



*Financial analysis as a decision-making tool in economic firms:
Case study of Algeria Telecom from 2018 to 2021.*

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Abstract

This study aims to identify the importance of the financial analysis as a tool to evaluate the financial performance of economic firms whether it is good or bad, so that it has to be applied on one of the Algerian companies precisely “Algeria’s Telecom” during the period 2018/2021. The main results show that the firm has enough liquid assets to cover its debts and do additional activities too. In addition, the performance of the firm is good and the management has the competence to manage this firm effectively. So the firm has the efficiency to improve their services and products, due to its positive treasury the firm can face and solve any exceptional circumstances or cases because the firm is financially independent.

Keywords: Financial analysis, performance, Covid-19 pandemic, Algeria Telecom.

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1. INTRODUCTION

Due to the great importance that financial analysis has acquired in the last years as a result of the economic developments, the analysis of the financial statements of a company has become an important way to obtain information about how the company worked in the previous period. Through ration analysis to assess the financial position of the institution; if it is developing or deteriorating, as its helps its users to a great extent by providing very important information that supports them in decision making in the right and sound way, on less time, efforts and cost with highest quality, whether it's a director of a company where it appears the places of defects in the established plans and here all weaknesses in the aspect are determined, also that helps him to fix specific deviations, and all that to avoid the financial damages also when it compares the institution projects and the similar successful one, we find it in the same level or more, in addition the clients investors search for a suitable company that is the risk low in the same time maximize benefit and profits can be earned.

Since we are in information age, changes and developments that happens in economic sector, as well as the areas related to it and affecting it, to keep up with this type of changes also the expansions of business activities, make generally all the corporations to use modern methods and techniques administrative and accounting in order to maintain its position in the markets and business world also the most important is to keep its continuity, for the purpose of disclosing financial and accounting information which is the financial statements with their types, this led to the appearance of what is now called financial analysis.

Financial analysis aims to research about financial balance in the long and short term through its techniques, where it's considered as one of the effective scientific methods to know the real financial position of the institution with the overall analytical study that demands a financial check on a scientific and statistic basis, Further to the search for the financial balance, we can discover the strengths

and develop also the weaknesses and work on it to reach some solutions and suggestions in financial management process to achieve the efficiency in management. Hence, through our study we will try to treat the fundamental problem represented in:

- **What is the role of financial analysis tools in financial performance evaluation in economic firms?**

In purpose of answering the problem, we relied on analytical method pertains the application side that belongs to “Algeria Telecom” firm, where we touched the financial statements and the budgets for the previous year’s 2018/ 2019/ 2020/2021 and to various curves, tables and graphs that analyzed by different financial ratios and indicators to diagnose the financial position of the company.

2. Literature review

There exist various literatures in many websites and electronic journals as well, so this study will try to elaborate the subjects in both theoretical and applied sides.

In the study of (Al Menhali et al¹, 2021), the objective to gain some proficient knowledge about ratio analysis and the way they use it to perform the industrial activity of Tesla Company which is based in USA using its financial statements and covering the period 2017-2020. They concluded that the tesla is a good choice to investors even that their profit margin is small but there return on assets and equity is high and this indicates the gainful performance of the firm.

(Al Ghanem et al², 2021) aim to understand an organization's liquidity, operational viability, usefulness and the method that monetary financial backers use to assess the company of Astra Zeneca Oxford strengths, which is based in UK during the period 2017-2020. The paper showed that the impact of COVID-19 on the execution of the firm was awful in the pandemic time but after that was improving and taking a good path on the recovering after the big losses, for instance, there was a negative effect of return on equity in coronavirus period, so the profitability ratio showed a decrease refers to the previous period , For a corporation that was profitable

shortly before the pandemic, the gap between pre-pandemic and post-pandemic output can be more pronounced. In the end, the impact of COVID-19 on a business's future monetary execution may be significant for a business that was more profitable than its competitors prior to COVID-19.

Another study of (Al Hameli et al³, 2022), in which the purpose is to identify the performance of Boeing company which is specialized in aerospace field based in USA. During the period 2016 till 2020 and after analyzing the financial statements and reports, the results show that the investors and shareholders are required to sustain in their shares and investments in the firm because first able the Boeing is one of the top leaders in the aerospace market, where the impact of COVID-19 for the worldwide but this firm going to overcome this tragedy with a huge profits, even they had a little issues in obligations payment thus, they should focus on its strategic decisions to overcome the burden debts simply. Hence, this company has a great trade mark and good reputation helps her to keep their clients and compensate its losses.

In the paper of (Al Neyadi. et al⁴, 2021) , the objective is to show the points where the EMAAR properties which is a construction based in UAE is achieving success and to verify the management efficiency during the period 2017 to 2020, depending on its financial statements the study show that the investors are recommended to invest in the firm despite its current difficulties, because of the large range that works in it, besides of its worldwide fame after the construction of the tallest tower in the world "Burj Khalifa" and other structures in Dubai and Abu Dhabi and in all over the world also its known with the construction of the premium buildings and prestigious residential. Thus, the profits of this company are going to rise due to its major investments. Thereby, these profits are going to help her to recover the losses and damages that it's endured while the pandemic.

In the other hand, other studies have focused on the financial analysis indicators in services firms such as the study of (Al Marzooqi⁵, 2021), where he aims

to discover the beginning of the firm and the transition of this firm to online business, broadly, knowing the evolution and performance of an American multinational technology company «Amazon» which focuses on e-commerce, the period of the studies was from 2016 to 2019, using ratio analysis quantitative methods the results showed that the investors are required to invest in the firm because it has a great ventures in the future, and it is noticed that in the low of income there is a long term commitments to investing in projects, and acquiring big associations, so as we mentioned the new ventures plans ahead and new industrialization they are creating the amazon's firm has shown no hint of deteriorating, so the company can compensate for its losses from the profits of the long term ventures.

Another study of (Alaameri et al⁶, 2021), the aim of this study is to compare Hilton holdings with other hotels before and in the period of the pandemic. The period of the study was from 2017 to 2021, using the data gathered from the several websites including yahoo finance, WSJ market, and Annual reports presented on the Hilton official website. The results show that the hotel industry got the hardest hit among all the sectors because as we seen a considerable shift during the pandemic, so the most of hotels can't obtain loans , so they are in danger and they can shut down soon , also the COVID-19 has affected the Hilton holdings but as we know that this firm is the top hotels group in the world, so there capacity to curtail the loophole and compensate the losses is high because a big firm like Hilton has funds enough to survive with low losses in this pandemic, in the recent years everything back on track and the survey shows as we mentioned in the table above that the recovery from the negative impact takes from 2 to 3 years to come back to their usual high level, moreover the severe decrease in the financial status and level doesn't make the firm destroyed even it's in a hard situation but their results still higher than the other hotels.

In their paper (**Ismail. D et al⁷, 2022**) the purpose was to determine the damages and impact of COVID-19 pandemic on "wyndham hotel group" for the period 2017-2020. The result show that the investors recommended to sustain their investments in the group because the firm still hold while the pandemic and didn't announce any bankruptcy or giving up of one of his branches in any range of the world, also they have to be patient because as we saw in the analysis that the firm undertaking a strategic spin-off decision in 2018 which is investing in the electronic trade to provide its services online and the outcomes of this big project going to show in 2023 also its going to be a big recovering for its losses in 2020 due to the pandemic, moreover the firm has a strong assets base which contributing positively to its ability to arrange for long term funds, also its works on the most powerful point which is their employees with training them and developing them to provide the best services to the clients of the group.

Using financial statements of the "External Bank of Algeria" and covering the period 2015-2017, (**Louglaiti. L, Gharbi. H⁸, 2021**) aim to evaluate the performance of the bank and defining the problems that the bank face. The findings demonstrate that in terms of the leverage rate, the External Bank of Algeria have low rates in 2017 compared to 2016 with an estimated 3.61. The ROE recording consistent changes in all the years studied. Other result is that the deficiency of the bank to control its expenses and reduce its taxes.

To summarize, according to previous studies on manufacturers and services firms we noticed that the same indicators are used in both kind of firms to measure the financial performance. Hence, our contribution is about the impact of the COVID-19 pandemic on "Algeria Telecom" as a service firm specialized in communication and internet network in Algeria.

3. An overview on Algeria Telecom

Since its inception, the Algeria Telecom Foundation has been responsible for developing Algeria's telecommunications network by setting three basic objectives: quality, effectiveness and quality of services, making it the number one operator in Algeria's telecommunications market.

Its activities focus on:

- Financing communications interests to allow the transmission of image, audio, written messages and digital data.
- Developing, maintaining and operating public and private communications networks.
- Create, invest and manage internal communications with all communication network operators.

In the context of the opening of the telecommunications market for competition, a license was sold in June 2001 to establish and exploit a mobile phone network. The market opening program continued to be implemented to include other branches, including international administrations in 2003 and the local link in urban areas in 2004. Thus, the telecommunications markets became fully open in 2005, with strict respect for the principle of transparency of competition rules⁹.

According to 2021 statistics, there were nearly 46 million active subscriptions to mobile networks in Algeria. Supposedly, the entire population had access to a mobile connection. The leading operator in the country was Algeria Telecom Mobile, accounting for around 19 million subscribers.

4. Financial analysis of the performance of Algeria Telecom

The data in table (1) below is collected from financial statement of the firm that we are going to mentioned them namely: balance sheet, income statement and cash-flow statement so we will use them to applied an analytical study about the firm's situation and financial performance as we seen in the figures they going well and

indicate for a good results. So we gathered the data from the financial statements which are a veritable source and we summarized them in the synopsis budget below:

Table 1. Financial data of the firm

Accounts Years	2018	2019	2020	2021
Current assets	3758258970,19	3817578004,31	3836761638,08	3925587815,16
Current liabilities	467051306,00	514139136,32	518129672,29	551725997,24
Total assets	6773053076,53	6708318275,19	6648746055,87	7158622188,95
Total liabilities	6773053076,53	6708318275,19	6648746055,87	7158622188,95
Net Fixed assets	3015794111,34	2890740270,88	2811984417,79	3233034373,79
Inventory	170744878,73	75156941,71	96698379,95	73495080,28
Accounts receivables	818899,66	3761905,60	21872511,69	57710483,71
Cash	59.496.434,68	83.230.426,62	135.618.251,59	59.691.907,75
Net income	-8,635,000	148,000	4,126,000	3,374,000
Sales	67.306.320,50	231.172.684,95	420.313.972,62	304.575.342,48
Long term debt	3659812,23	3265836,56	2897450,36	3697142,00
EBIT	-1,020,000	9,698,000	14,738,000	12,841,000
COGD	61564230,54	227562695,23	415896523,16	300.321.189,65
Depreciation	5623400,00	65324564,00	96875412,32	87965412,55
Interest	4,958,000	3,952,000	4,631,000	5,997,000
Operating cash flow	4,822,000	12,392,000	13,647,000	10,117,000

Source: by the author depending on the data collected from the firm.

We know that financial health is one of the best indicators for the firm to analyze its growth. Therefore, the first step towards enhancing the literacy of financial management in the company is to analyze the financial system of the firm. Financial analysis is used to analyze the financial position of the firm with the help of financial data presented in the annual reports of the company. This analysis helps in the decision-making and recommendation for the company to grow more and develop favorable results. The procedure of the analysis is to perform a proper analysis of the

firm, which touches the statement of financial position, statement of comprehensive income, and statement of cash flows. This will provide the realistic ratios of the firm to identify the current standing of the firm in comparison to previous years and competitors operating in the market. So, we will be analyzing the Algeria Telecom performance through the ratios proposed in the project. The following ratio analysis will be done:

- Liquidity ratios.
- Financial leverage ratios.
- Asset management ratios (AM).
- Profitability ratios.

4.1. Liquidity ratio results

The ratios provide a metric system for a firm to find out the performance and position of the firm in several areas/directions, liquidity is a stand where it is evaluated that the firm will be able to pay off the debts incurred by them. In other words, it describes that the current assets of the firm are enough to cover up the current liabilities of the Algeria Telecom. The owners and managers of the firm must have a robust idea of the liquidity ratio. Below are the liquidity ratios findings for Algeria Telecom:

Table 2. Liquidity ratio during 4 years

Liquidity ratio					
	Methods	2018	2019	2020	2021
Current ratio	C.A / C.L	0.90	1.10	1.90	1.20
Quick ratio	(C.A- Inv) /C.L	0.83	1.02	2.05	1.60
Cash ratio	Cash / C.L	1	1.09	2.01	1.90

Source: by the author depending on the data collected from the firm.

first ratio we will provide is the current ratio and its assists the investors to understand the extent capacity of the firm in covering the short-term debts by their current assets, so in general its compares the current assets ability refer to the current

liabilities and the table above keeps us informed by the current ratio level in Algeria Telecom, and to calculate it we use the appropriate formula which is:

Current Ratio = Current Assets / Current Liabilities

When we go to the results we see that the firm in general is doing well, so the ratio is a little bit low from the acceptable rate in 2018, but it was replaced in 2019 as we see it's increased with a simple rate however it's still have a positive effect, in 2020 has increased with a respectable rate even it decreased in the 2021 but still have a normal cycle of collection and payment process.

Second one is quick ratio which is gauge the firm's ability to pay off its current liabilities without the necessity to sell the inventory or getting supplemental financing, and its calculated with the help of this formula:

Quick Ratio = (Current Assets – Inventory) / Current Liabilities

When we interpret the outcomes of this formula we see a reduce in 2018 and it's seemed that there is a poorness in the ability of the firm to pay off its short term commitments, but this crisis soon passed because its augment in 2019 and 2020 in a continuous way which means that firm's is totally acquired with sufficient assets to be ready in the liquid side to pay off its current liabilities, regarding to the low in 2021 we noticed that the firm has decreased in a medium average but they still in security from the liquid assets poorness crisis.

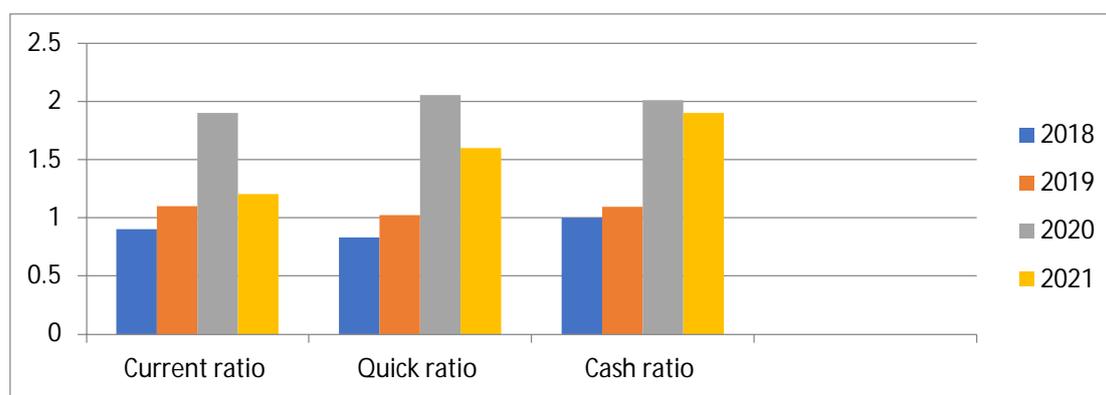
Third ratio is cash ratio and its shows the capacity of the firm in covering their short- term commitments using only cash and cash equivalents which means (liquid assets), so it's more conservative than the other measures and ratios because its depend and focus on the firm's liquid resources the most, in addition, its used from lenders, investors and creditors, we can calculate it with the help of the formula below:

Cash Ratio = Cash / Current Liabilities

So when we discuss the results in the above table we notice that the rates are in the suitable average which is a good sign for the firm, in 2018 the cash ratio was 1 which

mean that there is balance between debts and the cash, also we noticed that there is a continuous increase in the rate in the years 2019 and 2020 and it means that the firm has more cash on hand than current debts, even in 2021 decreased a little but they still has the ability to pay their debts using cash so in general the cash ratio is good. Below is a graphical representation of the data have a more favorable view of the status of the firm in four years.

Fig.1. Liquidity ratios



Source: by the author depending on the data collected from the firm.

The Chart shows that 2020 has high liquidity in comparison to previous years.

4.2. Financial leverage ratio

Financial leverage ratios commonly describe as debt ratios. As we describe earlier about the liquidity ratios where we were looking for the coverage of the short-term debt of Algeria Telecom, here we will look at the status of the Algeria Telecom to cover its long-term debt, the Long-term debt includes the interest that needs to be paid against the debt, the principal amount against the debt acquired, and any other finance or lease payment due by the firm These ratios are helpful to identify the financial load of the company to know the worth of the creditors and shareholders. Leverage ratios for Algeria Telecom are calculated which results are given below in the table but first we will provide to you the ratios that identify the financial leverage in the firm. First table the total debt ratio its shows the capacity and effectiveness of

the firm in covering its debt by the total assets and its represented as a percentage, its calculated by this formula:

$$\text{Total Debt Ratio} = (\text{Total Assets} - \text{Total Equity}) / \text{Total Assets}$$

In the second rank there is long-term debt ratio is showing the amount that total equity can covered from the long term debt of Algeria Telecom firm, and it's calculated with the formula below:

$$\text{Long-term debt} = \text{Long-term debts} / (\text{total debts} + \text{Total Equity})$$

Thirdly, times interest earned is a ratio used to gauge the capacity of Algeria Telecom to meet its obligations of debts based on period, so to get the results of this ratio it's have to use this formula:

$$\text{Times Interest Earned} = (\text{Earnings before Interest \& Tax}) / \text{Interest}$$

The last one is cash coverage and from its name we can deduce that it has relation with cash and liquid assets category, so it's used to find out the funds available in the firm to pay off its interest, to calculate the cash coverage there is the formula:

$$\text{Cash coverage} = (\text{Earnings before Interest \& Tax} + \text{Depreciation}) / \text{Interest}$$

We will provide the table that displays the financial leverage of Algeria Telecom firm:

Table 3. Financial Leverage ratio during 4 years

Financial Leverage ratio					
	Methods	2018	2019	2020	2021
Total debt ratio	(T.A - T.E)/T.A	0.80	0.97	1.90	1.63
Long-term debt ratio	Long-term. D/(T.D+T.E)	0.43	0.49	0.62	0.69
Times interest earned	EBIT/Int	3.12	3.80	4.73	4.45
Cash coverage	(EBIT + Dep)/Int	4.10	4.23	4.90	4.71

Source: by the author depending on the data collected from the firm.

So as we see the results of applying the previous formulas has been placed in the table above, so the first ratio in the table is total debt ratio and it's indicate a low rate in the two first years 2018 and 2019 but it's has been increased in the next year

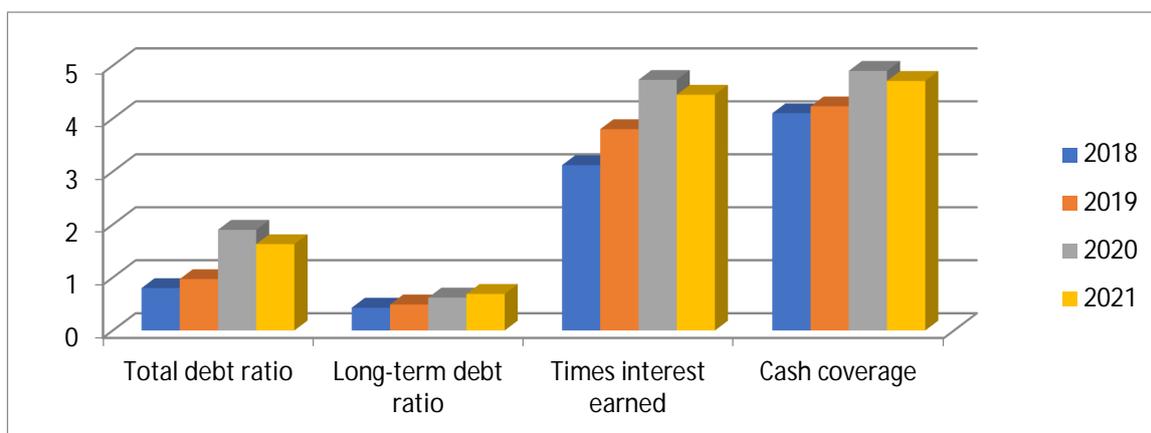
with a respectable rate is 1.90 and this is a good sign for the firm even it's decreased a little in 2021 but it's still higher than the normal average , thus all we can say that the firm has enough assets to cover the total liabilities.

Then, the long-term debt has the same path of the previous ratio which had recorded a decrease in the two first years 2018 and 2019 but it has been compensated in the next year with a good rate is 0.62 that still increasing till 2021 with a rate is 0.69, therefore the last year has the higher rate than the other years.

Next, the times interest earned shown in the table indicate that Algeria Telecom has a great accomplish to their interest obligations through revenue. In the end the cash coverage was increasing from year to another one from 2018 till 2021 and that is a good sign that Algeria Telecom has no losses in the studied years, also the results signal that the cash availability is high in the years provided in the table above.

The data is shown graphically in the section below. We will be able to see the company's financial leverage better with the aid of the graph. For a better understanding of the company's prospects, the financial leverage will be shown graphically or visually, the graphical representation of the financial leverage ratios of Algeria Telecom is shown below:

Fig.2. Financial Leverage ratios



Source: by the author depending on the data collected from the firm.

4.3. Assets management ratio (AM)

It is always advised to firms and its managements to use the resources of the firm effectively and efficiently, generate more revenues for the firm, and develop the business to expand it to other regions. Therefore, Algeria's Telecom evaluation based on Asset Management ratios will help the investors to identify that how well the resources of the firm are used to generate more revenue. The asset management ratios for Algeria Telecom are calculated below:

Table 4. Asset management ratios during 4 years

Asset management ratios					
	Methods	2018	2019	2020	2021
Inventory turnover	COGS /Inventory	11.25	11.90	12.62	12.30
Day sales in inventory	365 /inv. turnover	28.30	29.88	35.56	34.21
Receivables turnover	Sales / Accounts. R	22.56	36.40	52.60	50.36
Day's sales in receivables	365/ receivables turnover	32.96	45.30	72.63	60.32
Fixed assets turnover	Sales/ Net Fixed. A	10.36	11.25	13.80	12.95
Total assets turnover	Sales /T.A	0.52	0.62	0.75	0.61

Source: by the author depending on the data collected from the firm.

The inventory turnover is an indicator used to determine the times inventory sold in a year, to calculate it we use the following formula:

Inventory Turnover Ratio = Cost of Goods Sold / Inventory

In the table below we noticed that the ratio is increasing during the three years 2018/2019/2020 continually while it reduced a little in 2021 with 0.30 and it's not a big problem for a firm that compensate quickly their vents.

Day's sales in inventory it's express an average time for determining the inventory produced including work in progress inventory as well, and we calculate it with the following formula:

Days Sales in Inventory = 365 days / Inventory Turnover

As we see in the table the results is good for a firm that use their inventory in daily way, the days between 28 to 34 days and it's a great , which it mean that the firm using their inventory regularly.

The receivables turnover its shows the firm's effectiveness in collecting its account receivables, its gauge the competence of the firm in using and managing their debts, the receivables turnover calculated with this formula:

Receivable Turnover = Sales / Account Receivables

The receivables turnover shows a good rates in the table above during the four years and it's, which is 22 and 36 in 2018 and 2019, also it's arrive the highest rate compare to the other years in 2020 with rate is 52 while it's reduced to 50 in 2020.

Day's sales in receivables its measure the average number of days that it takes a firm to collect payment for a sale, we calculated with the help of the formula below:

Days Sales in Receivables = 365 days / Receivable Turnover

The results in Algeria Telecom showing a favorable results in recent years due to the augmentation of the days, they arrive to 72 days in 2020 which is a good sign for the firm's collecting debts process its means that the firm collecting their debts regularly.

Fixed assets turnover it's utilized to analyze the performance of operations of the firm, the calculation of this ratio has been done by this formula:

Fixed assets turnover = Sales / Net Fixed Assets

Fixed assets are the prime source of generating sales, so the results above shows a continuous increase in the three first years and arrived till 13 after its decreased to 12 which is an acceptable reduce rate, so when we see this result we can deduce that the firm has effectively used its investments in the fixed assets.

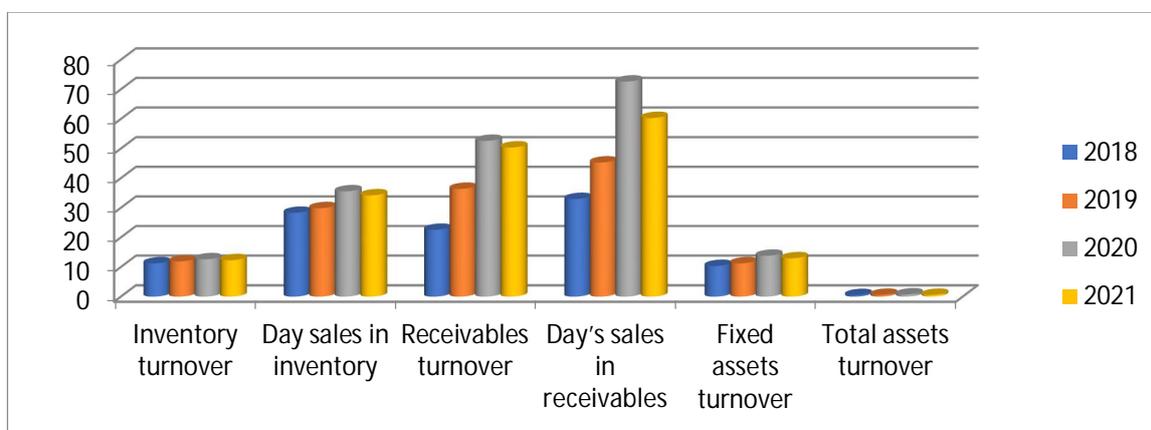
Total assets turnover it's a ratio that gauge the value of a firm's sales relative to the value of its assets, it's also determine the efficiency of the firm in generating revenue from its assets, to calculate it just apply the formula below:

Total Assets Turnover Ratio = Sales / Total Assets

The results express the competence of Algeria Telecom in generating more sales in terms of assets used, so the highest rate was in 2020 is 0.75 while it was increasing in the 2018 and 2019 while it's reduce a little bit in 2021.

Below is the graphical representation of the Asset Management Ratios, This helps us to comprehend the strategy of the firm in generating profits using assets of the firm.

Fig.3. Assets Management Ratios



Source: by the author depending on the data collected from the firm.

4.4 Profitability ratio

It is known that the purpose of the business is to create wealth for the shareholders. So, the firm is concerned with profitability, profitability ratios are one of the most used financial analyses, this ratio will help Algeria's Telecom managers and investors to determine the bottom line and return on the equity of Hilton respectively. The management must know the profitability to direct the company in a good direction. When a company is public then the profitability ratios information is also necessary to be provided to investors.

The profitability ratios for Algeria Telecom firm are calculated. This is explained below with the help of a table, before that we will introduce the ratios used to measure the profitability of a firm, we provide them as follow:

Profit margin it's a metric to define the capacity and the extent of a firm or business activity in generating money from their activities, its express what percentage of sales transformed into profits, its calculated with the formula below:

$$\text{Profit Margin} = \text{Net Income} / \text{Sales}$$

The return on assets or as we say ROA is a sign of the extent of profitability in the firm, comparative to its assets or resources its owns, it's usually used by investors to find good stock opportunities, and display the efficiency of the firm at using its assets to make profits as a percentage, and we calculate it using this formula:

$$\text{Return on Assets (ROA)} = \text{Net Income} / \text{Total Assets}$$

The return on equity (ROE) it's considered as an important ratio for public firm's it has a relation to shareholders of the firm because it's show the investor revenue over their investments in the firm, we get the results of this proportion using the formula which is:

$$\text{Return on Equity (ROE)} = \text{Net Income} / \text{Total Equity}$$

Table 5. Profitability ratios during 4 years

Profitability ratios					
	Methods	2018	2019	2020	2021
Profit margin	N.I/ Sales	0.11	0.14	0.20	0.17
Return on assets	N.I/Total assets	0.09	0.10	0.15	0.12
Return on equity	N.I/Total equity	0.90	1.22	2.95	2.30

Source: by the author depending on the data collected from the firm.

As we sight the results in the table above we see a positive outcomes in every proportion and that is a good sign for the firm, so the profit margin was increasing during the first three years and get the top in 2020 with a percentage of 20% which means that 20 of every dinar made in sales is a profit, also its means that the firm it has a great strategy and provide a good services to their clients.

The return on assets is increasing during the years but it's had a reduce in the last year which is 2021 with a rate is 0.12 but it's still in the normal average.

Moreover, the return on equity of Algeria Telecom is 0.9, 1.22, 2.95, and 2.30 in 2018, 2019, 2020, and 2021, the firm's ROE is positive during the years which means that the firm didn't incurred losses during these years.

5. Conclusion

In this study we define the status of the firm due to the financial analysis indicators which they are: liquidity ratios, financial leverage ratios, asset management ratios and profitability ratios, all these helped us to determine all the financial sides of the firm from debts to revenue to the cycle of the work in the firm, all these ratios and these outcomes has been accomplish due to the data collected from the firm's financial statements, in the end the firm has a good performance in the studied years also the impact of the COVID-19 has shown in the ratios, so the firm has won the challenge against this pandemic that destroyed all over the world.

This result can be interpreted by the fact that most of the firms stopped working but "Algeria Telecom" didn't, on the contrary they found solutions to decrease the employees to the 50% , and they succeed to do a great schedule of working that suits the workers so in the beginning they worked on the shift system, and the reward was that the period you worked during the pandemic will be a vacation in addition to the regular vacation provided by the firm, so this deal suits the workers and they didn't stop in reverse they increased the pace of work so the outcome of this work is approximately multiply the sales, and as the survey of the study give us this rate that is the percentage of the augmentation was from 45% till 48% and it's a great percentage for the firm , this is all because they didn't stop in the quarantine period so in this period all the citizens adhere to it, because it was obliged so automatically if any one didn't have the internet at home they paid and get it, but the sales has decreased in after Coronavirus with percentage of 8% to 10% but it still a good thing because they got a new client's and the number of clients or as they says subscribers has increased and this is the important.

This affected the sales positively which they had in the first quarter this sales in all the payment way (cash, credit cards and checks) as follow 101.525.000,00 dinars and it's a good thing to get this number in just one quarter .

By analyzing and diagnosing the current situation of the Algeria Telecom Corporation using financial analysis tools, we can say that the Algeria Telecom Foundation has been able to achieve a short-term and long-term financial balance during the study period 2018 to 2021, through achieving a positive treasury But even though the Foundation has experienced some of the gaps and imbalances that have been reached through this analysis:

- There are decreases in ratios after each rise and this is proof that the institution has a problem in maintaining its relevance and effectiveness so it has to work on its strategies in maintaining its level because its effect will be shown later.
- The firm must achieve a good exploitation result because it affects the enterprise's resilience.
- Collecting the institution's rights with others and maintain their day sales in receivables level.

In the end, we can say that despite these imbalances, which have been recorded for the performance of the institution, it remains in a position to perform its various functions and maintain its market position without any difficulties.

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