



The Pakistan Credit Rating Agency Limited

## Rating Report

### SPI Insurance Company Limited

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#### Rating History

Dissemination Date	Long Term Rating	Short Term Rating	Outlook	Action	Rating Watch
06-Dec-2018	A	-	Stable	Maintain	-
28-Jun-2018	A	-	Stable	Maintain	-
02-Oct-2017	A	-	Stable	Upgrade	-
07-Jun-2017	A-	-	Positive	Maintain	-
10-Jun-2016	A-	-	Stable	Maintain	-

#### Rating Rationale and Key Rating Drivers

The rating reflects the strong business profile of the company. The company continues to demonstrate size-able growth in its top-line and the portfolio mix is well-balanced. The organization takes benefit from synergistic approach at group level - United International Group (UIG) - and replicate the group's established practices. With reported loss ratio, the company demonstrates underwriting profitability. The contribution from alternative income stream – investment book – is small; needs to improve. Improved equity size and hence liquidity supported by the recent right issue provides cushion to the risk absorption capacity.

The rating is dependent on the management's ability to capitalize on its brand and group's well-built platform for business expansion. At the same time, the liquidity level must improve and consequent income stream should likewise go up; herein attrition beyond a requisite threshold would negatively impact.

#### Disclosure

<b>Name of Rated Entity</b>	SPI Insurance Company Limited
<b>Type of Relationship</b>	Solicited
<b>Purpose of the Rating</b>	IFS Rating
<b>Applicable Criteria</b>	Methodology   General Insurance(Jun-18)
<b>Related Research</b>	Sector Study   General Insurance(Nov-18)
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## Profile

**Legal Structure** SPI Insurance Company Limited (SPI) is an unquoted public limited company. It was established in 2005 by Saudi Pak Group (SPG).

**Background** In 2011, SPI's management control along with majority stake was taken over by United International Group (UIG).

**Operations** The branch network comprises 47 branches concentrated in major cities. In November 2014, the company started Window Takaful operations under the brand name of "Salama".

## Ownership

**Ownership Structure** Majority shareholding is owned by United International Group (UIG) (70%), rest is owned by Silkbank (23%) and Saudi Pak Leasing (7%).

**Stability** SPI has a smooth and sound shareholding.

**Business Acumen** Associated companies such as United Insurance (UIC), United Track System (UTS) and shareholders Silkbank gives the company a sound business acumen to benefit from.

**Financial Strength** United Insurance, the fourth largest insurance company in the country in terms of GPW and Silk Bank, a renowned name in banking sector provide a solid financial footing to SPI.

## Governance

**Board Structure** The overall control of the company vests in a seven member BoD whereby two members represent Silkbank, and five represent UIG.

**Members' Profile** The chairman, Mr. Aziz Ullah Memon, is a well-known and seasoned banker, and is associated with UIG since long. Mr. Shahid, the CEO/MD, is a law graduate having extensive insurance industry experience, especially with The United Insurance Company of Pakistan (UIC) – flagship company of UIG.

**Board Effectiveness** All the members have vast experience in the financial industry, thus boding well for the company. Majority of the board members attended all board meetings showing interest in the company's affairs. Minutes of the meetings reflect active participation by majority of board members and ability to raise relevant questions while appraising performance of the company.

**Financial Transparency** The auditors of the company; RSM Avais Hyder Liaquat Nauman Chartered Accountants, expressed unqualified opinion on the financial statements for CY17 and 1H18.

## Management

**Organizational Structure** SPI has a well-defined organizational structure and segregated reporting lines. The major operational departments are (i) Administration, (ii) Claims, (iii) Underwriting, (iv) I.T., (v) Accounts and Finance and (vi) Reinsurance. There is one advisor. The department heads report to CEO, with the exception of Audit department which reports directly to the Audit Committee.

**Management Team** The CEO/MD, Mr. M. A. Shahid, is an insurance veteran and also serves as the Group Chairman of UIG. He is assisted by a core management team comprising experienced professionals.

**Effectiveness** The company's management envisages to increase the business of the company while underwriting prudent risks.

**Claim Management System** The company has centralized its claims processing function at HO. Although, the claim is initially intimated at the respective branch, the authority for the appointment of surveyor and approval of the claim amount rests with the HO.

**Investment Management Function** The investment management framework is overseen by BoD's Investment Committee. The BoD has restricted the management to investing only in low risk avenues such as PIBs, T-Bill and bank deposits.

**Risk Management Framework** The management has developed an operating manual, outlining policies and procedures to be followed by respective department.

## Business Risk

**Industry Dynamics** Pakistan's general insurance witnessed continuous growth (CAGR 4 years 11%) but economic slowdown may hamper future growth rate. Fire and motor segments have been growth drivers. Miscellaneous segment has seen largest growth in non-conventional avenues, third-party, health, crop etc. Industry is bringing in technological advancements aimed to enhance efficiency and customer experience.

**Relative Position** With a market share of 1% in the general insurance industry, the company is classified among the small players.

**Revenue** Overall GPW witnessed a decrease (9M18: 583mln, 9M17: 704mln) mainly on the account of reduction in fire, health and miscellaneous. The decrease in GPW was witnessed in both Takaful and Conventional segments.

**Profitability** The company posted an underwriting loss of PKR 1mln in 9M18. The decrease in the topline was a major contributing factor. Loss from Window Takaful clocked in at PKR 12.6mln – fourth year of operations – in contrast to a loss of PKR 8.2mln in Sep-17.

**Investment Performance** Investment income increased to PKR 12.3mln (9M17: PKR 10.5 mln) mainly due to higher return on deposits.

**Sustainability** The company envisages aggressive targets with improved market position, focusing on bottom-line. Non-conventional segments – motor, crop & livestock, and health – would continue to remain the forte of the company; new products on the cards. Meanwhile, SPI has also ventured into micro insurance via partnership with Tameer Microfinance Bank.

## Financial Risk

**Claim Efficiency** SPI's liquidity position declined due to increased claims of the company.

**Re-Insurance** SPI possess arrangements with strong reinsurers and has cover from Non-proportional treaties with high capacity. SPI maintains a panel of strong reinsurers including Hannover Re (rated AA- by S&P), Swiss Re (rated AA- by S&P), Trust Re (rated A- by S&P), and Malaysian Re (rated A- by A. M. Best). The treaty arrangement for takaful window operations is led by Swiss Re (rated AA- by S&P) as well as other reinsurers including Malaysian Re (rated A- by A. M. Best), African Re (rated A by A. M. Best), Kenya Re (rated B by A. M. Best), GIC Re (rated A- by A. M. Best) and Labuan Re (rated A- by A.M. Best).

**Liquidity** Liquid assets provide 1.1 times cover to claims liability at end-Sep18 (end-Dec17: 1.2times). Insurance related assets cover liabilities has remained steady at 1.6 times. The absolute amount of liquidity needs to improve.

**Capital Adequacy** The management's proactive pursuance of increasing the company's paid-up share capital led to the compliance of MCR in a timely manner. This enabled the company to capitalize the potential of entering in larger risks – enabled through treaty arrangements, meanwhile providing a competitive edge over competitors.



## Financial Summary

The Pakistan Credit Rating Agency Limited

### SPI Insurance Company Limited

	PKR mln <b>9MCY18</b>	PKR mln <b>CY17</b>	PKR mln <b>CY16</b>
<b>BALANCE SHEET</b>	<b>9M</b>	<b>Annual</b>	<b>Annual</b>
<b>Investments</b>			
Liquid Investments	215	226	216
Other Investments	50	50	13
	<b>265</b>	<b>276</b>	<b>229</b>
Insurance Related Assets	436	404	329
Other Assets	304	271	248
Fixed Assets	105	97	98
Total Assets - Window Takaful Operations	123	129	130
<b>TOTAL ASSETS</b>	<b>1,233</b>	<b>1,178</b>	<b>1,033</b>
Equity	542	523	430
Underwriting Provisions	222	278	285
Insurance Related Liabilities	278	224	149
Other Liabilities	123	93	96
Total Liabilities - Window Takaful Operations	67	60	73
<b>TOTAL EQUITY &amp; LIABILITIES</b>	<b>1,233</b>	<b>1,178</b>	<b>1,033</b>
<b>INCOME STATEMENT - Extracts</b>	<b>9MCY18</b>	<b>CY17</b>	<b>CY16</b>
Gross Premium Written (GPW)	414	701	678
Net Premium Revenue (NPR)	354	562	529
Net Claims	(100)	(199)	(215)
UNDERWRITING (LOSS) / INCOME	34	40	117
Investment Income	12	14	13
Profit/ (Loss) from Window Takaful Operations	(13)	13	7
<b>(LOSS) / PROFIT BEFORE TAX</b>	<b>28</b>	<b>61</b>	<b>65</b>
<b>RATIO ANALYSIS - Conventional</b>	<b>9MCY18</b>	<b>CY17</b>	<b>31-Dec-16</b>
<b>Underwriting Results</b>			
Loss Ratio	28%	35%	41%
Combined Ratio	90%	93%	93%
<b>Performance</b>			
Operation Ratio	89%	91%	88%
Investment Yield	15%	6%	24%
<b>Liquidity &amp; Solvency</b>			
Liquidity Ratio - times	1.1	1.2	1.4

SPI Insurance Company Limited (SPI)



## INSURER FINANCIAL STRENGTH (IFS) RATING RATING SCALE & DEFINITIONS

Insurer Financial Strength (IFS) rating reflects forward-looking opinion on relative ability of the insurance company to meet policyholders and contractual obligations.

RATING SCALE	DEFINITION
<b>AAA</b>	<b>Exceptionally Strong.</b> Exceptionally strong capacity to meet policyholder and contract obligations. Risk factors are minimal and the impact of any adverse business and economic factors is expected to be extremely small.
<b>AA+</b> <b>AA</b> <b>AA-</b>	<b>Very Strong.</b> Very strong capacity to meet policyholder and contract obligations. Risk factors are modest, and the impact of any adverse business and economic factors is expected to be very small
<b>A+</b> <b>A</b> <b>A-</b>	<b>Strong.</b> Strong capacity to meet policyholder and contract obligations. Risk factors are moderate, and the impact of any adverse business and economic factors is expected to be small.
<b>BBB+</b> <b>BBB</b> <b>BBB-</b>	<b>Good.</b> Good capacity to meet policyholder and contract obligations. Although risk factors are somewhat high, and the impact of any adverse business and economic factors is expected to be manageable.
<b>BB+</b> <b>BB</b> <b>BB-</b>	<b>Moderately Weak.</b> Moderately weak with an uncertain capacity to meet policyholder and contract obligations. Though positive factors are present, overall risk factors are high, and the impact of any adverse business and economic factors is expected to be significant.
<b>B+</b> <b>B</b> <b>B-</b>	<b>Weak.</b> Weak capacity to meet policyholder and contract obligations. Risk factors are very high, and the impact of any adverse business and economic factors is expected to be very significant.
<b>CCC</b> <b>CC</b> <b>C</b>	<b>Very Weak.</b> Very weak with a very poor capacity to meet policyholder and contract obligations. 'CCC': Risk factors are extremely high, and the impact of any adverse business and economic factors is expected to be insurmountable. 'CC': Some form of insolvency or liquidity impairment appears probable. 'C': Insolvency or liquidity impairment appears imminent.
<b>D</b>	<b>Distressed</b> Extremely weak capacity with limited liquid assets to meet policyholders and contractual obligations, or subjected to some form of regulatory intervention and declared insolvent by the regulator.

<p><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'.</p>	<p><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.</p>	<p><b>Suspension</b> It is not possible to update an opinion due to lack of requisite information. Opinion should be resumed in foreseeable future, but may stay in abeyance for long. However, if this does not happen within six (6) months, the rating should be considered withdrawn.</p>	<p><b>Withdrawn</b> A rating is withdrawn on a) termination of rating mandate, b) cessation of underlying entity, or c) the rating remains suspended for six months.</p>
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**Disclaimer:** PACRA's IFS rating does not constitute any form of guarantee of the ability of the insurance company to meet policyholders' obligations; nor does it constitute a recommendation to effect or discontinue any policy of insurance. PACRA's rating 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.

### **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 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)

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

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