



The Pakistan Credit Rating Agency Limited

## Rating Report

### Global Marketing Services

#### Report Contents

1. Rating Analysis
2. Financial Information
3. Rating Scale
4. Regulatory and Supplementary Disclosure

#### Rating History

Dissemination Date	Long Term Rating	Short Term Rating	Outlook	Action	Rating Watch
14-May-2019	BB+	A3	Stable	Initial	-

#### Rating Rationale and Key Rating Drivers

Global Marketing Service (GMS) derives revenue from sales of medical equipments and other supplies, which serve as a key ingredient in the health diagnostic sector. GMS has two primary segments of operations: Clinical and Cardiac. Cardiac division is being made an independent partnership, in which the current partners holding directly and indirectly is approx. 80%. There is intense competition in the sector, as evident from falling margin and heightened cost of doing business. GMS is striving to hold its position. The firm is led by Mr. Zafar, Owner, as assisted by other partners, some of whom are long standing with the firm. The ratings of GMS reflect its adequate business fundamentals. The firm imports all of their inventory, hence exposed to currency fluctuation and pricing risk. GMS is poised to derive benefits from new product-line introduced under cardiac division, though currently in red zone. This could help GMS to diversify in different segments and reduces the concentration risk. Overall financial profile is characterized by low capital base and formal and non-formal leveraging. Although profitability has been deteriorated, the company has designed a strategy to boost the same.

The ratings are dependent on the company's ability to sustain business volume and margins. In the wake of dwindling profitability, upholding financial discipline is important.

#### Disclosure

Name of Rated Entity	Global Marketing Services
Type of Relationship	Solicited
Purpose of the Rating	Entity Rating
Applicable Criteria	Methodology   Corporate Ratings(Jun-18)
Related Research	Sector Study   Pharmaceutical(May-18)
Rating Analysts	Muhammad Obaid   muhammad.obaid@pacra.com   +92-42-35869504

## Profile

**Legal Structure** Global Marketing Services (hereinafter referred to as 'the firm') was incorporated in March 1999 as a firm registered under Partnership Act, 1932. In 2019, a separate partnership deed is drawn up for cardiac division with the name Global Medical Solutions.

**Background** Serving health industry since 2000, the firm have steadily expanded its line of products and created a presence in various diagnostic markets, attaining a respective stature in healthcare and Research/Life Science Solutions. The firm has recently launched a cardiac division to provide consumables for cardiac medical devices.

**Operations** The firm is engaged in supply of pharmaceuticals, healthcare and life science solutions from more than 30 manufacturers around the globe. Firm's focus areas include biomedical investigation, research, life sciences, blood banking, hematology and other medical devices. Corporate head office of the firm is in Islamabad. Corporate, Marketing, Distribution and Storage facilities are located in Rawalpindi.

## Ownership

**Ownership Structure** Mr. Zafar Mahmood holds majority ownership (68%) of the firm. Remaining ownership is held by Mr. Muhammad Ayub (20%) and Mr. Fahad Ahmed Khan (12%). 80% of the ownership of Global Medical Solutions is held by Mr. Zafar (45%), Ms. Naheed Dilshad (23%), Mr. Ayub (12%) while the remaining 20% is equally held by Mr. Asif Mahmood and Malik Saeed.

**Stability** The sponsors have drafted a formal partnership agreement. Although, Mr. Zafar and Mr. Ayub have strong business relationship of 20 years, there is a need for formal succession planning in order to ensure future prospects of the firm are taken care of in the hour of need.

**Business Acumen** The sponsors have business presence of 20 years. Mr. Zafar has set up ViSol group of companies that undertake supply of pharmaceuticals, healthcare and life science solutions. ViSol represents strategically placed business hubs providing maximum coverage across GCC, Asia, Africa and North America.

**Financial Strength** Financial strength of the sponsors is considered adequate as they have been able to finance the business through capital injection. Further, Mr. Zafar has forwarded an amount of ~PKR 260mln to the firm.

## Governance

**Board Structure** The overall control of the firm vests in the two sponsors Mr. Zafar Mahmood and Mr. Ayub. However, the firm has not formulated a board of directors.

**Members' Profile** The sponsors have expertise of relevant industry. Mr. Zafar also looks after ViSol group of companies in its corporate office in UAE. Both the sponsors hold degree of MBA from University of Azad Jammu & Kashmir.

**Board Effectiveness** Although compliance of corporate governance is not necessary for the firm but for there is a room for better governance – appointment of independent director on the board. CEO chairs meeting of all departmental heads, held on periodic basis, to review performance and set targets.

**Financial Transparency** The external auditors of the firm, Zahid Farooq & Co. Chartered Accountants, expressed an unqualified opinion pertaining to annual financial statements for FY18. There is a room for improvement as internal controls of the firm are not subject to any internal audit and further, external auditor of the firm is not listed on SBP's panel of auditors.

## Management

**Organizational Structure** The firm has a well-defined organizational structure, divided into various functional departments including (i) Supply Chain, (ii) Operations, (iii) Sales & Marketing, (iv) IT, (v) Finance, (vi) Quality Management, and (vii) Business Development.

**Management Team** Mr. Zafar Mahmood, CEO, has industry presence of around 20 years which gives him ample experience and business acumen to make the business successful. Apart from the firm, Mr. Zafar holds majority shares in ViSole group of companies, which operates in GCC, Asia, Africa and North America. He is accompanied with an experienced management team, having long association with the firm.

**Effectiveness** Functions of the management are clear and well defined to effectively achieve its underlying objective. Internal controls are in place and have been effectively implemented including extensive supply chain management procedures to ensure efficient receipt, storage and transport of stock.

**MIS** The firm has installed SAP 9.3 based software from Ms. Abacus Consulting. Senior management including CEO monitors business performance through key MIS reports.

**Control Environment** The firm has a separate compliance department that regularly monitors effective implementation internal controls through compliance audits and reports instances of non-compliances to the board on monthly basis. Global Marketing is the first medical firm of Pakistan to earn certification for ISO 9001:2015 & Good Distribution Practice for Medical Devices (GDPMD).

## Business Risk

**Industry Dynamics** Healthcare services industry is considerably a low risk industry in view of limited demand cyclicalities. Healthcare services and medical devices are in high demand in view of supportive demographic trends with ageing population, growth in income levels and continuous emergence of new diseases.

**Relative Position** The firm enjoys exclusive alliances with world leading principals in the In Vitro Diagnostics, Transfusion Medicine, Disposable and other allied segments. Global Marketing has achieved sustained ranking in the top quartile of industry.

**Revenues** During FY18, topline of the firm clocked-in at PKR 1,502mln (FY17: PKR 952 mln) up by ~59%. This substantial increase was underpinned by new product-line brought in under Cardiac Division raising revenue stream of PKR 238mln (FY17: 13mln). Major customers for Cardiac division included NICVD, AFIC, PIAC and HMC. For 6MFY19, the firm generated a revenue of ~PKR 547mln owing to seasonal trend, as public sector executes major contracts near year end.

**Margins** The firm was unable to translate the increase in revenue in its gross margins as the gross margin of the firm dropped from 37% in FY17 to 25% in FY18. Currency devaluation and operational costs of new division contributed to increased cost of sales (FY18: 1,126mln; FY17: 596mln). Exchange loss of PKR 35mln (FY17: PKR 7mln) and finance cost of PKR 41mln (FY17: PKR 24mln) further deteriorated the profitability, as the firm posted net profit of PKR 47mln (FY17: 99mln) down by 53% YoY. Net income of the firm includes loss of PKR 10mln incurred by the Cardiac division.

**Sustainability** With PKR 200mln capital injection, the firm eyes growth in the newly introduced Cardiac division. In addition to consumables product-line, firm has contracted supply of cardiac medical devices costing PKR 20mln each to AFIC and HMC.

## Financial Risk

**Working Capital** Despite the increase in topline, firm maintained its stock in trade causing the net working capital days to decrease from 113 days in FY17 to 94 days in FY18. The firm has been able to maintain a healthy current ratio over the years (FY18: 2.7x; FY17: 3.5x).

**Coverages** Free Cash Flow from operations of the firm decreased by PKR~30 mln in FY18 standing at PKR~121 mln (FY17: PKR~151 mln). Deterioration in profitability has resulted in the decrease in FCFO and coverage ratios as the interest coverage ratio of the firm fell to ~3x (FY17: ~6x). Average exposure under loan from associates of sponsors stood at ~PKR 200mln with average borrowing rate ranging from 15-20%.

**Capitalization** Total debt of the firm as at FY18 stood at PKR 309mln (FY17: PKR 204mln). Out of total debt, PKR 214mln is loan issued by the sponsor, Mr. Zafer Mahmood, and the remaining amount is obtained from associates of sponsors. No funded facility is obtained from financial institutions. In addition to Site L/C of PKR 200mln, firm has recently enhanced its non-funded facility against Usance L/C, from PKR 70mln, to PKR 120mln. The facility is obtained from JS Bank and secured against property owned by sponsors.

**Global Marketing Services  
Partnership**

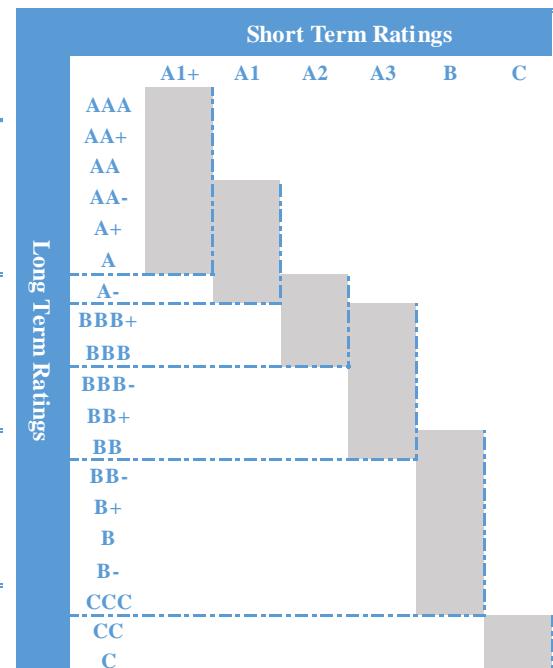
	BALANCE SHEET			
	Jun-18 12M	Jun-17 12M	Jun-16 12M	Jun-15 12M
a Non-Current Assets	159	127	42	9
b Investments (Incl. Associates)	2	2	3	1
Equity Instruments	2	2	3	1
Debt Instruments	-	-	-	-
c Current Assets	1,216	850	674	548
Inventory	371	376	270	187
Trade Receivables	440	163	149	182
Others	405	311	255	179
d Total Assets	1,377	979	719	558
e Debt/Borrowings	309	214	101	69
Short-Term	-	-	-	-
Long-Term (Incl. Current Maturity of Long-Term Debt)	309	214	101	69
Other Short-Term Liabilities	448	246	220	229
Other Long-Term Liabilities	-	-	-	-
f Shareholder's Equity	621	519	397	261
g Total Liabilities & Equity	1,377	979	719	558
<b>INCOME STATEMENT</b>				
a Turnover	1,509	952	796	765
b Gross Profit	383	357	293	232
c Net Other Income	(31)	6	(4)	11
d Financial Charges	(45)	(26)	(22)	(23)
e Net Income	47	99	127	101
<b>CASH FLOW STATEMENT</b>				
a Free Cash Flow from Operations (FCFO)	121	151	157	142
b Total Cashflows (TCF)	121	151	157	142
c Net Cash changes in Working Capital	(211)	(140)	(145)	(244)
d Net Cash from Operating Activities	(129)	(13)	(9)	(126)
e Net Cash from Investing Activities	(57)	(100)	(37)	(2)
f Net Cash from Financing Activities	158	136	42	69
g Net Cash generated during the period	(28)	22	(5)	(59)
<b>RATIO ANALYSIS</b>				
<b>a Performance</b>				
Turnover Growth	58%	20%	N/A	N/A
Gross Margin	25%	37%	37%	30%
Net Margin	3%	10%	16%	13%
ROE	8%	22%	39%	39%
<b>b Coverages</b>				
Debt Service Coverage (X) (FCFO/Gross Interest+CMLTD+Uncovered STB)	2.9	6.2	8.1	6.5
Interest Coverage (X) (FCFO/Gross Interest)	2.9	6.2	8.1	6.5
Debt Payback (Years) (Total Debt (excluding Covered Short Term Borrowings) / FCFO)	3.9	1.7	0.7	0.6
<b>c Capital Structure (Total Debt/Total Debt+Equity)</b>				
Net Cash Cycle (Inventory Days + Receivable Days - Payable Days)	94	113	212	15
<b>d Capital Structure (Total Debt/Total Debt+Equity)</b>				
33%	29%	20%	21%	

Global Marketing Services  
Feb-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>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>AA</b>		<b>A2</b>	A satisfactory capacity for timely repayment. This may be susceptible to adverse changes in business, economic, or financial conditions.
<b>AA-</b>		<b>A3</b>	An adequate capacity for timely repayment. Such capacity is susceptible to adverse changes in business, economic, or financial conditions.
<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>B</b>	The capacity for timely repayment is more susceptible to adverse changes in business, economic, or financial conditions.
<b>A</b>		<b>C</b>	An inadequate capacity to ensure timely repayment.
<b>A-</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>BBB</b>			
<b>BBB-</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>BB</b>			
<b>BB-</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>B</b>			
<b>B-</b>			
<b>CCC</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>CC</b>			
<b>C</b>			
<b>D</b>	Obligations are currently in default.		
<b>Outlook (Stable, Positive, Negative, Developing)</b>	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'.	<b>Rating Watch</b>	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.
		<b>Suspension</b>	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.
		<b>Withdrawn</b>	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.
		<b>Harmonization</b>	A change in rating due to revision in applicable methodology or underlying scale.



**Disclaimer:** PACRA's ratings are an assessment of the credit standing of entities/issue in Pakistan. They do not take into account the potential transfer / convertibility risk that may exist for foreign currency creditors. PACRA's opinion is not a recommendation to purchase, sell or hold a security, in as much as it does not comment on the security's market price or suitability for a particular investor.

## **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 principle 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](http://www.pacra.com)). However, actual transition of rating may not follow the pattern observed in the past | Chapter III | 14-(f-VII)

### **Proprietary Information**

- (23) All information contained herein is considered proprietary by PACRA. Hence, none of the information in this document can be copied or, otherwise reproduced, stored or disseminated in whole or in part in any form or by any means whatsoever by any person without PACRA's prior written consent