



The Pakistan Credit Rating Agency Limited

## Rating Report

### BE Energy Limited

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#### Rating History

Dissemination Date	Long Term Rating	Short Term Rating	Outlook	Action	Rating Watch
28-Feb-2019	A+	A1	Stable	Maintain	-
28-Aug-2018	A+	A1+	Stable	Maintain	-
15-Feb-2018	A+	A1+	Stable	Initial	-

#### Rating Rationale and Key Rating Drivers

The ratings reflect BE Energy Limited association with a strong sponsor - Saudi based Bakri Group. Over the years, BE Energy has managed to gain ~3% market share and has ~320 retail outlets. BE Energy capitalizes on second largest oil storage infrastructure of over 180,000 MTs spread across three terminals located at Port Qasim, Machike, Shikarpur, and one depot at Daulatpur. This has brought forth hospitality income for the company, which currently contributes sizeable chunk to the profitability. The company's significant ongoing and expected investment in infrastructure (storage, supply chain, and retail outlets) will facilitate sustainable growth. The company has witnessed stable growth in revenues and also manages to diversify its product mix (HSD: PMG: FO -43%: 38% :19%). It has been successful in managing the impact of the reduction in demand for FO. BE Energy plans to focus on retail clients and enhance its supply chain infrastructure. To nurture its retail penetration the company is 1) rebranding its outlets on modern lines in a phased manner, 2) open new outlets along CPEC route and in the central parts of the country (mainly Punjab) where it has currently, low share, and 3) laying down supportive storage capabilities to ensure timely availability of its products. The rating is supported by a strong management structure reflected by three management committees in place to efficiently procure and deliver the product. BE Energy has healthy financial risk profile with strong coverage indicators and low leveraging. The company has a leveraged capital structure which mainly encompasses short-term borrowings whose needs emanate from working capital management. Given its plans, long-term debt may also increase but moderately.

In addition to the timely development of infrastructure and supply chain, the ratings are dependent on BE Energy's ability to build broad-based market penetration. The company needs to strengthen its relative positioning. Additionally, with the new debt to be acquired, the sustainability of coverages would remain important for the ratings.

#### Disclosure

<b>Name of Rated Entity</b>	BE Energy 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   Oil Marketing Companies(Oct-18)
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## Profile

**Legal Structure** BE Energy Limited was incorporated as a private limited company on October 1996 wherein OMC operations started in 2007 after receiving a license in 2005.

**Background** The company had commenced its operations from Overseas Oil Trading Company (Pvt.) Limited (OOTC) and Bakri Trading Company Pakistan (Pvt.) Limited. In 2016, the company was granted permission to merge Overseas Oil Trading Company (Pvt.) Limited (OOTC) with and into Bakri Trading Company Pakistan (Pvt.) Limited. Pursuant to the merger, Bakri Trading Company Pakistan (Pvt.) Limited changed its name to Bakri Energy (Pvt.) limited. During FY18, the company has changed its status from private limited to the public unlisted company as a part of its plan of getting listed in Pakistan Stock exchange. Subsequently, the company has changed its name from Bakri Energy Limited to BE Energy limited as a part of Global Rebranding of the group.

**Operations** The company is engaged in the procurement, storage, distribution, marketing and import of petroleum products and lubricants. Bakri has one of the largest oil storage infrastructure of 182K MTs spread all across the country.

## Ownership

**Ownership Structure** The company is owned by Rawafid Investments LLC (~99.97%) based in UAE. Shareholding of Rawafid Investments LLC lies with the members of Bakri Group (Bakri Family). In Bakri group, all five sponsors are brothers and their father is the Chairman of the group.

**Stability** The Group Business has been governed and administered by the members of Bakri Group and they are in process of preparing a succession plan for their business in the future.

**Business Acumen** The main activities of Bakri Group are concentrated in oil and energy trading, shipbuilding and ship repair, seaports and marine services, ship and airport refueling, ship management and international chartering. The sponsors have significant industry related experience.

**Financial Strength** The financial strength of the sponsors is considered good as the company represents that sponsors have well diversified profitable businesses. Financial strength is also considered good as sponsors have the ability to understand and deal with a "business situation" (risks and opportunities) in a manner that is likely to lead to a positive outcome.

## Governance

**Board Structure** The board of BE Energy comprises four experienced professionals. Two members are sponsors of Bakri Group, one is the CEO, while one member holds a key position in the group. All of them serves as an executive member on the board of BE Energy Limited. After changing the status of the company, from private to public unlisted, the company initiated plans to enhance its board size to seven members with the intent to include independent directors.

**Members' Profile** The BoD have a diversified experience and knowledge of marketing and distribution of oil. All the directors also held a senior position in other companies of the Bakri group and have sound professional experience in the oil industry. Mr. Zohair is the Chairman of the board, a Saudi National. He carries Bachelor Degree in Internal Medicine & Surgery. He is an experienced professional and holds multiple positions as a Director in Bakri Group.

**Board Effectiveness** There is one committee at board level; Board of Directors Committee. The Board of Director Committee is for controlling & overseeing the company performance, developing strategic plans, taking decisions on strategic matters. Minutes of the board meetings are not well-documented which seems lacking.

**Financial Transparency** M/S EY Ford Rhodes is the external auditor of the company. They have expressed an unqualified opinion on the company's financial statements as at end-Jun18.

## Management

**Organizational Structure** The company has a well-defined organizational structure with clear segregation of responsibilities. The operations of the company are mainly divided into i) Operations, supply chain & logistics, ii) Projects, iii) Marketing, iv) finance and v) Human Resource.

**Management Team** Mr. Hussain Al Shammaa is the CEO of the company. He has been involved in the oil business for the last 35 years. He mostly resides in Kuwait but he takes regular update from Mr. Javed Alam, who is the managing director (MD) of the company. Mr. Javed holds a bachelor's degree in Electrical Engineering. He has over ~40 years of total professional experience in his portfolio, howbeit, his association with the company is ~10 years. He is supported by a capable team.

**Effectiveness** To oversee the management of the company, the company has constituted three committees comprising various members of the management team. This includes i) Purchase Committee, ii) Product Pricing Committee and iii) HR Committee. The entire operational set-up of the company falls under the purview of the MD

**MIS** The Company's operating environment relies on an IT infrastructure supported by ERP (Enterprise Resource Planning) solutions. The software is acquired from M/S Sidath Hyder. The IT infrastructure is effectively integrated with all the departments and ensures proper financial and operational control.

**Control Environment** The entity takes advantage of advanced I.T. solutions to deliver comparatively better on many fronts. Moreover, the Company's quality of the I.T. infrastructure and the breadth and depth of activities performed has remained well satisfactory.

## Business Risk

**Industry Dynamics** Pakistan consumed a total of ~25.1mln (MT) of POL products in FY18 (FY17: 25.9mln MT), ~3% lower than the same period last year. This decline is seen mainly owing to decrease in the sales of Furnace oil by ~23% to ~7.3mln MT (FY17: ~9.6mln MT), as the government of Pakistan plans to gradually reduce reliance on oil-based power plants to other power sources i.e. LNG & coal. MOGAS, FO, and HSD are three major products that are widely used because of their immense consumption in the country. IHFY19 continued a declining trend due to slackening economic growth.

**Relative Position** More than fifteen OMCs are operating in the domestic market to transport and supply fuel to the country. During FY18, OMCs including PSO, Hascol Petroleum, Total PARCO Pakistan Limited, Attock Petroleum, and shell retain a large chunk of market share of ~88%, with PSO dominating at ~50%, HPL ~12%, and TPPL at ~11%. BE Energy's overall market share has increased over the years to ~2.4% during FY18. The emergence of small players in the OMC sector is changing the competitive landscape of the players in the industry.

**Revenues** During FY18 topline of the company stood at PKR 40.2bln (FY17: PKR 35.7bln), an increase by ~12.4%. Expanding sale volumes of HSD and MOGAS is witnessed albeit the increase in price is also observed. Sale of furnace oil is on the declining side due to the oversupplied market as energy mix dynamics are changed.

**Margins** Cost of sales increased by a higher proportion (~15%) than revenues, resultantly a decline in the gross margins (FY18: ~4.5%, FY17: ~6.5%) is observed. Accounting for taxation, the net income of the company stood at PKR ~647mln (FY17: PKR ~1,029mln), plunged by ~37%. Other income, that mainly comprises of hospitality income, has increased that has positively aligned with the overall profitability.

**Sustainability** Going forward, the company plans to increase its foothold on the retail side by adding ~70 retail stations each year for the next 5 years to enhance its market share. To nurture its retail operations the company is 1) rebranding its outlets on model lines in a phased manner, 2) open new outlets along CPEC route & in the central parts of the country mainly Punjab where it has a low share, & 3) laying down supportive storage capabilities to ensure timely availability of its products.

## Financial Risk

**Working Capital** BE Energy has well-managed working capital and to cover the working capital gap, the company has sufficient standing credit lines from banks (FY18: PKR 11bln, FY17: PKR 9.7bln), of which ~51% is utilized. Company's net working capital days surged from 27 days in FY17 to 48 days in FY18. This is on account of the increase in receivables.

**Coverages** During FY18, FCFO of the company, which is a function of profitability, has reached to PKR 1,197mln (FY17: PKR 1,601mln). On account of this decline, coverages also took a dip [Interest Coverage: FY18: ~6.5x, FY17: 8.0x].

**Capitalization** The company currently has a leveraged capital structure (FY18: ~62%, FY17: ~19%). The trend in leveraging remains volatile as the company's substantial debt represents short-term financing facilities that are used for sight LC. The company is also planning to execute an IPO, however, the process will be carried through once the equity market gets stabilize.



**BE Energy Limited**

**Unlisted Public Limited**

**BALANCE SHEET**

	Jun-18 12M	Jun-17 12M	Jun-16 12M
<b>a Non-Current Assets</b>	<b>2,955</b>	<b>2,691</b>	<b>2,445</b>
<b>b Investments (Incl. Associates)</b>	-	-	-
Equity	-	-	-
Fixed Income	-	-	-
<b>c Current Assets</b>	<b>10,866</b>	<b>5,937</b>	<b>6,921</b>
Inventory	6,571	3,189	3,064
Trade Receivables	2,931	2,104	2,692
Others	1,364	645	1,165
<b>d Total Assets</b>	<b>13,821</b>	<b>8,628</b>	<b>9,366</b>
<b>e Debt/Borrowings</b>	<b>6,672</b>	<b>812</b>	<b>3,349</b>
Short-Term	5,966	52	2,277
Long-Term (Incl. Current Maturity of Long-Term Debt)	706	760	1,072
Other Short-Term Liabilities	2,805	4,121	3,358
Other Long-Term Liabilities	335	334	335
<b>f Shareholder's Equity</b>	<b>4,009</b>	<b>3,362</b>	<b>2,324</b>
<b>g Total Liabilities &amp; Equity</b>	<b>13,821</b>	<b>8,628</b>	<b>9,366</b>

**INCOME STATEMENT**

<b>a Turnover</b>	<b>40,219</b>	<b>35,782</b>	<b>23,786</b>
<b>b Gross Profit</b>	1,800	2,328	1,056
c Net Other Income	403	173	291
d Financial Charges	(184)	(200)	(170)
<b>e Net Income</b>	<b>647</b>	<b>1,030</b>	<b>448</b>

**CASH FLOW STATEMENT**

a Free Cash Flow from Operations (FCFO)	1,197	1,601	630
b Total Cashflows (TCF)	1,197	1,601	630
c Net Cash changes in Working Capital	(6,172)	1,625	(917)
d Net Cash from Operating Activities	(5,098)	3,031	(463)
e Net Cash from Investing Activities	(607)	(542)	(246)
f Net Cash from Financing Activities	5,764	(2,539)	787
g Net Cash generated during the period	59	(50)	78

**RATIO ANALYSIS**

<b>a Performance</b>			
Turnover Growth (vs SPLY)	12%	50%	-22%
Gross Margin	4%	7%	4%
Net Margin	2%	3%	2%
ROE	18%	36%	26%
<b>b Coverages</b>			
Debt Service Coverage (X) (FCFO/Gross Interest+CMLTD+U:	1.3	2.0	0.6
Interest Coverage (X) (FCFO/Gross Interest)	6.5	8.0	3.7
Debt Payback (Years) (Total Debt (excluding Covered Short T	6.6	0.6	7.3
<b>c Capital Structure (Total Debt/Total Debt+Equity)</b>			
Net Cash Cycle (Inventory Days + Receivable Days - Payable D	48	27	38
<b>d Capital Structure (Total Debt/Total Debt+Equity)</b>	62%	19%	59%

**BE Energy Limited**

**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>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.

**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.

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(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

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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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- (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)
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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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