



The Pakistan Credit Rating Agency Limited

## Rating Report

### Sitara Petroleum Service (Pvt.) Limited

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#### Rating History

Dissemination Date	Long Term Rating	Short Term Rating	Outlook	Action	Rating Watch
19-May-2020	A-	A2	Stable	Maintain	-
15-Nov-2019	A-	A2	Stable	Maintain	-
16-May-2019	A-	A2	Stable	Initial	-

#### Rating Rationale and Key Rating Drivers

The ratings reflect the vigorous business profile of Sitara Petroleum Service (Private) Limited. Sponsors have been engaged in the business for over three decades, reflecting their industrial experience. Sitara operates a network of ~30 retail stations which is mainly spread out in the Southern Punjab region while providing PoL products directly to customers in bulk. The company is engaged in fleet logistic accommodations (carriage income) to OMCs (mainly to Gas & Oil Pakistan Ltd ). The sponsor's long association with these business lines is being considered positive. The company's prime profits are being engendered by the fleet logistics business. It carries ~51% share in the gross profit, followed by retail (~35%) and bulk business segments (~14%). The income from the fleet logistics division has soared over the years as the fleet size expands whereas retail and bulk segments supplementing the profitability. The financial risk profile is characterized by an adequate leveraged capital structure. The equity has been boosted through profit. The company has further ventured into the real estate segment while sponsors plan to establish an OMC is on hold. The overall governance framework has been augmented by enhancing financial quality.

The ratings are dependent on the management's facility to sustain its business volumes while holding the margins. Sustaining the business and financial profile along with improvement in the governance framework would be vital for the ratings. The non-core business should be recorded as a separate function. Meanwhile, financial transparency is considered paramount.

#### Disclosure

<b>Name of Rated Entity</b>	Sitara Petroleum Service (Pvt.) Limited
<b>Type of Relationship</b>	Solicited
<b>Purpose of the Rating</b>	Entity Rating
<b>Applicable Criteria</b>	Methodology   Corporate Ratings(Jun-19),Methodology   Correlation Between Long-Term And Short-Term Rating Scale(Jun-19)
<b>Related Research</b>	Sector Study   Oil Marketing Companies(Nov-19)
<b>Rating Analysts</b>	Rohail Amjad   rohail.amjad@pacra.com   +92-42-35869504



# Oil Marketing Companies

The Pakistan Credit Rating Agency Limited

## Profile

**Legal Structure** Sitara Petroleum (Pvt.) Limited was incorporated in Jul'12. The Head office of the company is situated at Tufail Shaheed road near PSO depot, Sahiwal

**Background** Historically, there were two firms i) lalpur carriage: engaged in supplying logistics facilities to oil marketing companies (OMCs) & (ii) Sitara Petroleum: engaged in the sector of selling and exporting PoL goods through wholesale and direct sales. The management subsequently decided to give these organizations a proper structure under the umbrella of one organization i.e Sitara Petroleum (Pvt.) Limited

**Operations** Sitara Petroleum Service Private Limited is mainly engaged in the business of trading and distribution of diesel, petrol, and lubricants. The company is also providing fleet logistic services (Carriage income) to OMCs in the country namely GO, PSO and Total PARC

## Ownership

**Ownership Structure** The company is 94% owned by Mr. Tahir Iqbal, 4% by Mr. Muhammad Akram, while Mr. Muhammad Javed and Mr. Muhammad Hassan Javed own 1% each.

**Stability** The Business has been governed and managed by seasoned individuals in the Oil sector of Pakistan. Mr. Khalid Riaz, brother of Mr. Tahir Iqbal, has no direct ownership in Sitara, however, he bears stronghold in the strategic decision making of the company, in case the company needs it. Though ownership of the company is clearly defined however succession planning is not well-documented

**Business Acumen** Sitara's sponsors have strong business skills which have helped the company to achieve sustainable success over a period of years. Sponsors have Industry-specific working knowledge and strategic thinking capability

**Financial Strength** Sponsors financial strength is subject to the successful functioning of the Sitara Petroleum Service (Private) Limited.

## Governance

**Board Structure** The company has a four-member board (including CEO). Board comprises two executives and two independent directors.

**Members' Profile** The BoD has diversified experience and knowledge of the industry which is considered good.

**Board Effectiveness** The company has separated the roles of Chairman and CEO. Mr. Tariq Iqbal has been appointed as the CEO of Sitara Petroleums (Pvt) Ltd and Mr. Akram Chaudhary has been assigned the post of Chairman of the board. The board has two committees, i) Audit Committee and ii) Human Resource & Remuneration Committee

**Financial Transparency** The auditors of the company are RSM Avais Hyder Liaquat Nauman performing their first Annual Exercise on the Year End June'19 and. The firm is rated A in the State Bank of Pakistan's list of auditors.

## Management

**Organizational Structure** Organizational Structure The company has an adequate organizational structure. The operations of the company have been bifurcated into four broad functional areas which comprise: i) Operations, ii) Finance and iii) Sales, iv) Transport.

**Management Team** Mr. Tahir Iqbal is the CEO of Sitara Petroleum Service (Pvt.) Ltd. He is a veteran of the retail & oil transportation sector with rich experience in the field spanning more than 30 years. Mr. Shaheer Junaid is the CFO of the company, an Associate Chartered Accountant by profession and has over 8 years of professional experience in his portfolio. Most of the senior management is associated with the company since long and have sufficient experience to take strategic decisions

**Effectiveness** Sitara has constituted two committees comprising members of the management team namely i) Procurement and ii) Retail Development Committee MIS The Company uses ERP Software designed & developed by Vision Plus. It is developed by using Oracle RDBMS. It has a variety of information analysis and various modules including general ledger, sales & receivables, purchase & payables, inventory control, carriage & freight, and transport & monitoring.

**MIS**

**Control Environment** The company is using a fleet management system to keep a track on the movement of tank Lorries and vehicles on the move. This is done through the tracker system. A special structure is designed in the system to track all the trips that are system logged. Sitara has internal audit department which adds value and improvement to the organization's operations.

## Business Risk

**Industry Dynamics** Pakistan consumed a total of ~19.3mtn (MT) of POL products in FY19 (FY18: 25.1mtn MT), ~23% lower than the same period last year. This decline is seen mainly owing to a decrease in the sales of Furnace oil by ~51% to ~3.5mtn MT (FY18: ~7.5mtn 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.

**Relative Position** During 9MFY20, in the segment of trading and distribution of Pol products, the company has a considerable market share in PMG and HSD respectively, in the Punjab region. One of the key players in the industry, PAPCO, solely deals in High-Speed diesel transportation. However, in the near future, along with HSD, the company would be transporting MOGAS through an existing network. Because of this, relative positioning, in turn, the market share of the carriage companies will change.

**Revenues** Topline of the company can be bifurcated into i) PoL Retail Sales ii) PoL bulk sales and iii) Carriage income. During 9MFY20, retail sales yielded ~60% in the total revenue mix, while Bulk sale and carriage income contribute ~27% and ~13% respectively. During 9MFY20, total sales of the company stood at PKR 28.8bln (9MFY20: PKR 27.8bln), an increase of ~3.7%. This is because of the rising price of PoL products.

**Margins** During 9MFY20, the company's profits were being generated from the transportation business. This carries a ~51.1 % share in the gross profit, followed by ~35% in retail and ~14% in the bulk segment. Over the years, the share of profit from the fleet logistics division is soaring while retail and bulk segments are also rising. In most segments, Sitara's margins are regulated not negotiated. During 9MFY29, the total gross profit of the company stood at ~PKR 1.083bln (9MFY19: ~PKR 1.063mtn).

**Sustainability** Going forward, Sitara intends to increase its retail outlet all over the cities of Pakistan, as well as in remote areas by installing pumps. Additionally, the company also aims to grow in the segment of carriage income by growing its number of fleets. Management, being cognizant of the current industry situation is embarking on functionalizing an Oil Marketing company to augment and diversify its revenue stream, in addition to current business. The company's venture into OMC segment has been put on hold

## Financial Risk

**Working Capital** Sitara's working capital requirement emanates from its need to finance its trade debts and stock in trade. For this company resorts to short-term borrowings. During 9MFY20, the short-term financing of the company dropped by an enormous ~24% (FY19: PKR 4,952mtn, FY18: PKR 646mtn). Trade debts of the company have increased by ~16% to PKR 2,198mtn (FY19: PKR 1,887mtn). The company has been managing its working capital requirements efficiently which is evident from its net cash cycle days (9MFY20 ~ 32, FY19: ~29 days).

**Coverages** During 9MFY20, the company has generated cash flow (FCFO) of ~PKR 512mtn (FY19: ~PKR 926mtn). The company obtained a long term loan for the their directors, which result in a high finance cost hence deteriorating the coverage of the company. [Debt Coverage: 9MFY20:~ 0.8 FY19: ~2.1x, FY18: ~1.5x].

**Capitalization** The company's long-term loan consists of demand finance and lease finance. These loans were obtained for the acquisition of commercial vehicles and the renovation of petrol pumps. Sitara has a leveraged capital structure of ~61% (FY19: ~71%). This decrease was on account of the repayment of lease and the partial settlement of short term debt. The company has buffered up its equity through bonus shares.



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Financial Summary

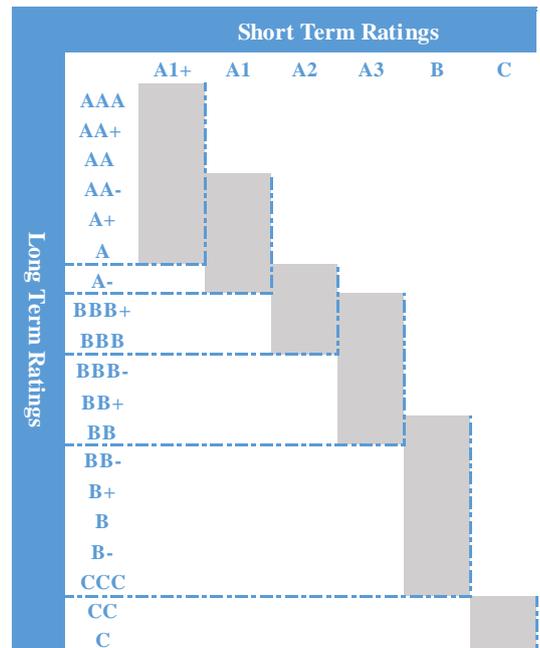
PKR mln

Sitara Petroleum OMC	Mar-20 9M	Jun-19 12M	Jun-18 12M	Jun-17 12M
<b>A BALANCE SHEET</b>				
1 Non-Current Assets	2,939	2,689	2,162	1,245
2 Investments	-	-	-	-
3 Related Party Exposure	-	-	-	-
4 Current Assets	4,788	5,596	1,500	1,052
<i>a Inventories</i>	687	1,983	252	262
<i>b Trade Receivables</i>	2,198	1,887	271	154
5 Total Assets	7,728	8,285	3,662	2,297
6 Current Liabilities	310	251	124	83
<i>a Trade Payables</i>	-	29	1	0
7 Borrowings	4,341	5,714	1,729	786
8 Related Party Exposure	-	-	-	-
9 Non-Current Liabilities	394	-	-	-
10 Net Assets	2,683	2,320	1,809	1,428
11 Shareholders' Equity	2,683	2,320	1,809	1,428
<b>B INCOME STATEMENT</b>				
1 Sales	28,895	27,873	26,617	27,327
<i>a Cost of Good Sold</i>	(27,809)	(26,791)	(25,994)	(26,828)
2 Gross Profit	1,087	1,082	623	499
<i>a Operating Expenses</i>	(65)	(116)	(43)	(34)
3 Operating Profit	1,022	966	580	465
<i>a Non Operating Income or (Expense)</i>	-	-	3	-
4 Profit or (Loss) before Interest and Tax	1,022	966	583	465
<i>a Total Finance Cost</i>	(432)	(176)	(82)	(65)
<i>b Taxation</i>	(210)	(212)	(119)	(80)
6 Net Income Or (Loss)	379	578	381	319
<b>C CASH FLOW STATEMENT</b>				
<i>a Free Cash Flows from Operations (FCFO)</i>	512	926	616	503
<i>b Net Cash from Operating Activities before Working Capital Changes</i>	512	754	534	438
<i>c Changes in Working Capital</i>	596	(4,254)	(480)	(309)
1 Net Cash provided by Operating Activities	1,108	(3,500)	55	129
2 Net Cash (Used in) or Available From Investing Activities	(385)	(336)	(25)	(234)
3 Net Cash (Used in) or Available From Financing Activities	(988)	3,985	(102)	89
4 Net Cash generated or (Used) during the period	(265)	149	(72)	(16)
<b>D RATIO ANALYSIS</b>				
1 Performance				
<i>a Sales Growth (for the period)</i>	38.2%	4.7%	-2.6%	7.3%
<i>b Gross Profit Margin</i>	3.8%	3.9%	2.3%	1.8%
<i>c Net Profit Margin</i>	1.3%	2.1%	1.4%	1.2%
<i>d Cash Conversion Efficiency (EBITDA/Sales)</i>	2.5%	4.1%	2.8%	2.1%
<i>e Return on Equity (ROE)</i>	20.2%	28.0%	23.6%	25.2%
2 Working Capital Management				
<i>a Gross Working Capital (Average Days)</i>	32	29	6	7
<i>b Net Working Capital (Average Days)</i>	32	29	6	7
<i>c Current Ratio (Total Current Assets/Total Current Liabilities)</i>	15.5	22.3	12.1	12.6
3 Coverages				
<i>a EBITDA / Finance Cost</i>	1.7	6.4	9.0	8.9
<i>b FCFO / Finance Cost+CMLTB+Excess STB</i>	0.8	2.1	1.5	2.3
<i>c Debt Payback (Total Borrowings+Excess STB) / (FCFO-Finance Cost)</i>	5.6	1.0	2.0	0.7
4 Capital Structure (Total Debt/Total Debt+Equity)				
<i>a Total Borrowings / Total Borrowings+Equity</i>	61.8%	71.1%	48.9%	35.5%
<i>b Interest or Markup Payable (Days)</i>	0.0	0.0	0.0	0.0
<i>c Average Borrowing Rate</i>	11.5%	4.7%	6.5%	8.8%

## 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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(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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- (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 principal 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)

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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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- (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)

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- (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). However, actual transition of rating may not follow the pattern observed in the past | Chapter III | 14-(F-VII)

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