



The Pakistan Credit Rating Agency Limited

## Rating Report

### Hi-Tech Feeds (Pvt.) Limited

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#### Rating History

Dissemination Date	Long Term Rating	Short Term Rating	Outlook	Action	Rating Watch
15-Jan-2019	BBB-	A3	Stable	Initial	-

#### Rating Rationale and Key Rating Drivers

Among the largest agro based segments in Pakistan, poultry holds a prominent place. In Pakistan, formal feed manufacturing started in early 1960. With 350 poultry feed mills and home mixtures, the country annually produces around 8 MMT of poultry feed. This industry directly derives its demand from poultry – chicken and eggs consumption. With growing income levels and expanding population, the industry is experiencing ~ 4 to 5% growth.

The ratings reflect Hi-Tech Feeds (Pvt.) Limited association is with an established poultry group, Hi-Tech Group. The Company enjoys a moderate market share and is considered to be a quality producer with good Feed Conversion Ratio. However, it has been experiencing declining turnover due to an increase in the efficiency of poultry feed and higher competition as many small players have entered the market. The margins remain on the lower side when compared to peers. The Company's margins are dependent on timely purchase of key raw materials, which leads to higher working capital requirement. Therefore leveraging is characterized as high, consisting of short-term borrowings only, to fund the inventory and provide financial support to other Group Companies. The Company's coverages remain stressed.

The ratings are dependent on the management's ability to build profitable volumes while improving its margins. Financial discipline remains crucial. Envisaged improvement in business and financial profile along with strengthening of governance framework would be beneficial. Any further deterioration in margins and/or coverages will have negative impact on ratings.

#### Disclosure

<b>Name of Rated Entity</b>	Hi-Tech Feeds (Pvt.) 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   Food and Allied   Poultry Feed(Mar-18)
<b>Rating Analysts</b>	Adnan Dilawar   adnan@pacra.com   +92-42-35869504

## Profile

**Legal Structure** Hi-Tech Feeds (Pvt.) Limited is incorporated as a Private Limited Company.

**Background** In 1980, the Sponsors started from small scale poultry breeder business and later diversified vertically across the poultry supply chain. Today, the Group has poultry feed mills, poultry farms, rice processing unit, edible oil mill and a veterinary pharmaceutical unit. Hi-Tech Feeds' became formally operational in 1985 when the Company set up its first feed mill in Lahore. Another feed mill was setup in Sahiwal in 2009.

**Operations** Hi-Tech Feeds' is primarily engaged in the production and sale of poultry feed for breeder chicks, broiler and layers. The Company has two feed production units. Unit I, located in Lahore, manufactures feed at an installed capacity of 100 MT per hour. While, Unit II, located in Sahiwal, has an installed capacity of 90 MT per hour. The Company is well equipped with the modern technologies and is considered a high quality of feed manufacturer. Currently, the Company has 200 permanent employees and 400-1000 contractual employees depending upon the seasonality in the business.

## Ownership

**Ownership Structure** Hi-Tech Feeds, like other Group Companies, is equally (25%) owned by Dr. Muhammad Arshad, Dr. Abdul Qayyum, Dr. Muhammad Asim Khan and Dr. Anwar Mahmood Randhawa.

**Stability** Ownership of the business is seen as stable as equal ownership vests with the Sponsors. Moreover,, the second generation of the Sponsors have recently joined the Group Companies.

**Business Acumen** Hi-Tech Group entered into the business arena in 1980. The Group's first venture was Hi-Tech Feeds (Pvt.) Limited. Later, the Group set up various business entities across poultry supply chain. Over time, the Group has experienced multiple business cycles. Today, Hi-Tech Group is ranked among the leading players in poultry industry of Pakistan

**Financial Strength** Hi-Tech Group comprises four Companies and two Association of Persons. In FY18, Hi-Tech Group had a total annual turnover ~ PKR 22bln with an equity base of PKR 3.8bln. Total PAT generated by the Group was PKR 274mln, during the year.

## Governance

**Board Structure** Hi-Tech Feeds BoD comprises four Executive Directors, who are also the Sponsors of the Company. Absence of non-executive Director and lack of independent oversight indicates a room for improvement in the Company's governance framework.

**Members' Profile** All four Directors hold a veterinary degree and are very well equipped with the relevant industry's knowledge. The Board's Chairman, Dr. Anwar Mahmood Randhawa, is a Doctor of Veterinary Medicine. He has overall experience of 44 years in poultry and integrated businesses. Dr. Anwar is a member of Standing Committee (North) in Pakistan Poultry Association.

**Board Effectiveness** During FY18, the Board met informally to discuss pertinent matters and make strategic decisions, with majority attendance. However, minutes of these meeting are not formally kept. Sub-committees are not in place in the Company.

**Financial Transparency** Hi-Tech Feeds external auditors, M/s Hameed Zahid & Co. Chartered Accountants, have expressed an unqualified opinion on the financial statements of the Company for the year ended June 30, 2018. The firm has been QCR rated by ICAP and is not in the SBP panel of auditors.

## Management

**Organizational Structure** Hi-Tech Feeds operates through six departments; Procurement, Production, Marketing and Sales, Finance, Information Technology and Tax. Both of the Company's feed mills are monitored by their respective GM Productions. All Departmental Heads report to the Company's CEO, who then makes pertinent decisions. As the Company's CEO is making key decisions, this highlights key man's risk of management.

**Management Team** Hi-Tech Feeds CEO, Dr. Muhammad Arshad laid the foundation of the Group and set up Hi-Tech Feeds. He actively participates in many international and local seminars on poultry, feed milling and veterinary pharmaceutical industry. He is assisted by a team of experienced professionals. Mr. Abid Shiko, the Company's CFO, has an overall experience of 22 years and is associated with Hi-Tech Group from 13 months. Dr. Muhammad Athar, GM Production, has an overall experience of 30 years and is associated with Hi-Tech Feeds' from past 28 years.

**Effectiveness** At Hi-Tech Feeds, management committees are not formally in place. However, pertinent matters in the Company are discussed by the four Directors/Sponsors as per requirement. No formal documentation of these discussion sessions are maintained.

**MIS** Hi-Tech Group has built a customized software in-house to monitor and generate reports relating to the Company's inventory management, sales, receivables and payables. To ease out other functions, many other modules are in the development stage. Moreover, the Company's feed manufacturing facilities are fully automated.

**Control Environment** To ensure operational efficiency, an internal audit function is placed at Group level, which implements and monitors the policies and procedures of the Company. On an operational level, samples of maize, meals, medicines and manufactured feed variants are tested for quality in a well-equipped laboratory.

## Business Risk

**Industry Dynamics** Poultry feed manufacturing formally started in Pakistan in early 1960's. At present, poultry feed is produced by commercial feed mills as well as home mixtures. There are 350 poultry feed mills, making country's annual production capacity of around 8 MMT. This industry directly drives its demand from poultry – chicken and eggs consumption. With growing income levels and expanding population, the industry is experiencing ~4 to 5% growth.

**Relative Position** Hi-Tech Feeds has secured prominent position in the market due to its high FCR, culminating in an increased demand for their product. The Company is ranked among the second tier players of poultry feed industry.

**Revenues** Hi-Tech Feeds generates revenue by manufacturing and selling variants of poultry feed. The Company generates a significant share of revenue from central region of the country. Comparing Group to external sales, the latter dominates the sales mix. In FY18, the Company's top line witnessed a volumetric decline of 5% due to volatile demand from the poultry sector (FY18: PKR 8.2bln, FY17: PKR 8.6bln). Moreover, continuous research and development in the feed ingredients have improved its efficiency and thus giving an FCR of around 1.5x. Entrance of new and small players have put pressure on the Company's sales.

**Margins** The Company's gross margins improved on the back of procuring bulk of maize - main raw material, at comparatively cheaper rates when the crop was harvested (FY18: 8.6%, FY17: 6%). High production cost related to continuous R&D for improving feeds efficiency, stressed the Company's operating margins (FY18: 4%, FY17: 2%). However, the margins remain lower when compared to peers.

**Sustainability** Currently, Hi-Tech Feeds is not fully utilizing its production capacity, yet they aim to do so by keeping their costs under control. No further capacity expansions are planned. The Company is focused on boosting sales and efficiency.

## Financial Risk

**Working Capital** Hi-Tech Feeds working capital needs originates from financing and storing inventory in bulk. High inventory levels - maize and soybean meal, have kept the net working capital days on the higher side (FY18: 72 days, FY17: 38 days). Receivable days (FY18: 44 days, FY17: 49 days) emanates from credit terms of 45-50 days. The Company procures raw materials on credit to finance the working capital requirement, leading to high creditor days (FY18: 127 days, FY17: 195 days). Strict discipline in the working capital management is required to improve the short term borrowing buffer.

**Coverages** Hi-Tech Feeds' interest coverage (FY18: 2.2x, FY17: 1.3x) is a function of significant improvement in the Company's free cash flows (FY18: PKR 407mln, FY17: PKR 199mln). The Company has paid off its entire long term loan (PKR 170mln) resulting in nil current maturity of the long term debt (CMLTD). However, the Company's short term borrowings witnessed an increase of 133% leading to stressed Core and Total coverage ratios (FY18: 0.5x, FY17: 0.4x).

**Capitalization** Hi-Tech Feeds has relatively reduced its reliance on trade creditors to finance seasonal procurement of Maize in bulk and investing in other Group Companies, therefore short term borrowings have witnessed an increase (FY18: PKR 3.6bln, FY17: PKR 1.5bln) leading to a high leveraged capital structure (FY18: 73%, FY17: 58%). The Company has relatively small equity base when compared to peers.



## Hi-Tech Feeds (Pvt.) Limited

PKR mln

Balance Sheet	30-Jun-18	30-Jun-17	30-Jun-16
	FY	FY	FY
<b>Non-Current Assets</b>	<b>1,522</b>	<b>1,175</b>	<b>1,084</b>
<b>Investments (Incl. associates)</b>	<b>548</b>	<b>657</b>	<b>612</b>
Equity	-	-	-
Debt	463	657	612
Investment property	85	-	-
<b>Current Assets</b>	<b>5,599</b>	<b>5,240</b>	<b>7,497</b>
Inventory	3,488	3,409	5,316
Trade Receivables	886	1,090	1,228
Others	1,226	741	953
<b>Total Assets</b>	<b>7,669</b>	<b>7,072</b>	<b>9,193</b>
<b>Debt</b>	<b>3,556</b>	<b>1,567</b>	<b>1,698</b>
Short-term	3,556	1,529	1,655
Long-term (Incl. Current Maturity of long-term debt)	-	38	43
Other shortterm liabilities	2,665	4,017	6,104
Other Longterm Liabilities	131	280	267
<b>Shareholder's Equity</b>	<b>1,317</b>	<b>1,208</b>	<b>1,124</b>
<b>Total Liabilities &amp; Equity</b>	<b>7,669</b>	<b>7,072</b>	<b>9,193</b>

### Income Statement

<b>Turnover</b>	<b>8,160</b>	<b>8,630</b>	<b>10,065</b>
Gross Profit	699	549	525
Net Other Income	(36)	42	27
Financial Charges	(185)	(151)	(66)
<b>Net Income</b>	<b>108</b>	<b>84</b>	<b>59</b>

### Cashflow Statement

Free Cashflow from Operations (FCFO)	407	199	186
Net Cash changes in Working Capital	(1,083)	(60)	(443)
Net Cash from Operating Activities	(846)	(4)	(312)
Net Cash from Investing Activities	(520)	(180)	(97)
Net Cash from Financing Activities	2,305	(246)	497

### Ratio Analysis

#### Performance

Turnover Growth	-5.4%	-14.3%	N/A
Gross Margin	8.6%	6.4%	5.2%
Net Margin	1.3%	1.0%	0.6%
ROE	8.6%	6.0%	10.5%

#### Coverages

Interest Coverage (FCFO/Gross Interest)	2.2	1.3	2.8
Core: (FCFO/Gross Interest+CMLTD+Uncovered Total STB)	0.5	0.4	0.5
Total: (TCF) / (Gross Interest+CMLTD+Uncovered Total STB)	0.5	0.4	0.5
Debt Payback (Total LT Debt Including UnCovered Total STBs) / (FCFO- Gross Interest)	2.8	9.9	3.6

#### Liquidity

Net Cash Cycle (Inventory Days + Receivable Days - Payable Days)	71.9	38.0	16.0
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#### Capital Structure

Total Debt/Total Debt+Equity	73%	58%	62%
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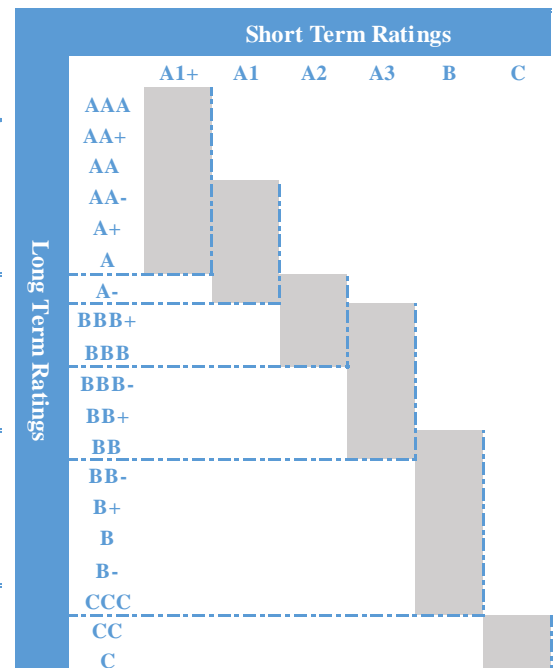
## Hi-Tech Feeds (Pvt.) Limited

Jan-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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(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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