

## **Management Discussion & Analysis Report**

### **1. Industry Structure and Development**

Omani Packaging Company. SAOG, established in 1993, continues to be the market leader in Sultanate of Oman for selling high quality paper corrugated packaging products, and is one of the leading manufacturers of the corrugated cartons in GCC countries.

Corrugated boxes made of packaging board paper and wave type fluting as middle layer are preferred form of packaging, being environment friendly and are frequently used as shipping containers.

All types of corrugated board consist of at least one layer each of liner boards and fluted corrugating material.

The product range includes regular slotted cartons, telescopic top and bottom box, die cut trays, assembled partitions and single face corrugated rolls for cushioning and protection and wax lined cartons for frozen products. Among the various modes of packaging, paper corrugated packaging is the most versatile, eco friendly, secure, and cost effective, which makes it preferred choice for majority products.

In general, larger flutes offer greater strength to boxes. B & C flutes are the most popular sizes. Presently, after expansion, the new corrugator produces B flute board, while double wall board of B & C and E & C is manufactured at the old corrugator by adding the twin facer.

#### **Installed Capacity**

Company is able to increase the volume and service level to the customers with increase in installed capacity during year 2010-11.

Development efforts are towards manufacturing cartons and paper corrugated products that are custom designed to suit every product requirement and services to the satisfaction of customers.

Corrugated Boxes are printed up to five colors for good visibility of the content products.

### **2. Opportunities**

The Company is utilizing the plant capacity increase by adding volumes from various market segments.

The corrugated cartons being a high volume to weight ratio commodity, it is not very cost effective to export to distant countries due to high cost of freight. Company is always trying to broaden its market base in local and exports to GCC and Asian countries with consistent quality, improved service and concerted marketing efforts with strong focus on customer satisfaction.

Oman Government is implementing ban on single use plastic bags from year 2021 and corrugated carton boxes are one of the suitable alternatives. Company is studying the market demand based on customer requirements.

### **3. Threats, Risks and Concerns**

Covid -19 pandemic around the world affected global economy, cross border transactions, imports and exports with significant financial market stress.

Company's main raw material is paper which is mainly imported from GCC, American, European and Far East sources.

The international price of paper is highly volatile and increase in paper price affects the Company's profitability. Due to competition and the market being very price sensitive, it is difficult to increase the selling price in proportion to the increase in paper price which affects the profitability of the Company.

The intense competition from local and neighboring countries especially UAE affects the Company's sales volume, and margins remain under pressure.

Also, as a paper carton manufacturing industry, substitution by alternate packaging materials affects the sales volumes. Some of the Beverage and Mineral Water Industries have partially switched to Plastic Shrink Wrapping, hurting the corrugated box volumes.

The current economic slowdown may affect the overall market growth which in turn adversely affects the sales volume and overall profitability.

In line with market practice in the region, company is constrained to extend credit to customers. Management continuously monitor customer credit with prior appraisals, however, some sales may have impaired trade receivables, affecting the profitability of company.

#### **4. Analysis of segment and product wise performance**

The Company primarily caters to the local market and exports to GCC and Asian countries. The market segments include mainly Food stuff, Detergent, Mineral Water, Beverages, Agriculture, Fisheries, Ceramic and other sectors. The Company has steadily expanded its local market share over the years and exploring the possibilities of broadening its share in local and penetration in export market.

Presently company operates from Factory and Office located in Rusayl Industrial Estate, consisting of 165 employees. Company has established sales office at Ajman for export sales to UAE.

#### **5. Internal Control systems and their adequacy**

Internal control systems are built up commensurate with the size and nature of operations. The company has also laid down 'internal regulations and policies & procedures manual' which has been approved by the Board of Directors.

Company has well structured reporting system to its management and the Board. Monthly, Quarterly performance reports against Budget are prepared and monitored.

Company uses Oracle networking system to strengthen the Computerized Control mechanism.

#### **Discussions on financial and operational performance.**

The total assets as at 31 December 2020 amount to RO 10,325,432.

#### **6. Sales and profitability**

Covid-19 pandemic affected export sales due to restrictions on cross border movements and customers delaying payments.

Company reported net sales revenue of RO 11,100,689 comparing sales revenue of RO.11,900,604 for year 2019. Net profit before tax provision, including IFRS 9 impairment provision of RO 48,507 and IFRS 16 provision of RO 5,551 is RO. 1,406,644 comparing RO.1,328,679 for year 2019.

Reduction in input cost mainly paper with enhanced productivity and value engineering resulted increase in overall profitability.

Due to competition and stagnant market growth the unit sales realisation has been reduced in comparison with the previous year, to retain the market share.

**Following table highlights the Profit and the Dividend distributed by company for the last six years.**

YEAR		2014	2015	2016	2017	2018	2019
Profit before Tax		302,951	1,086,522	1,492,025	1,217,255	537,241	1,328,679
Total shareholders' equity		5,201,258	5,836,608	6,666,652	7,032,661	6,720,580	7,361,967
Dividend	CASH (%)	10	15	20	20	15	25
	STOCK (Bonus) (%)	--	--	--	--	--	--
	TOTAL (%)	10	15	20	20	15	25

## 7. Resources

Following main Assets added during the year.

7.1. Sampling Sheet Cutting Machine.

7.2. Flash Vessels – Steam Condensate Recovery System.

7.3. Semi Auto Gluing Machine.

7.4. Air Dryer.

7.5. Office Equipments and Furniture & Fixtures for Office and employee accommodation.

7.6. Building – Electro Mechanical works.

7.7. Dies & Stereos

7.8. Motor Vehicles.

## 8. Outlook

Company expects to sustain the growth achieved during the past years.

Covid-19 pandemic is still continuing, and there is a potential threat of payment default by major customers.

The increase in paper prices in international market, shall impact the performance and overall profitability.

The increasing cost of fuel, natural gas and other reduction in Government subsidies shall further affect the future performance and profitability of the company.

The challenges shall be met by increased market share in local and exports markets through customer focus, value engineering, continuous improvement and cost reductions in all spheres of operation.

Barring unforeseen circumstances, management shall strive to sustain the good performance.