growth	208.2	(6.0)	(17.3)	4.3	5.7
Core net profit growth	131.3	25.3	(17.3)	4.3	5.7
Profitability ratios (%)					
EBITDA margin	13.6	16.5	12.5	12.5	12.6
EBIT margin	13.6	16.5	12.5	12.5	12.6
Pretax profit margin	17.7	17.0	12.6	12.5	12.6
Payout ratio	29.2	96.6	47.3	47.3	47.3
DuPont analysis					
Net profit margin (%)	15.1	13.3	9.8	9.8	9.8
Revenue/Assets (x)	1.0	1.1	1.1	1.1	1.0
Assets/Equity (x)	1.4	1.4	1.4	1.4	1.4
ROAE (%)	23.8	19.7	15.6	15.3	14.6
ROAA (%)	12.5	14.4	11.1	10.7	10.5
Liquidity & Efficiency					
Cash conversion cycle	65.2	62.8	62.2	66.7	67.9
Days receivable outstanding	32.3	29.4	36.9	43.8	43.8
Days inventory outstanding	95.0	95.5	89.9	96.3	96.3
Days payables outstanding	62.1	62.1	64.6	73.4	72.2
Dividend cover (x)	3.4	1.0	2.1	2.1	2.1
Current ratio (x)	3.4	3.4	2.8	2.9	2.9
Leverage & Expense Analysis					
Asset/Liability (x)	3.6	3.7	3.2	3.4	3.6
Net gearing (%) (incl perps)	net cash	net cash	net cash	net cash	net cash
Net gearing (%) (excl. perps)	net cash	net cash	net cash	net cash	net cash
Net interest cover (x)	44.3	na	na	nm	nm
Debt/EBITDA (x)	0.7	0.5	0.6	0.6	0.6
Capex/revenue (%)	3.5	2.9	2.1	2.0	1.9
Net debt/ (net cash)	(87.3)	(94.9)	(75.7)	(80.9)	(88.4)

Source: Company; Maybank IBG Research

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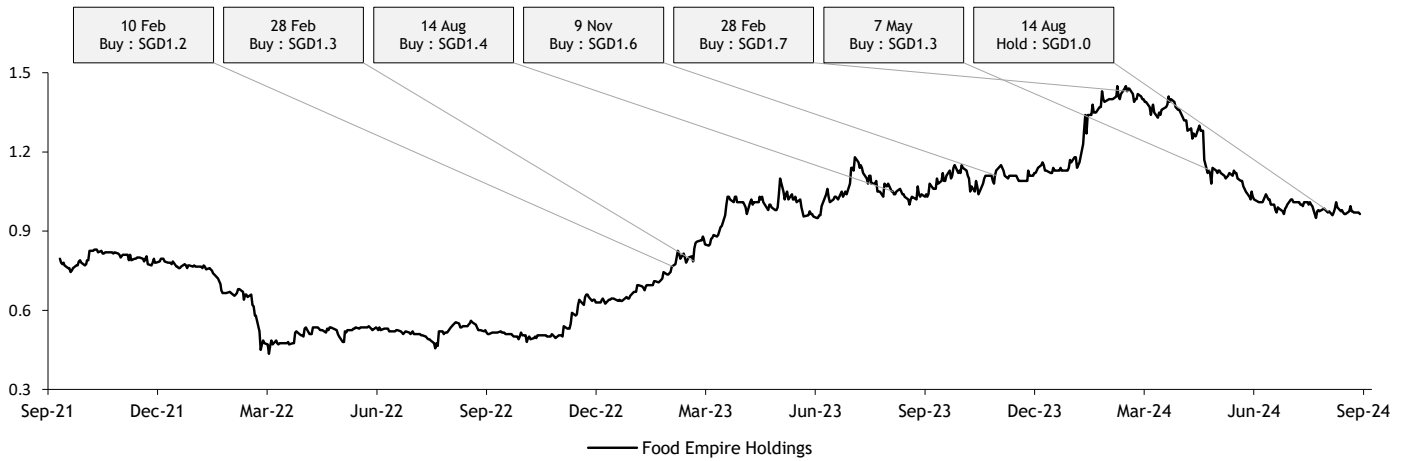
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