Singapore Company Update



21 November 2019

Food Empire (FEH SP)

Instilling Stronger Discipline; Maintain BUY

Consumer Non-cyclicals | Food & Beverage Products

Buy (Maintained)

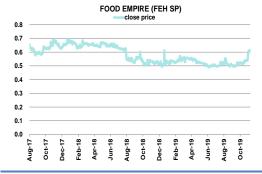
Target Price (Return)	SGD0.83 (+36%)
Price:	SGD0.61
Market Cap:	USD243m
Avg Daily Turnover (SGD/USD)	0.19m/0.14m

Analyst

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Share Performance (%) YTD 3m 6m 12m 1m 17.3 15.1 Absolute 17.3 18.4 13.0 Relative 12.0 14.6 9.9 16.4 8.3 52-wk Price low/high (SGD) 0.49 - 0.63



Source: Bloomberg

- Maintain BUY with higher TP of SGD0.83 from SGD0.73, 36% upside, c.2% yield, pegged to 12x FY20F P/E. The write-off of its *Caffe Bene* associate in FY17, as well as the losses from new markets in recent years, have sparked investors' concerns. During the analyst briefing, management said it would increase discipline in capital deployment and has drawn up several initiatives to address these concerns. This signals that management is receptive to investors' feedback from previous meetings, and we are positive on this new development.
- Formalised dividend policy. One of the initiatives would be to formalise a dividend policy next year. A formal policy would ensure a certain amount of cash flow is set aside for shareholders each year. We note that Food Empire had a payout ratio of 15-17% in the past three years, with no dividends in FY14-15 when the group was hit by major RUB devaluation. As such, we believe the group is likely to have a conservative dividend policy of c.15-20% payout ratio, with potential for special dividends when there is unutilised cash.
- Less drag from underperforming markets. This year, the group has streamlined some of its unprofitable markets. Besides exiting Myanmar, we note that the group announced the liquidation of several small wholly-owned subsidiaries throughout FY19. This improved 9M19 net margin by 1.4ppts to 9.8% (9M18: 8.4%). As Food Empire completes its streamlining exercise in 1Q20, we believe it would also have a cleaner balance sheet and thus less drag from the underperforming assets in FY20F.
- Delivering more sustainable growth. Barring any major depreciation of the group's key currencies, we expect earnings growth to remain resilient next year, as management focuses on its key markets Russia, the Ukraine, Kazakhstan, CIS countries and Vietnam. Management also has plans to grow its presence in the Philippines market, but guided that the investments would take place at a calculated pace, thereby limiting margin erosion on profits.
- Forecast changes. We raise FY19F-21F earnings by 12-14% mainly due to cost savings from the streamlining exercise. We believe the cost savings would offset the new investment costs for the Philippines market. In addition, we had initially expected start-up expenses of the second India plant to kick in next quarter. However, management clarified that the second India coffee plant would only start commercial operations some time in 2Q20-3Q20, thus delaying the depreciation expense.
- CEO Mr Sudeep Nair has been buying shares from the secondary market at prices between SGD0.56 and SGD0.61. This gives us added confidence as to Food Empire's near-term performance. Maintain BUY.

Forecasts and Valuation	Dec-17	Dec-18	Dec-19F	Dec-20F	Dec-21F
Total turnover (USDm)	269.5	284.3	283.1	305.2	333.7
Recurring net profit (USDm)	20.7	21.6	25.3	27.6	30.7
Recurring net profit growth	98.7	4.5	16.9	9.0	11.4
Recurring P/E (x)	11.6	11.1	9.6	8.8	7.9
P/BV (x)	1.4	1.4	1.2	1.1	1.0
P/CF (x)	11.2	21.9	12.9	10.5	9.8
Dividend Yield (%)	1.0	1.1	1.4	1.7	1.9
EV/EBITDA (x)	6.7	8.4	6.7	5.4	4.8
ROE (%)	12.3	12.3	12.9	12.5	12.4
Net debt to equity (%)	net cash	net cash	1.9	net cash	net cash
Interest coverage (x)	32.3	27.3	26.2	35.9	40.0

Source: Company data, RHB



Asia Singapore

Food Empire FEH SP

Valuation basis 12x FY20F P/E Key drivers

Key risks

Company Profile

countries and Vietnam.

Food & Beverage Products

i. Stronger volume growth;ii. M&A opportunities.

i. Depreciation of key currencies;ii. Intensifying competition.

Food Empire is an instant coffee brand and manufacturing company. Its key markets are in Russia, the Ukraine, Kazakhstan, CIS

Financial Exhibits

Consumer Non-cyclicals | Food & Beverage Products

Financial summary	Dec-17	Dec-18	Dec-19F	Dec-20F	Dec-21
Recurring EPS (USD)	0.04	0.04	0.05	0.05	0.0
DPS (SGD)	0.00	0.00	0.01	0.01	0.0
BVPS (USD)	0.31	0.33	0.36	0.41	0.4
ROE (%)	12.33	12.27	12.88	12.51	12.4
Valuation metrics	Dec-17	Dec-18	Dec-19F	Dec-20F	Dec-21
Recurring P/E (x)	11.6	11.1	9.6	8.8	7.
P/B (x)	1.4	1.4	1.2	1.1	1.
FCF Yield (%)	0.1	0.1	0.2	0.2	0.
Dividend yield (%)	1.0	1.1	1.4	1.7	1.
		8.4	6.7	5.4	
EV/EBITDA (x)	6.7				4
EV/EBIT (x)	7.7	10.3	8.1	6.6	5
Income statement (USDm)	Dec-17	Dec-18	Dec-19F	Dec-20F	Dec-21
Total turnover	269	284	283	305	33
Gross profit	103	111	110	118	12
EBITDA (adj.)	35	27	35	43	4
Depreciation & amortisation	5	6	6	8	
Operating profit	29	22	29	34	:
Net interest	-1	-1	-1	-1	
Pre-tax profit	18	20	28	34	:
Taxation	-5	-2	-6	-6	
Net profit	13	18	22	27	3
Recurring net profit	21	22	25	28	3
Cash flow (USDm)	Dec-17	Dec-18	Dec-19F	Dec-20F	Dec-21
Change in working capital	-4	-12	-3	-4	
Cash flow from operations	29	15	26	31	3
Capex	-6	-11	-30	-20	-
Cash flow from investing activities	-10	-10	-36	-20	-*
Dividends paid	-6	-11	-30	-20	-*
Cash flow from financing activities	-5	-5	15	-13	
Cash at beginning of period	29	43	42	46	4
			4	-2	2
	14	-1	4		
Net change in cash		-1 42	4	45	(
Net change in cash Ending balance cash	14			45 Dec-20F	
Net change in cash Ending balance cash Balance sheet (USDm)	14 43	42	46		Dec-21
Net change in cash Ending balance cash Balance sheet (USDm) Total cash and equivalents	14 43 Dec-17	42 Dec-18	46 Dec-19F	Dec-20F	Dec-21
Net change in cash Ending balance cash Balance sheet (USDm) Total cash and equivalents Tangible fixed assets	14 43 Dec-17 43	42 Dec-18 42	46 Dec-19F 46	Dec-20F 45	Dec-2 1
Net change in cash Ending balance cash Balance sheet (USDm) Total cash and equivalents Tangible fixed assets Total investments	14 43 Dec-17 43 65	42 Dec-18 42 69	46 Dec-19F 46 93	Dec-20F 45 105	Dec-2 1
Net change in cash Ending balance cash Balance sheet (USDm) Total cash and equivalents Tangible fixed assets Total investments Total assets	14 43 Dec-17 43 65 13	42 Dec-18 42 69 11	46 Dec-19F 46 93 11	Dec-20F 45 105 11	Dec-2 1
Net change in cash Ending balance cash Balance sheet (USDm) Total cash and equivalents Tangible fixed assets Total investments Total assets Short-term debt	14 43 Dec-17 43 65 13 247	42 Dec-18 42 69 11 245	46 Dec-19F 46 93 11 286	Dec-20F 45 105 11 304	Dec-21
Net change in cash Ending balance cash Balance sheet (USDm) Total cash and equivalents Tangible fixed assets Total investments Total assets Short-term debt Total long-term debt	14 43 Dec-17 43 65 13 247 20	42 Dec-18 42 69 11 245 20	46 Dec-19F 46 93 11 286 10	Dec-20F 45 105 11 304 0	Dec-21
Net change in cash Ending balance cash Balance sheet (USDm) Total cash and equivalents Tangible fixed assets Total investments Total assets Short-term debt Total long-term debt Total liabilities	14 43 Dec-17 43 65 13 247 20 16	42 Dec-18 42 69 11 245 20 13	46 Dec-19F 46 93 11 286 10 40	Dec-20F 45 105 11 304 0 40	Dec-21
Net change in cash Ending balance cash Balance sheet (USDm) Total cash and equivalents Tangible fixed assets Total investments Total assets Short-term debt Total long-term debt Total liabilities Total equity	14 43 Dec-17 43 65 13 247 20 16 80	42 Dec-18 42 69 111 245 20 13 69	46 Dec-19F 46 93 11 286 10 40 90	Dec-20F 45 105 11 304 0 40 84	Dec-21
Net change in cash Ending balance cash Balance sheet (USDm) Total cash and equivalents Tangible fixed assets Total investments Total assets Short-term debt Total long-term debt Total liabilities Total equity Total liabilities & equity	14 43 Dec-17 43 65 13 247 20 16 80 167	42 Dec-18 42 69 11 245 20 13 69 175	46 Dec-19F 46 93 11 286 10 40 90 195	Dec-20F 45 105 11 304 0 40 84 220	Dec-21
Net change in cash Ending balance cash Balance sheet (USDm) Total cash and equivalents Tangible fixed assets Total investments Total assets Short-term debt Total long-term debt Total liabilities Total equity Total liabilities & equity Key metrics	14 43 Dec-17 43 65 13 247 20 16 80 167 247	42 Dec-18 42 69 11 245 20 13 69 175 245	46 Dec-19F 46 93 11 286 10 40 90 195 286	Dec-20F 45 105 11 304 0 40 84 220 304	Dec-21
Net change in cash Ending balance cash Balance sheet (USDm) Total cash and equivalents Tangible fixed assets Total investments Total assets Short-term debt Total long-term debt Total liabilities Total equity Total liabilities & equity Key metrics Revenue growth (%)	14 43 Dec-17 43 65 13 247 20 16 80 167 247 247 Dec-17	42 Dec-18 42 69 11 245 20 13 69 175 245 Dec-18	46 Dec-19F 46 93 11 286 10 40 90 195 286 Dec-19F	Dec-20F 45 105 11 304 0 40 84 220 304 Dec-20F	Dec-21
Net change in cash Ending balance cash Balance sheet (USDm) Total cash and equivalents Tangible fixed assets Total investments Total assets Short-term debt Total long-term debt Total liabilities Total equity Total liabilities & equity Key metrics Revenue growth (%) Recurrent EPS growth (%)	14 43 Dec-17 43 65 13 247 20 16 80 167 247 247 Dec-17 11.2	42 Dec-18 42 69 11 245 20 13 69 175 245 245 Dec-18 5.5	46 Dec-19F 46 93 11 286 10 40 90 195 286 Dec-19F (0.4)	Dec-20F 45 105 11 304 0 40 40 84 220 304 Dec-20F 7.8	Dec-21
Net change in cash Ending balance cash Balance sheet (USDm) Total cash and equivalents Tangible fixed assets Total investments Total assets Short-term debt Total liabilities Total liabilities Total equity Total liabilities & equity Key metrics Revenue growth (%) Recurrent EPS growth (%) Gross margin (%) Operating EBITDA margin (%)	14 43 Dec-17 43 65 13 247 20 16 80 167 247 247 Dec-17 11.2 98.5	42 Dec-18 42 69 11 245 20 13 69 175 245 Dec-18 5.5 4.5	46 Dec-19F 46 93 11 286 10 40 90 195 286 Dec-19F (0.4) 15.9	Dec-20F 45 105 11 304 0 40 40 84 220 304 Dec-20F 7.8 9.0	Dec-21
Net change in cash Ending balance cash Balance sheet (USDm) Total cash and equivalents Tangible fixed assets Total investments Total assets Short-term debt Total long-term debt Total liabilities Total equity Total liabilities & equity Key metrics Revenue growth (%) Recurrent EPS growth (%) Gross margin (%)	14 43 Dec-17 43 65 13 247 20 16 80 167 247 247 Dec-17 11.2 98.5 38.3	42 Dec-18 42 69 111 245 20 13 69 175 245 245 Dec-18 5.5 4.5 39.0	46 Dec-19F 46 93 11 286 10 40 90 195 286 Dec-19F (0.4) 15.9 38.9	Dec-20F 45 105 11 304 0 40 84 220 304 Dec-20F 7.8 9.0 38.8	Dec-21
Net change in cash Ending balance cash Balance sheet (USDm) Total cash and equivalents Tangible fixed assets Total investments Total assets Short-term debt Total long-term debt Total liabilities Total equity Total liabilities & equity Key metrics Revenue growth (%) Recurrent EPS growth (%) Gross margin (%)	14 43 Dec-17 43 65 13 247 20 16 80 167 247 Dec-17 11.2 98.5 38.3 12.8	42 Dec-18 42 69 111 245 20 13 69 175 245 245 Dec-18 5.5 4.5 39.0 9.6	46 Dec-19F 46 93 11 286 10 40 90 195 286 Dec-19F (0.4) 15.9 38.9 12.2	Dec-20F 45 105 11 304 0 40 84 220 304 Dec-20F 7.8 9.0 38.8 14.0	Dec-21

Source: Company data, RHB

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