



The Pakistan Credit Rating Agency Limited

## Rating Report

### Sargodha Jute Mills Limited

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#### Rating History

Dissemination Date	Long Term Rating	Short Term Rating	Outlook	Action	Rating Watch
30-Apr-2019	A-	A2	Stable	Maintain	-
20-Dec-2018	A-	A2	Stable	Initial	-

#### Rating Rationale and Key Rating Drivers

The ratings reflect Sargodha Jute Mills Limited's business profile in harmonization with jute industry dynamics in recent times. Pakistan's jute industry depends 100% on raw jute imports from Bangladesh. Recent devaluation in currency has increased import cost of raw jute. The increase in cost has resulted in increased selling price of jute products, hence margins of the industry got affected. The Company's revenues show steady growth in the last five years. In 1HFY19, however, sales revenue declined by ~30% due to the factor of seasonality and changes in industry dynamics. Consequently, the financial profile of Sargodha Jute Mills is under pressure due to deterioration of coverages and increased leveraging. Overall the Company has ~40% market share and enjoys a strong repute in the jute industry of Pakistan.

The rating is dependent on the Company's ability to revive its business profile and margins, meanwhile, to hold its position in the jute industry. At the same time, diversification in revenues and products is critical. Substantial decrease of margins leading to lower profits and excessive leveraging will have its implications on the ratings.

#### Disclosure

<b>Name of Rated Entity</b>	Sargodha Jute Mills Limited
<b>Type of Relationship</b>	Solicited
<b>Purpose of the Rating</b>	Entity Rating
<b>Applicable Criteria</b>	Methodology   Corporate Ratings(Jun-18),Methodology   Criteria   Rating Modifier(Jun-18),Methodology   Correlation Between Long-Term And Short-Term Rating Scale(Jun-18)
<b>Related Research</b>	Sector Study   Jute(Dec-18)
<b>Rating Analysts</b>	Muhammad Hassan   muhammad.hassan@pacra.com   +92-42-35869504

## Profile

**Legal Structure** Sargodha Jute Mills Limited was incorporated in Pakistan on February 10, 1981 as an unquoted Public Limited Company under the repealed Companies Act, 1913 (now the Companies Act, 2017).

**Background** The Company was established in 1981 by Mian Muhammad Aslam (late). Earlier, the group had twelve textile mills, one jute mill and one sugar mill. Later on, the operations of the Sargodha Jute Mills were handed over to Mian Parvez Alsam son of Mian Muhammad Aslam. Business started with annual production of 5,000 metric tons in 1984 and over a period with expansion and improvement in operating systems, the mill has been able to achieve annual production of 28,000 metric tons.

**Operations** The principal activity of the Company is manufacturing, selling and dealing in jute products while using top of the line machinery. The jute product portfolio of Sargodha Jute Mills Limited includes yarn, hessian cloth, hessian bags, sacking bags and twines.

## Ownership

**Ownership Structure** Mr. Parvez Aslam and the family members collectively own majority (~67.5%) shares of the Company. The remaining shareholding of the Company is held by associate Company, Shahzad Textile Mills Limited (25%).

**Stability** There is no formal succession plan but the ownership of shares and business roles are equally divided between the two brothers (Imran Aslam and Irfan Aslam). Mr. Irfan Aslam is CEO of Sargodha Jute Mills Limited and Mr. Imran Aslam is CEO of Shahzad Textile Mills Limited. However, documentation of succession planning or formation of a holding company will bode well with the Company's stability.

**Business Acumen** Mr. Irfan Aslam is the CEO of Sargodha Jute Mills Limited and is looking after the Company's operations from more than two decades. His experience in jute industry has kept the Entity on a stable path.

**Financial Strength** Mr. Irfan Aslam has 25% shareholding in his associate company Shahzad Textile Mills Limited. Shahzad Textile's net assets are worth ~PKR 2bln. Moreover, on personal level he is an active investor in real estate, stock market and foreign exchange market. The net worth of assets in personal possession of Mr. Irfan Aslam is ~PKR 1bln. So the entity can get timely support from its sponsors in lean times, if needed.

## Governance

**Board Structure** The board of the Company consists of only four board members, out of which three members are from the sponsoring family. Mr. Irfan (CEO) and Mr. Ahsan (COO) are the two executive directors. Mr. Imran (Chairman) and Mrs. Fakhra Parvez (mother of Mr. Irfan and Imran) are non-executive directors.

**Members' Profile** Mr. Irfan Aslam has more than two decades of experience in jute business and is a foreign university graduate. Mr. Imran Aslam is in textile business and is CEO of Shahzad Textile Mills Limited. Ahsan Ahmad Khan - COO Sargodha Jute Mills - has 26 years of working experience with Sargodha group.

**Board Effectiveness** The effectiveness of the board is being compromised due to the size of the board and domination by the sponsoring family. Secondly, board meetings are done on "as and when needed" basis. Absence of independent directors and board committees does not bode well with board's effectiveness.

**Financial Transparency** The external auditors of the Company are M/s Horwath Hussain Chaudhry & Co., Chartered Accountants. They expressed an unqualified opinion on the Company's annual financial statements for the year ended June 30, 2018. State Bank of Pakistan has classified them in "Category-A" on its panel of auditors.

## Management

**Organizational Structure** The organizational structure of the Company is currently divided into two main divisions Head Office and Mills. CFO, purchase manager and general manager commercial from Head Office and mill managers from the mill all report to COO of the Company i.e. Mr. Ahsan Ahmad Khan.

**Management Team** Mr. Irfan Aslam (CEO) has more than two decades of experience in jute business and is a foreign university graduate. He holds the authority to take strategic decision of the Company. Second supporting hand of the Company is Ahsan Ahmad Khan (COO). He has 26 years of working experience in Sargodha Jute Mill and has vast experience in jute business. The COO is responsible for day to day operations.

**Effectiveness** The Company has an adequate IT infrastructure and related controls. The Company maintains a comprehensive MIS reporting system for the management to keep track of activities including a range of reports on cash position, receivable position, payable position, production, inventory status reports and segment wise profit & loss.

**MIS** Sargodha Jute Mills uses oracle based ERP system by the name of Wizmen. Regular reporting of sales figures, raw materials positions, payables, receivables and income statement on monthly basis is shared with the top management.

**Control Environment** The Company is ISO 9001-2008 certified. In the presence of quality management system, the Company ensures that the quality products are being delivered to its customers. Currently, Sargodha Jute Mills is in the process to obtain latest version of ISO 9001-2015 certificate.

## Business Risk

**Industry Dynamics** Pakistan's jute industry depends 100% on the imported raw jute as the country is not self-sufficient in growing this rare commodity. In the last three years demand for jute has almost doubled. Total quantity of jute imported in FY18 was ~88,000 MT (FY17: ~67,000 MT and FY16: ~47,000 MT). In 1HFY19, Pakistan's jute imports stood at ~55,000 MT (1HFY18: 69,000 MT), portraying a decline of ~20%.

**Relative Position** There are only a few companies who are manufacturing jute and Sargodha Jute Mills has a high ranking in the industry with almost 40% market share. Thal Jute Mills is another main player of the industry and also hold ~40% market share. The remaining 20% is shared between White Pearl Jute Mills, Indus Jute and Madina Jute. Installed capacity of the Company is currently 29,500 MT, whereas, installed capacity of Thal Jute is 33,800 MT.

**Revenues** Sargodha Jute Mill's revenues come from three main product categories (sacking bags, hessian and twines) where sacking bags are the cash cows and have massive contribution of ~53% in revenues of the Company. Followed by hessian 27% and then twines 12%. Top ten customers of Sargodha Jute Mills contribute 74% to the total sales value. Sargodha Jute sells its products to government and wholesale dealers who sell it to end consumers i.e. landlords and factories. In 1HFY19, the Company's top-line clocked in at PKR 1,038mln (1HFY18: PKR 1,479mln), representing a decrease of ~30% on the back of two main reasons. Firstly, the Company's sales in the first half were relatively low because of the seasonality factor, as most of the sales are made in the second half of the financial year (December - June). Secondly, Pak Rupee depreciation increased the cost of raw materials i.e. raw jute and was translated in increase in selling price. The market demand failed to respond to the increased prices and consequently sales revenue for the period declined.

**Margins** Cost of goods sold of the Company clocked in at PKR 860mln in 1HFY19 (1HFY18: PKR 1,289mln). Due to low production in the first half of the current fiscal year, higher inventory procurement in FY18 while foreseeing the rupee devaluation and anticipation of jute shortage in Bangladesh, the Company's cost of production was kept under control. Consequently, the gross margins of the Sargodha Jute Mills improved to 17% (1HFY18: 13%) and operating margins also increased to 11% in 1HFY19 (FY18: 8.5%). On the flip side, the finance cost of the Company increased on the back of increase in borrowings and interest rates. Finance cost in 1HFY19 more than doubled (1HFY19: PKR 63mln, 1HFY18: PKR 33mln). As a result, net profit margins deteriorated to 3.9% (1HFY18: 5%).

**Sustainability** Sargodha Jute does not plan any further expansion in near future as Jute industry is already reached its maturity level. To continue BMR tradition in line with keeping plant up to date, the Company may spend on BMR.

## Financial Risk

**Working Capital** During 1HFY19, the Company increased its inventory levels by ~36% financed by short-term borrowings. As a result, raw material held days in 1HFY19 increased to 194 (FY18: 81 days), this significantly effected the net working capital days as they increased to 303 (FY18: 130 days).

**Coverages** Total Borrowings of the Company in 1HFY19 increased to PKR 1,679mln (FY18: PKR 1,292mln), leading to increased finance cost. In conjunction, the FCFO of the Company in during 1HFY19 remained low because of lower sales volume. FCFO clocked in at PKR 86mln (FY18: PKR 312mln). Consequently, interest coverages deteriorated to 2.5x (FY19: 5x) and debt coverages in 1HFY19 dropped down to 1.3x (FY18: 3x).

**Capitalization** Leveraging of Sargodha Jute Mills in 1HFY19 increased to 48.5% (FY18: 42.5%) as the Company loaded more short-term debt on its profile during the period. Short-term debt constitutes ~95% in the total debt structure of the Company.



**Sargodha Jute Mills Limited**

**Private Limited**

**BALANCE SHEET**

	Dec-18	Jun-18	Jun-17	Jun-16
	6M	12M	12M	12M
<b>a Non-Current Assets</b>	<b>1,131</b>	<b>1,158</b>	<b>1,060</b>	<b>766</b>
<b>b Investments (Incl. Associates)</b>	<b>364</b>	<b>360</b>	<b>336</b>	<b>173</b>
Equity Instruments	364	360	336	173
Debt Instruments	-	-	-	-
<b>c Current Assets</b>	<b>2,516</b>	<b>2,099</b>	<b>1,583</b>	<b>1,109</b>
Inventory	1,644	1,209	1,057	595
Trade Receivables	284	370	151	219
Others	588	519	376	296
<b>d Total Assets</b>	<b>4,011</b>	<b>3,616</b>	<b>2,979</b>	<b>2,048</b>
<b>e Debt/Borrowings</b>	<b>1,679</b>	<b>1,292</b>	<b>738</b>	<b>478</b>
Short-Term	1,588	1,190	738	417
Long-Term (Incl. Current Maturity of Long-Term Debt)	91	102	-	61
Other Short-Term Liabilities	354	399	374	232
Other Long-Term Liabilities	195	175	184	131
<b>f Shareholder's Equity</b>	<b>1,783</b>	<b>1,750</b>	<b>1,684</b>	<b>1,208</b>
<b>g Total Liabilities &amp; Equity</b>	<b>4,011</b>	<b>3,616</b>	<b>2,979</b>	<b>2,048</b>

**INCOME STATEMENT**

<b>a Turnover</b>	<b>1,038</b>	<b>3,803</b>	<b>3,333</b>	<b>2,751</b>
<b>b Gross Profit</b>	178	499	357	259
<b>c Net Other Income</b>	3	(34)	(35)	(7)
<b>d Financial Charges</b>	(63)	(83)	(58)	(61)
<b>e Net Income</b>	<b>40</b>	<b>161</b>	<b>148</b>	<b>68</b>

**CASH FLOW STATEMENT**

<b>a Free Cash Flow from Operations (FCFO)</b>	86	312	205	152
<b>b Total Cashflows (TCF)</b>	86	312	205	152
<b>c Net Cash changes in Working Capital</b>	(405)	(390)	(397)	(126)
<b>d Net Cash from Operating Activities</b>	(366)	(150)	(241)	(31)
<b>e Net Cash from Investing Activities</b>	1	(95)	(105)	6
<b>f Net Cash from Financing Activities</b>	404	482	328	7
<b>g Net Cash generated during the period</b>	39	237	(18)	(18)

**RATIO ANALYSIS**

<b>a Performance</b>				
Turnover Growth	-45%	14%	21%	#DIV/0!
Gross Margin	17%	13%	11%	9%
Net Margin	4%	4%	4%	2%
ROE	5%	9%	10%	6%
<b>b Coverages</b>				
Debt Service Coverage (X) (FCFO/Gross Interest+CMLTD+U	1.3	3.0	3.8	2.8
Interest Coverage (X) (FCFO/Gross Interest)	1.4	3.9	3.8	2.8
Debt Payback (Years) (Total Debt (excluding Covered Short T	2.0	0.4	0.0	0.6
<b>c Capital Structure (Total Debt/Total Debt+Equity)</b>				
Net Cash Cycle (Inventory Days + Receivable Days - Payable D	303	130	107	79
<b>d Capital Structure (Total Debt/Total Debt+Equity)</b>	48%	42%	30%	28%

**Sargodha Jute Mills Limited**

**Apr-19**

## Credit Rating Scale & Definitions

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 Ratings		Short Term Ratings	
<b>AAA</b>	<b>Highest credit quality.</b> Lowest expectation of credit risk. Indicate exceptionally strong capacity for timely payment of financial commitments	<b>A1+</b>	The highest capacity for timely repayment.
<b>AA+</b> <b>AA</b> <b>AA-</b>	<b>Very high credit quality.</b> 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.	<b>A1</b>	A strong capacity for timely repayment.
<b>A+</b> <b>A</b> <b>A-</b>	<b>High credit quality.</b> 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.	<b>A2</b>	A satisfactory capacity for timely repayment. This may be susceptible to adverse changes in business, economic, or financial conditions.
<b>BBB+</b> <b>BBB</b> <b>BBB-</b>	<b>Good credit quality.</b> 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.	<b>A3</b>	An adequate capacity for timely repayment. Such capacity is susceptible to adverse changes in business, economic, or financial conditions.
<b>BB+</b> <b>BB</b> <b>BB-</b>	<b>Moderate risk.</b> 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>	The capacity for timely repayment is more susceptible to adverse changes in business, economic, or financial conditions.
<b>B+</b> <b>B</b> <b>B-</b>	<b>High credit risk.</b> 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.	<b>C</b>	An inadequate capacity to ensure timely repayment.
<b>CCC</b> <b>CC</b> <b>C</b>	<b>Very high credit risk.</b> 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.		
<b>D</b>	Obligations are currently in default.		



**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, a) some material identifiable event and/or b) deviation from expected trend. 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 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.

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

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