The Pakistan Credit Rating Agency Limited

Rating Report

Pharmagen Limited

Report Contents

Rating History

Dissemination Date	Long Term Rating	Short Term Rating	Outlook	Action	Rating Watch
06-Nov-2020	A-	A2	Stable	Upgrade	-
07-Nov-2019	BBB+	A2	Stable	Maintain	-
08-May-2019	BBB+	A2	Stable	Upgrade	-
31-Dec-2018	BBB	A2	Stable	Maintain	-
14-Jun-2018	BBB	A2	Stable	Maintain	-
29-Dec-2017	BBB	A2	Stable	Initial	-

Rating Rationale and Key Rating Drivers

Pharmagen Limited operates in a specific segment of the pharmaceutical industry: API (Active Pharmaceuticals Ingredients). This is mostly and predominantly fed through imports. Pharmagen Limited is a domestic player, claiming leading position amongst the local players which is not a large universe. Pharmagen Limited has built its profile over the year and serves some top players of the larger industry. The company has grown and augmented its position and is seen fortifying its production capabilities and product range. The able leadership has spearheaded the company's strategy and operations. Lately the company has solicited interest of another big player from the local industry who has injected sizeable fresh equity into the company . This is diluting the financial burden and unlocking the hidden potential of the company. The growth prospects is sanguine. The management is focusing (a) process improvement (b) cost optimization (c) enriching product sweet. The control and governance prospects are continued to improve as a result of new prospects. The management intends to release reliance on funded facilities on need basis. The profitability and financial matters will improve gradually.

The ratings are dependent on success roll out of the envisaged strategy. The respective market position needs to be maintained and profitability must be aligned to the improving size. Any dilution in business on financial profile is unwarranted.

Disclosure	
Name of Rated Entity	Pharmagen Limited
Type of Relationship	Solicited
Purpose of the Rating	Entity Rating
Applicable Criteria	Methodology | Corporate Ratings(Jun-20),Methodology | Correlation Between Long-Term And Short-Term Rating Scale(Jun-20),Criteria | Rating Modifier(Jun-20)
Related Research	Sector Study | Pharmaceutical(May-20)
Rating Analysts	Kanwal Ejaz | kanwal.ejaz@pacra.com | +92-42-35869504

Profile

Legal Structure Pharmagen Limited (hereinafter referred to as “the company” or “PL”) is a public limited company-unquoted pharmaceutical company operating in Pakistan since 1990.

Background Company started its commercial operation in 1993. Sponsored by a group of highly dedicated professionals and technocrats having 14 years proven experience of successfully promoting and managing sophisticated pharmaceutical bulk drug projects.

Operations The company is engaged in the manufacturing and sale of pharmaceutical products and over the years it has become the leading producer of APIs (Active Pharmaceutical Ingredients) in Pakistan. The sales and marketing department is responsible to keep close liaison with the pharmaceutical companies. However, there is no distribution/dealer involved in Pharmagen’s sales system. PL is pursuing to get EDQM (European Directorate for the Quality of Medicines) certificate which will help PL to access the international market especially the European market. PL is confident to get this certification in FY21.

Ownership

Ownership Structure Pharmagen is majority owned by Pervez Hussain’s family (44%), while other strategic partners include Rasheed Khan’s family (~12%), Maj. Gen. (Retd.) Rahim Khan’s family (17%), along with trust Kashmir Education and 27% of Mr. Shamim Ahmed and his family.

Stability Mr. Usman hussain, son of Mr. Pervaiz Hussain is currently the Head of marketing of PL and he might be heading the company in future. However, PL needs to have a formal succession planning in order to ensure that future prospects are taken care of in the hour of need.

Business Acumen PL is sponsored by a group of highly dedicated professionals and technocrats having 14 years proven experience of successfully promoting and managing sophisticated pharmaceutical bulk drug projects.

Financial Strength The sponsors have an adequate financial profile with shareholding in multiple companies. Currently, there is one associated company; Moringa Pharmaceuticals (Pvt.) Ltd acquired in May 2017.

Governance

Board Structure BoD of PL comprises four members from Mr. Pervez Hussain’s family, two from Maj. Gen. (Retd.) Muhammad Rahim Khan’s family, one from Mr. Rasheed Khan’s family, there is an addition of 3 members from family of Mr. Shamim Ahmed.

Members’ Profile The board comprises experienced professionals from pharmaceutical and financial services backgrounds. The Chairman, Major Gen (Retd.) Muhammad Rahim Khan, is the brain behind Pharmagen. Having Masters in strategic study, he carries over seven decades of domestic and international professional experience, and has been engaged with the pharmaceutical industry from the past 28 years.

Board Effectiveness The board has formed its Audit Committee comprising of three members to review the accounting and reporting issues and any professional and/or regulatory requirements. There are no other committees in place; which requires sponsors’ attention for better corporate governance practices at PL

Financial Transparency The External Auditors of the company, Kreston Hyder Bhumji & Co. Chartered Accountants, expressed an unqualified opinion on the financial statements for the year ended June-19. There is an established Internal Audit function, reporting directly to the Audit Committee. The internal audit function is outsourced to EY Ford Rhodes Chartered Accountants (one of big four CA firms).

Management

Organizational Structure The organizational structure of the company is divided into nine functional departments headed by able professionals (Directors or Controllers): 1) Quality Assurance/Quality Control (QA/QC), 2) Operations, 3) Technical, 4) Marketing & Sales (M&S) – A, 5) Marketing & Sales (M&S) – B, 6) Finance, 7) Information Systems (IS), 8) Human Resources & Administration (HR & Admin), and 9) Internal Audit.

Management Team Mr. Pervez Hussain Sufi, the MD & CEO of PL, since inception. Mr. Parvez Hussain Sufi has 43 years of experience, 27 years’ experience of successfully running industrial and other businesses including pharmaceuticals and healthcare. He is a fellow member of ICAEW and ICAP since 1976. He is supported by experienced management team having long association with PL.

Effectiveness The company has in place a business development committee constituting directors and HODs. PL needs to incorporate more management committees for efficient and effective execution of operational matters. Within each department, the management hierarchy includes various cadres, which enables the company to carry out smooth operations.

MIS Pharmagen has implemented a state-of-the-art tailor-built web based ERP system called Vintage Pro ERP system deployed at the head office as well as in factory, which is at a remote location. The communication between the servers at head office and factory occurs via WAN tower.

Control Environment PL adheres to strict quality control standards as it is the need of the pharmaceutical industry. The company maintains a comprehensive MIS reporting system for the management to keep track of activities.

Business Risk

Industry Dynamics The current size of Pakistan’s pharmaceutical industry is PKR 423bln, presently growing at 13% p.a. (previously 10%-12% p.a.). There are total 733 registered Pharma companies in Pakistan including 16 MNCs. The share of local manufacturers in the industry is 69%. During the period under review the impact of PKR depreciation and Covid-19 was the major cost escalation for the pharmaceutical industry where about 95% of the active pharmaceutical ingredients used in manufacturing of the drug were imported and this impact may be mitigated to a certain extent by the one off 15% price increase allowed by the DRAP.

Relative Position Pakistan’s Active Pharmaceutical Ingredients (API) market is ~PKR 100bln, out of which 15% is locally produced and 85% is being imported. There are only 6 active API producers in Pakistan. Hence, being a leading API producer, Pharmagen has competitive edge to achieve high business growth and market share compared with the other API producers.

Revenues During FY20, PL's topline dropped to 6,281mln as the company was not able to maintain working capital on account of high exchange rates and due to COVID-19 thereafter. However, in FY19 it was PKR 7,344mln.

Margins PL demonstrated a decrease in margins; gross FY20: 5.0% (FY19: 8.5%, FY18: 8.4%) and operating FY20: 2.0% (FY19: 5.3%, FY18: 4.9%). Due to significant PKR devaluation and higher finance cost net margin of PL showed a negative deterioration of -5.7% (FY19: 0.8%; FY18: 1%; FY17:1.3%).

Sustainability Earnings prospects are improving as the raw material cost of API has come down amid considerable PKR depreciation, effect of which has been passed through to the consumers. Capacity of Cephalosporin and Multi-purpose plant has been increased and expansion of Penicillin is on the cards to cater the increasing demand.

Financial Risk

Working Capital Pharmagen manages its working capital requirements via a mix of internal generation and short-term borrowing (STB). Utilization of STB in FY20 is PKR 1,100, (FY19: PKR 2,392mln). Net working capital days has reached to 104 days in FY20, FY19: 71 days).

Coverages Short term borrowings in FY20 is PKR 1,100mln while interest coverage in FY20: 0.6x, FY19:1.6x. During FY20 FCFO of the company stood at 115mln (Jun19: PKR 381mln, Jun18 PKR 295mln).

Capitalization Pharmagen maintains leveraged capital structure. Major portion of debt constitutes short-term borrowing (STB) . Although 1.5bln of STB is paid through equity injection but it remained at 82% in FY20, (FY19: 86%). Debt-to-debt-plus-equity ratio (net of revaluation surplus) decreased to ~28% in FY20 (FY19: ~63%).

The Pakistan Credit Rating Agency Limited

Financial Summary

PKR mln

		Jun-20	Jun-19	Jun-18
Pharmagen Limited				
Pharmaceutical		**12M**	**12M**	**12M**
A	**BALANCE SHEET**			
1	Non-Current Assets	2,354	2,211	2,012
2	Investments	-	-	-
3	Related Party Exposure	475	431	330
4	Current Assets	2,819	2,753	2,297
a	*Inventories*	*981*	*1,018*	*689*
b	*Trade Receivables*	*1,214*	*1,224*	*1,244*
5	**Total Assets**	5,648	5,395	4,639
6	Current Liabilities	978	989	753
a	*Trade Payables*	*687*	*751*	*566*
7	Borrowings	1,339	2,782	2,324
8	Related Party Exposure	-	-	-
9	Non-Current Liabilities	-	16	15
10	**Net Assets**	3,331	1,608	1,547
11	**Shareholders' Equity**	3,331	1,608	1,547
B	**INCOME STATEMENT**			
1	**Sales**	6,281	7,344	5,674
a	*Cost of Good Sold*	*(5,964)*	*(6,719)*	*(5,197)*
2	**Gross Profit**	317	625	477
a	*Operating Expenses*	*(192)*	*(234)*	*(201)*
3	**Operating Profit**	125	391	276
a	*Non Operating Income or (Expense)*	*(103)*	*(25)*	*(4)*
4	**Profit or (Loss) before Interest and Tax**	21	366	272
a	*Total Finance Cost*	*(394)*	*(306)*	*(202)*
b	*Taxation*	*16*	*0*	*(16)*
6	**Net Income Or (Loss)**	(357)	61	55
C	**CASH FLOW STATEMENT**			
a	*Free Cash Flows from Operations (FCFO)*	*115*	*381*	*295*
b	*Net Cash from Operating Activities before Working Capital Changes*	*(308)*	*107*	*96*
c	*Changes in Working Capital*	*(201)*	*(371)*	*(80)*
1	**Net Cash provided by Operating Activities**	(509)	(264)	16
2	**Net Cash (Used in) or Available From Investing Activities**	(168)	(151)	(139)
3	**Net Cash (Used in) or Available From Financing Activities**	685	458	136
4	**Net Cash generated or (Used) during the period**	8	43	13
D	**RATIO ANALYSIS**			
1	**Performance**			
a	*Sales Growth (for the period)*	-14.5%	29.4%	18.5%
b	*Gross Profit Margin*	5.0%	8.5%	8.4%
c	*Net Profit Margin*	-5.7%	0.8%	1.0%
d	*Cash Conversion Efficiency (FCFO adjusted for Working Capital/Sales)*	-1.4%	0.1%	3.8%
e	*Return on Equity [Net Profit Margin * Asset Turnover * (Total Assets/S*	-11.0%	4.1%	4.0%
2	**Working Capital Management**			
a	*Gross Working Capital (Average Days)*	146	104	118
b	*Net Working Capital (Average Days)*	104	71	86
c	*Current Ratio (Current Assets / Current Liabilities)*	2.9	2.8	3.1
3	**Coverages**			
a	*EBITDA / Finance Cost*	0.6	1.6	1.7
b	*FCFO / Finance Cost+CMLTB+Excess STB*	0.4	0.4	0.4
c	*Debt Payback (Total Borrowings+Excess STB) / (FCFO-Finance Cost)*	-1.2	13.2	8.2
4	**Capital Structure**			
a	*Total Borrowings / (Total Borrowings+Shareholders' Equity)*	28.7%	63.4%	60.0%
b	*Interest or Markup Payable (Days)*	50.0	82.0	67.9
c	*Entity Average Borrowing Rate*	13.9%	11.5%	8.9%

Credit Rating

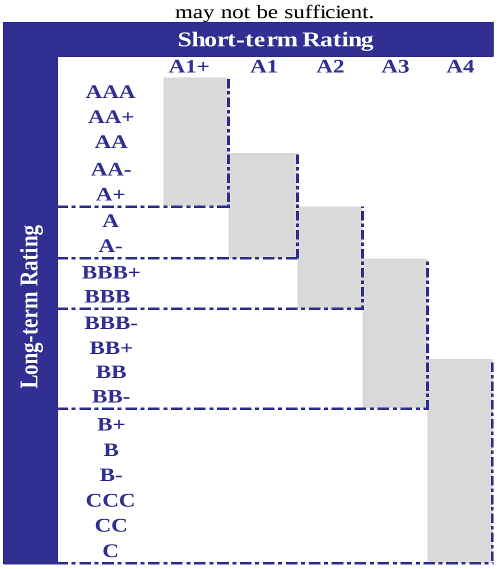
Credit rating reflects forward-looking opinion on credit worthiness of underlying entity or instrument; more specifically it covers relative ability to honor financial obligations. The primary factor being captured on the rating scale is relative likelihood of default.

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