



The Pakistan Credit Rating Agency Limited

## Rating Report

### Salfi Textile Mills Limited

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#### Rating History

Dissemination Date	Long Term Rating	Short Term Rating	Outlook	Action	Rating Watch
30-Mar-2019	BBB	A3	Stable	Maintain	-
03-Dec-2018	BBB	A3	Stable	Initial	-
03-Dec-2018	BBB	A3	Stable	Initial	-

#### Rating Rationale and Key Rating Drivers

Salfi Textile Mills Limited – a public listed company - primarily engaged in the manufacturing and sale of different varieties of yarn is majorly owned by Mr. Anwar Tata Family. Tata group currently owns three textile mills i.e. Island, Salfi and Tata Textile Mills Limited. The Group has also diversified into power and food sectors. Spinning industry has recently suffered as lower demand for cotton yarn from China owing to trade war with USA has lead to lower exports volume and margins. Consequently, Salfi Textile's margins and, in turn, profitability have deteriorated. The financial risk profile of the Company is characterized by moderately leveraged capital structure. However, coverages remain under pressure due to relatively small size of cashflows and high interest rates. The working capital cycle remains stretched. Long association of experienced and professional management team adds comfort. Going forward, management is planning to merge all three textile entities in order to benefit from the economies of scale.

The ratings are dependent on improving margins while maintaining its financial profile via better core coverages. Meanwhile, prudent management of short term liquidity would be essential. Going forward, materialization of successful merger of all three textile entities would be significant for ratings.

#### Disclosure

<b>Name of Rated Entity</b>	Salfi Textile 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   Textile(Oct-18)
<b>Rating Analysts</b>	Muhammad Hassan   muhammad.hassan@pacra.com   +92-42-35869504

## Profile

**Legal Structure** Salfi Textile Mills limited was incorporated in 1968 and got listed on Pakistan Stock Exchange in April, 1970. It is engaged in the manufacture and sale of different varieties of yarn.

**Background** Tata Pakistan, in 1981, took over the ownership and management of Salfi Textile Mills Limited. It later established Tata Textiles Mills Limited, in the early 90s, along with already established Island Textile Mills Limited.

**Operations** The primary business of the Company is manufacturing and sale of different varieties of yarn. Functioning with two manufacturing units, the total number of spindles installed are 36,708, which operate in 3 shifts per day. Majority of the yarn produced by Salfi Textile is used in denim wear and towel sector.

## Ownership

**Ownership Structure** The director Mr. Shahid Anwar Tata and his son Mr. Adeel Shahid Tata (CEO) along with other family members and associated company (Island Textile) collectively own majority (91%) shares of the Company. The remaining shareholding of the Company is held by mutual funds (3%) and general public (6%).

**Stability** TATA group is one of the oldest and renowned groups of Pakistan. Third generation of Tata family has entered into the business. Although the succession plan has not been formalized but roles among Adeel Shahid Tata and Bilal Shahid Tata are clearly defined. Proper definition of roles give Tata group long-term stability.

**Business Acumen** Mr. Anwar Tata - founder of Tata group has more than ~50 years of work experience, possessing strong business acumen of the Industry. Tata Family has decades of textile related business which remains key in day to day operations of the group.

**Financial Strength** Apart from Textile companies, Tata group also has interests in power and food sector. Overall financial strength of the sponsors is considered strong.

## Governance

**Board Structure** The control of the Company vests in seven members including Mr. Anwar Ahmad Tata as the chairman of the board. There are two executive, four non-executive and one independent director on the board.

**Members' Profile** Board members have diversified experience, and relatively long association with the Company. Chairman - Mr. Anwar Ahmad Tata has over five decades of experience.

**Board Effectiveness** For effective results the board has formed two committees (Audit and HR) to assist the board on relevant matters. During the year, four board meetings were held with strong attendance.

**Financial Transparency** The External Auditors of the Company are M/s. Deloitte Yousuf Adil, Chartered Accountants. They expressed an unqualified opinion on the Company's annual financial statements for the year ended June 30, 2018, and December 31, 2018. The auditors fall in the Category - "A" of the SBP's Panel of Auditors.

## Management

**Organizational Structure** Management control vests with Tata Group. Shahid Anwar Tata primarily manages the Company's affairs, supported by a team of professionals.

**Management Team** Management team comprises long associated and experienced individuals. Adeel Shahid Tata - CEO - under the guidance of his father Shahid Anwar continues to handle the business affairs professionally.

**Effectiveness** At Salfi Textile all deliberations are held at meetings conducted by department heads on "as and when needed" basis. Though there is no formal process but daily and weekly meetings are done to manage business affairs.

**MIS** Salfi Textile deploys Oracle based Enterprise Resource Planning (ERP) system. The Company's MIS can be classified into two categories on the basis of periodicity – daily and monthly. The daily and weekly reports generated for top management mainly scrutinize production and liquidity position whereas Company's P&L is discussed on need basis in the meetings.

**Control Environment** Salfi Textile's plant is connected with head office through VPN, thereby reporting on real time basis. Moreover, All associated companies of Tata Pakistan group are ISO-9001 compliant, whereas Salfi Textile is also awarded with OEKO Tex Standard 100 Certifications, Cotton USA License and is a member of International Cotton Association.

## Business Risk

**Industry Dynamics** During 1HFY19, textile exports stagnated despite ~15% rupee devaluation during the period. Knitwear showed a relatively stronger performance ensuring that textile exports' growth stayed in positive territory. Falling cotton production, rising cotton prices and issue of outstanding refunds continue to be major hindrances for the textile sector. The devalued currency, recently announced relief in gas and electricity tariffs for zero-rated sectors and removal of duties on imported cotton are expected to boost overall exports, going forward. On the other hand exports of spinning industry are largely dependent on China and any material positive development among USA and China regarding tariffs will be beneficial for spinning industry.

**Relative Position** With 36,708 spindles Salfi Textile's position in Pakistan's spindle capacity is considered small. However at group level Tata group has a better position among industry players with 127,092 spindles.

**Revenues** Salfi Textile's revenues come from local and export sales. During FY18, the Company's top line clocked in at PKR 5,958mln (FY17 PKR 5,284mln) posting a growth of ~13%. Currency devaluation supported Salfi Textile's revenue growth in FY18. In 1HFY19, top line of the Company largely remained stagnant on YOY at PKR 2,875mln (1HFY18: PKR 2,927mln).

**Margins** The gross margins improved (FY18: 11.3%, FY17: 7.4%), followed by better operating margin (FY18: 7.8%, FY17: 3.5%). Moreover, the finance cost increased by ~30% on the back of higher interest rates. Profit after tax significantly increased to PKR 234.4mln at end FY18 (FY17: PKR 36.7mln) mainly due to efficient buying of raw materials and currency depreciation effect. In 1HFY19, the gross margins of the Company decreased to ~9.5% due to high yarn prices in the market.

**Sustainability** During FY18, Salfi Textile Mills limited achieved capacity utilization of 93.6% (FY17: 95.5%) and no further expansion is envisaged in near future. Going forward, management of Tata Pakistan is planning to merge all three entities i.e. Island Textile Mills Limited, Salfi Textile Mills Limited and Tata Textile Mills Limited.

## Financial Risk

**Working Capital** During FY18, Salfi Textile's net working capital cycle has slightly deteriorated (FY18: 104 days, FY17: 94 days), as inventory held days have increased (FY18: 76 days; FY17: 73 days). Short term borrowings in comparison to previous periods has decreased (FY18: PKR 1.951mln; FY17: PKR 2,185mln). In 1HFY19, net working capital days portrayed further deterioration and increased to 127 days, as inventory held days increased to 100 days on the back of higher inventory procurement.

**Coverages** During FY18, the Company's free cash flows from operations increased on a YoY basis (FY18: ~640mln, FY17: ~370mln) owing to improved profitability, resulting in better interest coverage ratio (FY18: 2.8x; FY17: ~2.1x) and debt coverage ratio (FY18: 1.4x, FY17: 1.0x). FCFO of the Company in 1HFY19 stood at PKR ~220mln due to low profitability. Consequently, the interest coverage ratio dropped down to 1.6x, whereas, debt coverage ratio decreased to 0.5x.

**Capitalization** Salfi Textile has well maintained capital structure (end-Jun18: ~45%, end-Jun17: ~58%). Out of the total debt only 23% of the debt comprises of long-term borrowings whereas the remaining ~77% is obtained through short-term borrowings. Capital structure of the Company remained unchanged at 45% in 1HFY19.



**Salfi Textile Mills Ltd**

**Listed Public Limited**

**BALANCE SHEET**

	Dec-18 6M	Jun-18 12M	Jun-17 12M	Jun-16 12M
<b>a Non-Current Assets</b>	<b>4,180</b>	<b>4,224</b>	<b>3,390</b>	<b>3,458</b>
<b>b Investments (Incl. Associates)</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>28</b>
Equity Instruments	-	-	-	-
Debt Instruments	25	25	25	28
<b>c Current Assets</b>	<b>3,044</b>	<b>2,149</b>	<b>2,212</b>	<b>1,489</b>
Inventory	2,087	1,111	1,376	731
Trade Receivables	458	604	418	299
Others	499	434	418	459
<b>d Total Assets</b>	<b>7,249</b>	<b>6,398</b>	<b>5,627</b>	<b>4,975</b>
<b>e Debt/Borrowings</b>	<b>2,859</b>	<b>2,539</b>	<b>2,981</b>	<b>2,047</b>
Short-Term	2,393	1,951	2,185	1,080
Long-Term (Incl. Current Maturity of Long-Term Debt)	466	588	796	967
Other Short-Term Liabilities	927	404	382	708
Other Long-Term Liabilities	204	196	79	72
<b>f Shareholder's Equity</b>	<b>3,259</b>	<b>3,260</b>	<b>2,185</b>	<b>2,148</b>
<b>g Total Liabilities &amp; Equity</b>	<b>7,249</b>	<b>6,398</b>	<b>5,627</b>	<b>4,975</b>

**INCOME STATEMENT**

<b>a Turnover</b>	<b>2,875</b>	<b>5,958</b>	<b>5,284</b>	<b>4,976</b>
<b>b Gross Profit</b>	<b>271</b>	<b>673</b>	<b>392</b>	<b>18</b>
c Net Other Income	6	64	87	8
d Financial Charges	(133)	(228)	(176)	(169)
<b>e Net Income</b>	<b>6</b>	<b>234</b>	<b>37</b>	<b>(384)</b>

**CASH FLOW STATEMENT**

a Free Cash Flow from Operations (FCFO)	219	639	366	(123)
b Total Cashflows (TCF)	219	639	366	(123)
c Net Cash changes in Working Capital	(379)	39	(1,092)	477
d Net Cash from Operating Activities	(272)	467	(886)	166
e Net Cash from Investing Activities	(34)	(32)	(76)	(241)
f Net Cash from Financing Activities	314	(442)	934	80
g Net Cash generated during the period	8	(8)	(29)	5

**RATIO ANALYSIS**

<b>a Performance</b>				
Turnover Growth	-3%	13%	6%	12%
Gross Margin	9%	11%	7%	0%
Net Margin	0%	4%	1%	-8%
ROE	0%	9%	2%	-16%
<b>b Coverages</b>				
Debt Service Coverage (X) (FCFO/Gross Interest+CMLTD+U	0.7	1.1	0.5	-0.2
Interest Coverage (X) (FCFO/Gross Interest)	1.6	2.8	2.1	-0.7
Debt Payback (Years) (Total Debt (excluding Covered Short T	3.7	1.7	5.7	-4.2
<b>c Capital Structure (Total Debt/Total Debt+Equity)</b>				
Net Cash Cycle (Inventory Days + Receivable Days - Payable D	128	104	95	97
<b>d Capital Structure (Total Debt/Total Debt+Equity)</b>	47%	44%	58%	49%

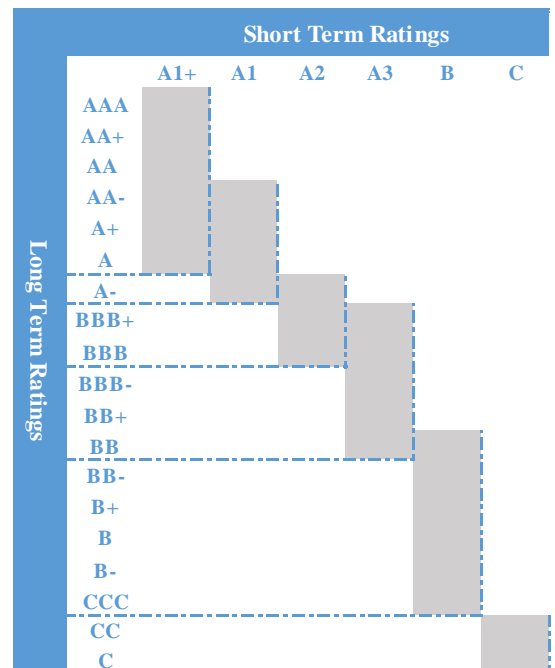
**Salfi Textile Mills Ltd**

**Mar-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.

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

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

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- 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

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- (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.
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- (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)
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- (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)

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