The Pakistan Credit Rating Agency Limited

Rating Report

Cherat Cement Company Limited

Report Contents

Rating History

Dissemination Date	Long Term Rating	Short Term Rating	Outlook	Action	Rating Watch
28-Dec-2021	A+	A1	Stable	Upgrade	-
10-Apr-2021	A	A1	Positive	Maintain	-
10-Apr-2020	A	A1	Stable	Maintain	-
25-Oct-2019	A	A1	Positive	Maintain	-
26-Apr-2019	A	A1	Positive	Maintain	-
31-Dec-2018	A	A1	Positive	Maintain	-
30-Jun-2018	A	A1	Positive	Maintain	-
28-Dec-2017	A	A1	Stable	Maintain	-
06-Jun-2017	A	A1	Stable	Maintain	-
03-Nov-2016	A	A1	Stable	Maintain	-

Rating Rationale and Key Rating Drivers

Cherat Cement's Ratings reflect its prominent presence in the cement sector emanating from its major market share (7%) predominately in the north region. The Cement sector's dispatches have recorded splendid growth and surged by 21% in FY21 as demand in the domestic market accelerated. Export is another avenue. Industry-wide exports have gone up as a new export window is created in the Bangladesh market. The industry's future demand outlook is positive, in view of the infrastructure projects in the pipeline. The Company's revenues witnessed an increase (1QFY22: PKR 7.16bln, FY21: PKR 25.21bln, FY20: PKR 17.01bln) attributed to an uptick in sales volumes, positive price indicators and, reinvigorating economy. Margins in 1QFY22 also improved on account of recently added more efficient Line-III. The Company managed to recoup previous losses and reported profits of PKR 1.19bln and PKR 3.2bln in 1QFY22 and FY21 respectively. The financial risk profile incorporates healthy capitalization indicators, liquidity profile is evident from healthy cash flows and improved coverages. Construction of solar captive power plant and BMR of Line-1 is underway. The Company's leveraging is currently at an adequate level, especially with the repayments being made. However, the management has projected an increase in the medium to long-term debt to finance greenfield expansion projects costing PKR ~34bln, management is of view to maintain the overall debt quantum within the threshold for the assigned ratings. Further, the Ratings assigned to Cherat Cement also draw support from the strong financial profile of the Company's sponsor, Ghulam Faruque Group having a presence across multiple sectors mainly including Cement, Sugar, Packaging, and specialized engineering equipment.

The ratings remain dependent on upholding company's market position along with sustenance of business volumes, margins and achieving optimal utilization of production capacities. Going forward, sustainability in profits for timely repayment of debt remains vital.

Disclosure

Name of Rated Entity	Cherat Cement Company Limited
Type of Relationship	Solicited
Purpose of the Rating	Entity Rating
Applicable Criteria	Methodology | Corporate Rating(Jun-21),Criteria | Correlation Between Long-term & Short-term Rating Scales(Jun-21),Criteria | Rating Modifiers(Jun-21)
Related Research	Sector Study | Cement(Mar-21)
Rating Analysts	Anam Waqas Ghayour | anam.waqas@pacra.com | +92-42-35869504

Profile

Legal Structure Cherat Cement Company Limited (Cherat Cement), a public limited company incorporated in 1981, commenced operations in 1985. The company is listed on Pakistan Stock Exchange (PSX).

Background Cherat Cement Company is one of leading companies of Ghulam Faruque Group. Over last decade, Ghulam Faruque Group has solidified its position by having interests in various sectors i.e cement, sugar, packaging, software solution, air conditioning, CNG installation, sales and servicing of engineering parts, etc.

Operations With an installed capacity of 4.5mln tons per annum, the company currently holds 7% share in country's operational cement capacity. The company's home markets include Nowshera, Peshawar and Charsada.

Ownership

Ownership Structure Ghulam Faruque Group (GFG) holds majority stake in the company through associated companies and family members; Financial Institutions and Mutual Funds also hold equity stake.

Stability Presently, third generation is heading the business of GFG companies. Hence, the ownership is expected to remain same in the foreseeable future.

Business Acumen The business acumen of sponsors is considered strong as sponsoring family has diversified interests. Over the years, GFG has strengthened its foothold in various business ventures.

Financial Strength Financial Strength of the group considered strong as the GFG group reported a revenue PKR 46bln and a profit of PKR 4.1bln.

Governance

Board Structure The overall control of the company vests in eight-member board, including the CEO. The Board of Directors (BoD) comprises six non-executive directors, including three independent director out of which three are Ghulam Faruque family members, including the CEO.

Members' Profile Cherat Cement has a balanced and professional board with well-qualified members having diverse business experience.

Board Effectiveness During the year, seven board meetings were held. Directors' attendance in the board meetings remained strong; meeting minutes are formally maintained. Two board committees, Audit and Human Resource and Remuneration, are in place to assist the board on relevant matters.

Financial Transparency M/s EY Ford Rhodes Chartered Accountants – 'A category' SBP panel member – is the external auditor of the company, has expressed unqualified opinion on Cherat Cement's financial statements for the year ended June 30, 2021.

Management

Organizational Structure Cherat Cement has a well-tiered organization structure with the company's operations grouped under eight key functions. These include 1) Procurement, 2) Production, 3) Sales & Marketing, 4) Information Technology, 5) Finance, 6) Legal & Corporate Affairs, 7) Human Resource, and 8) Internal Audit. All departments are headed by Executive Directors/ General Mangers (GMs), who, in turn, directly report to the CEO.

Management Team The CEO, Mr. Azam Faruque, is a grandson of Mr. Ghulam Faruque and is associated with the company since 1992. Mr. Faruque is a foreign qualified professional with diversified exposure including Oil and Gas, packaging, cement, power, sugar, and financial sectors.

Effectiveness The management is supported by five committees (i) Management, (ii) Production, (iii) Sales & Marketing, (iv) IT Steering and (v) Human Resource. The necessary information is captured in minutes.

MIS Cherat Cement is one of the cement companies that deploys SAP based ERP solution in Pakistan. The software enables the management to generate various regular and customized reports of different frequency (daily, weekly, monthly and yearly) pertaining to production, sales, cement prices and other important financial figures.

Control Environment CCCL operates with three lines; one is European and others are Chinese Technology. Accredited with ISO9001: 2015 and ISO14001: 2015 certifications. Power needs are managed through alternate sources including WHR, RDF and TDF. Post line III installation, power requirement stands at 50-53.5 MW. Captive power capacity has been increased to 70 MW. CCCL has national grid connection of 63 MW.

Business Risk

Industry Dynamics As per prime bifurcation of Cement industry into North & South, majority concentration lies in North region. Currently, cement industry is on revival path after the downward tendency in reported dispatches during FY20, first half of the year witnessed high general inflation, rising utility prices and tight fiscal consolidation affecting the purchasing power of people and second half was effected due to outbreak of Covid-19 pandemic. However, it is worth mentioning that Cement Industry managed to survive this bumpy ride and induced growth in reported dispatches by 1.98% for FY20. Market dynamics has changed significantly in last year, driven by slowdown in economic activity wherein plunge in international coal prices (1QFY21: $57, FY20: $67, FY19: $72), decreased FED & policy rate cut by ~525bps supported the industry however, competitive cement prices (especially in north region) remained challenge to profit margins. Cement industry is entering into new phase of capacity expansion. Industry's leveraging is moderate however it is expected to increase on the back of new expansions. Cement demand is expected to accelerate on the account of various PSDP funded projects including dams, civil construction projects and public developmental projects, as Govt. has finally laid down the action plan to its announced pursuit for infrastructure.

Relative Position The company's market positioning strengthened with 7% installed cement capacity in the country.

Revenues Cherat Cement has achieved continuous growth in recent years by witnessing increase of 47% (YoY) in net revenues. Sales volume analysis revealed that domestic dispatches increased by almost 18%, exports recorded a growth of approximately 8% compared YoY due to increase in exports to Afghanistan. During FY21 the company's topline stood at PKR 25.206bln (FY20: PKR 17.090bln), up 47% YoY. During the year there was a surge in coal prices. However, company controlled the cost through efficient operational management. There was also a significant decline in finance cost (FY21: 1,495 , FY20: 2,505) from last year. On the back of a strong increase in the sales company was successful in earning a profit of PKR 3.205bln in FY21. Similarly, in 1QFY22 company managed to earn a profit of 1,193mln despite the rise in cost structure on the back of increase in sale prices.

Margins During the year, the deteriorated condition of company's GP margin & Operating margin rose significantly and stood at 26.7% & 22.8 respectively and they further improved in 1QFY22 to 29% & 24.4% (GP: FY20: 2%; FY19: 18.2%) & (Operating margin: FY20: -1.6%; FY19:13.8%); primarily on account of efficiently managed cost and operations.

Sustainability Work BMR for Cement Line1 and installation of a new Crusher at the quarry face is progressing as planned and are expected to be completed by June 2022. And also work on installation of 13 MW solar panels at the plant is also in progress. Furthermore, The Board of Directors of the Company has decided to install a greenfield cement plant at D.I. Khan, Khyber Pakhtunkhwa Province. The plant will have an installed production capacity of 11,000 tons per day of clinker.

Financial Risk

Working Capital During 1QFY22 & FY21, Cherat Cement's working capital requirements, represented by net cash cycle (net working capital days) – a function of inventory, receivables and payables – marginally decreased to 33 & 27 days respectively (FY20: 44 days). Inventory days also decreased to 28 and 24 days in 1QFY22 & FY21. (FY20: 42 days). The quantum of STBs stood at PKR 1,756mln in 1QFY22 (FY20: PKR 2.6bln) on account of improved cash cycle.

Coverages During FY21, Cherat Cement's EBITDA improved to PKR 7.501bln as compared to corresponding period of PKR 1.55bln (FY19: PKR 3.59bln) while finance costs witnessed significant abatement. Debt service coverage significantly improved to 2.0x in 1QFY22 on back of improved EBITDA of PKR 2,156mln (FY21: 1.7x, FY20: 0.4x, FY19: 1.7x).

Capitalization During FY21, the company's long term debt stands at PKR 12.729bln (FY20: PKR 16.952bln, FY19: PKR 16.9bln). And it further reduced to PKR 11.715bln in 1QFY22. CMLTD increased to PKR 2,682mln (FY20: PKR 450mln) along with the decrease in Debt-to-equity ratio 55.8% and 52.3% in FY21 & 1QFY22 respectively (FY20: 64%) owing to the timely repayment of debt, driven by expansion of line-III.

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Financial Summary
PKR mln

Cherat Cement Company Limited	Sep-21	Jun-21	Jun-20	Jun-19
Cement	3M	12M	12M	12M
A BALANCE SHEET				
1 Non-Current Assets	25,492	25,687	25,847	26,932
2 Investments	-	-	-	-
3 Related Party Exposure	1,096	661	391	255
4 Current Assets	8,703	7,846	6,685	8,093
a Inventories	*1,532*	*1,006*	*962*	*1,268*
b Trade Receivables	*415*	*408*	*301*	*311*
5 Total Assets	35,291	34,194	32,923	35,280
6 Current Liabilities	3,653	2,850	2,776	2,494
a Trade Payables	*185*	*149*	*171*	*276*
7 Borrowings	16,158	17,153	20,064	20,603
8 Related Party Exposure	-	-	-	-
9 Non-Current Liabilities	763	602	28	428
10 Net Assets	14,717	13,590	10,055	11,756
11 Shareholders' Equity	14,717	13,590	10,054	11,756
B INCOME STATEMENT				
1 Sales	7,161	25,207	17,090	15,863
a Cost of Good Sold	*(5,082)*	*(18,479)*	*(16,704)*	*(12,980)*
2 Gross Profit	2,079	6,728	386	2,883
a Operating Expenses	(330)	(972)	(653)	(690)
3 Operating Profit	1,749	5,757	(266)	2,193
a Non Operating Income or (Expense)	*156*	*105*	*71*	*(3)*
4 Profit or (Loss) before Interest and Tax	1,906	5,861	(196)	2,190
a Total Finance Cost	*(299)*	*(1,524)*	*(2,527)*	*(1,143)*
b Taxation	*(414)*	*(1,132)*	*830*	*715*
6 Net Income Or (Loss)	1,193	3,205	(1,893)	1,763
C CASH FLOW STATEMENT				
a Free Cash Flows from Operations (FCFO)	*1,916*	*7,173*	*1,314*	*3,263*
b Net Cash from Operating Activities before Working Capital Changes	*1,765*	*5,401*	*(1,163)*	*1,891*
c Changes in Working Capital	*(80)*	*(287)*	*2,208*	*(1,848)*
1 Net Cash provided by Operating Activities	1,685	5,115	1,046	43
2 Net Cash (Used in) or Available From Investing Activities	(694)	(1,872)	(294)	(3,910)
3 Net Cash (Used in) or Available From Financing Activities	(1,000)	(3,139)	(745)	3,850
4 Net Cash generated or (Used) during the period	(8)	103	7	(18)
D RATIO ANALYSIS				
1 Performance				
a Sales Growth (for the period)	13.6%	47.5%	7.7%	10.2%
b Gross Profit Margin	29.0%	26.7%	2.3%	18.2%
c Net Profit Margin	16.7%	12.7%	-11.1%	11.1%
d Cash Conversion Efficiency (FCFO adjusted for Working Capital/Sales)	25.6%	27.3%	20.6%	8.9%
*e Return on Equity [Net Profit Margin * Asset Turnover * (Total Assets/Sh*	32.9%	24.0%	-18.2%	16.1%
2 Working Capital Management				
a Gross Working Capital (Average Days)	33	29	49	47
b Net Working Capital (Average Days)	31	27	44	40
c Current Ratio (Current Assets / Current Liabilities)	2.4	2.8	2.4	3.2
3 Coverages				
a EBITDA / Finance Cost	7.2	5.0	0.6	3.2
b FCFO / Finance Cost+CMLTB+Excess STB	2.0	1.7	0.4	1.7
c Debt Payback (Total Borrowings+Excess STB) / (FCFO-Finance Cost)	2.2	2.7	-14.8	8.3
4 Capital Structure				
a Total Borrowings / (Total Borrowings+Shareholders' Equity)	52.3%	55.8%	66.6%	63.7%
b Interest or Markup Payable (Days)	138.8	74.6	78.6	176.2
c Entity Average Borrowing Rate	6.8%	8.1%	12.6%	6.0%

Credit Rating

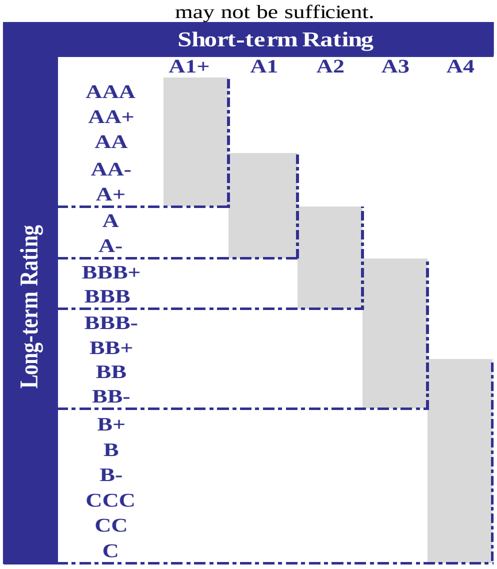
Credit rating reflects forward-looking opinion on credit worthiness of underlying entity or instrument; more specifically it covers relative ability to honor financial obligations. The primary factor being captured on the rating scale is relative likelihood of default.

Long-term Rating

Scale	Definition
AAA	**Highest credit quality.** Lowest expectation of credit risk. Indicate exceptionally strong capacity for timely payment of financial commitments
AA+ AA AA-	**Very high credit quality.** Very low expectation of credit risk. Indicate very strong capacity for timely payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.
A+ A A-	**High credit quality.** Low expectation of credit risk. The capacity for timely payment of financial commitments is considered strong. This capacity may, nevertheless, be vulnerable to changes in circumstances or in economic conditions.
BBB+ BBB BBB-	**Good credit quality.** Currently a low expectation of credit risk. The capacity for timely payment of financial commitments is considered adequate, but adverse changes in circumstances and in economic conditions are more likely to impair this capacity.
BB+ BB BB-	**Moderate risk.** Possibility of credit risk developing. There is a possibility of credit risk developing, particularly as a result of adverse economic or business changes over time; however, business or financial alternatives may be available to allow financial commitments to be met.
B+ B B-	**High credit risk.** A limited margin of safety remains against credit risk. Financial commitments are currently being met; however, capacity for continued payment is contingent upon a sustained, favorable business and economic environment.
CCC CC C	**Very high credit risk.** Substantial credit risk "CCC" Default is a real possibility. Capacity for meeting financial commitments is solely reliant upon sustained, favorable business or economic developments. "CC" Rating indicates that default of some kind appears probable. "C" Ratings signal imminent default.
D	Obligations are currently in default.

Short-term Rating

Scale	Definition
A1+	The highest capacity for timely repayment.
A1	A strong capacity for timely repayment.
A2	A satisfactory capacity for timely repayment. This may be susceptible to adverse changes in business, economic, or financial conditions.
A3	An adequate capacity for timely repayment. Such capacity is susceptible to adverse changes in business, economic, or financial
A4	The capacity for timely repayment is more susceptible to adverse changes in business, economic, or financial conditions. Liquidity may not be sufficient.



**The correlation shown is indicative and, in certain cases, may not hold.*

Outlook (Stable, Positive, Negative, Developing) Indicates the potential and direction of a rating over the intermediate term in response to trends in economic and/or fundamental business/financial conditions. It is not necessarily a precursor to a rating change. 'Stable' outlook means a rating is not likely to change. 'Positive' means it may be raised. 'Negative' means it may be lowered. Where the trends have conflicting elements, the outlook may be described as 'Developing'.

Rating Watch Alerts to the possibility of a rating change subsequent to, or, in anticipation of some material identifiable event with indeterminable rating implications. But it does not mean that a rating change is inevitable. A watch should be resolved within foreseeable future, but may continue if underlying circumstances are not settled. Rating watch may accompany rating outlook of the respective opinion.

Suspension It is not possible to update an opinion due to lack of requisite information. Opinion should be resumed in foreseeable future. However, if this does not happen within six (6) months, the rating should be considered withdrawn.

Withdrawn A rating is withdrawn on a) termination of rating mandate, b) the debt instrument is redeemed, c) the rating remains suspended for six months, d) the entity/issuer defaults., or/and e) PACRA finds it impractical to surveill the opinion due to lack of requisite information.

Harmonization A change in rating due to revision in applicable methodology or underlying scale.

Surveillance. Surveillance on a publicly disseminated rating opinion is carried out on an ongoing basis till it is formally suspended or withdrawn. A comprehensive surveillance of rating opinion is carried out at least once every six months. However, a rating opinion may be reviewed in the intervening period if it is necessitated by any material happening.

Note. This scale is applicable to the following methodology(s):

Entities

a) Broker Entity Rating
b) Corporate Rating
c) Financial Institution Rating
d) Holding Company Rating
e) Independent Power Producer Rating
f) Microfinance Institution Rating
g) Non-Banking Finance Companies (NBFCs) Rating

Instruments

a) Basel III Compliant Debt Instrument Rating
b) Debt Instrument Rating
c) Sukuk Rating

Regulatory and Supplementary Disclosure
(Credit Rating Companies Regulations,2016)

Rating Team Statements
(1) Rating is just an opinion about the creditworthiness of the entity and does not constitute recommendation to buy, hold or sell any security of the entity rated or to buy, hold or sell the security rated, as the case may be | Chapter III; 14-3-(x)

2) **Conflict of Interest**
i. The Rating Team or any of their family members have no interest in this rating | Chapter III; 12-2-(j)
ii. PACRA, the analysts involved in the rating process and members of its rating committee, and their family members, do not have any conflict of interest relating to the rating done by them | Chapter III; 12-2-(e) & (k)
iii. The analyst is not a substantial shareholder of the customer being rated by PACRA [Annexure F; d-(ii)] Explanation: for the purpose of above clause, the term “family members” shall include only those family members who are dependent on the analyst and members of the rating committee

Restrictions
(3) No director, officer or employee of PACRA communicates the information, acquired by him for use for rating purposes, to any other person except where required under law to do so. | Chapter III; 10-(5)
(4) PACRA does not disclose or discuss with outside parties or make improper use of the non-public information which has come to its knowledge during business relationship with the customer | Chapter III; 10-7-(d)
(5) PACRA does not make proposals or recommendations regarding the activities of rated entities that could impact a credit rating of entity subject to rating | Chapter III; 10-7-(k)

Conduct of Business
(6) PACRA fulfills its obligations in a fair, efficient, transparent and ethical manner and renders high standards of services in performing its functions and obligations; | Chapter III; 11-A-(a)
(7) PACRA uses due care in preparation of this Rating Report. Our information has been obtained from sources we consider to be reliable but its accuracy or completeness is not guaranteed. PACRA does not, in every instance, independently verifies or validates information received in the rating process or in preparing this Rating Report.
(8) PACRA prohibits its employees and analysts from soliciting money, gifts or favors from anyone with whom PACRA conducts business | Chapter III; 11-A-(q)
(9) PACRA ensures before commencement of the rating process that an analyst or employee has not had a recent employment or other significant business or personal relationship with the rated entity that may cause or may be perceived as causing a conflict of interest; | Chapter III; 11-A-(r)
(10) PACRA maintains principal of integrity in seeking rating business | Chapter III; 11-A-(u)
(11) PACRA promptly investigates, in the event of a misconduct or a breach of the policies, procedures and controls, and takes appropriate steps to rectify any weaknesses to prevent any recurrence along with suitable punitive action against the responsible employee(s) | Chapter III; 11-B-(m)

Independence & Conflict of interest
(12) PACRA receives compensation from the entity being rated or any third party for the rating services it offers. The receipt of this compensation has no influence on PACRA´s opinions or other analytical processes. In all instances, PACRA is committed to preserving the objectivity, integrity and independence of its ratings. Our relationship is governed by two distinct mandates i) rating mandate - signed with the entity being rated or issuer of the debt instrument, and fee mandate - signed with the payer, which can be different from the entity
(13) PACRA does not provide consultancy/advisory services or other services to any of its customers or to any of its customers’ associated companies and associated undertakings that is being rated or has been rated by it during the preceding three years unless it has adequate mechanism in place ensuring that provision of such services does not lead to a conflict of interest situation with its rating activities; | Chapter III; 12-2-(d)
(14) PACRA discloses that no shareholder directly or indirectly holding 10% or more of the share capital of PACRA also holds directly or indirectly 10% or more of the share capital of the entity which is subject to rating or the entity which issued the instrument subject to rating by PACRA; | Reference Chapter III; 12-2-(f)
(15) PACRA ensures that the rating assigned to an entity or instrument is not be affected by the existence of a business relationship between PACRA and the entity or any other party, or the non-existence of such a relationship | Chapter III; 12-2-(i)
(16) PACRA ensures that the analysts or any of their family members shall not buy or sell or engage in any transaction in any security which falls in the analyst’s area of primary analytical responsibility. This clause shall, however, not be applicable on investment in securities through collective investment schemes. | Chapter III; 12-2-(l)
(17) PACRA has established policies and procedure governing investments and trading in securities by its employees and for monitoring the same to prevent insider trading, market manipulation or any other market abuse | Chapter III; 11-B-(g)

Monitoring and review
(18) PACRA monitors all the outstanding ratings continuously and any potential change therein due to any event associated with the issuer, the security arrangement, the industry etc., is disseminated to the market, immediately and in effective manner, after appropriate consultation with the entity/issuer; | Chapter III | 18-(a)
(19) PACRA reviews all the outstanding ratings on semi-annual basis or as and when required by any creditor or upon the occurrence of such an event which requires to do so; | Chapter III | 18-(b)
(20) PACRA initiates immediate review of the outstanding rating upon becoming aware of any information that may reasonably be expected to result in downgrading of the rating; | Chapter III | 18-(c)
(21) PACRA engages with the issuer and the debt securities trustee, to remain updated on all information pertaining to the rating of the entity/instrument; | Chapter III | 18-(d)
Probability of Default
(22) PACRA´s Rating Scale reflects the expectation of credit risk. The highest rating has the lowest relative likelihood of default (i.e, probability). PACRA´s transition studies capture the historical performance behavior of a specific rating notch. Transition behavior of the assigned rating can be obtained from PACRA´s Transition Study available at our website. (www.pacra.com). However, actual transition of rating may not follow the pattern observed in the past | Chapter III | 14-(f-VII)
Proprietary Information