



The Pakistan Credit Rating Agency Limited

## Rating Report

### Narowal Energy Limited

#### Report Contents

1. Rating Analysis
2. Financial Information
3. Rating Scale
4. Regulatory and Supplementary Disclosure

#### Rating History

Dissemination Date	Long Term Rating	Short Term Rating	Outlook	Action	Rating Watch
27-Dec-2018	AA-	A1+	Stable	Maintain	-
11-Jul-2018	AA-	A1+	Stable	Initial	-

#### Rating Rationale and Key Rating Drivers

The ratings reflect strong business profile of Narowal Energy Limited emanating from the demand risk coverage under Power Purchase Agreement signed between CPPA-G and the Company. Meanwhile, the Implementation Agreement provides sovereign guarantee for cashflows, given adherence to agreed performance benchmarks (Availability: 88%, Efficiency: 45%). The Company continues to meet its performance benchmarks. Nevertheless, delayed payments from the power purchaser remained a challenge. The ratings incorporate low operational risk, a result of in-house O&M undertaken by Hub Power Services Limited (HPSL) – an associated company.

The Company's generation witnessed an increase in FY18 on the back of higher power demand by NTDC. Narowal Energy has been repaying its debt repayments (Principal and Markup) on time without availing benefit of forbearance period, facet of strong financial profile and working capital management. Sound financial profile of Hubco; the holding company, provides comfort to the ratings.

Adherence to good financial discipline towards both financial and commercial obligations would remain important. Meanwhile, upholding strong operational performance in line with agreed performance levels remain important. Because of the mounting receivables and consequent funding thereof from banking lines, remaining cushion in the available working capital facilities is limited, warranting management's immediate attention.

#### Disclosure

<b>Name of Rated Entity</b>	Narowal Energy Limited
<b>Type of Relationship</b>	Solicited
<b>Purpose of the Rating</b>	Entity Rating
<b>Applicable Criteria</b>	Methodology   Criteria   Rating Modifier(Jun-18),Methodology   Correlation Between Long-Term And Short-Term Rating Scale(Jun-18),Methodology   IPP (Jun-18)
<b>Related Research</b>	Sector Study   Power(Apr-18)
<b>Rating Analysts</b>	Faizan Arif   faizan.sufi@pacra.com   +92-42-35869504

## Profile

**Plant** Narowal Energy Limited (Narowal Energy) is a 225MW (gross) combined cycle thermal power plant, comprising 11 generating engines from MAN Diesel and one steam turbine from Dresser Rand.

**Tariff** The Company negotiated revision in generation tariff with National Electric Power Regulatory Authority (NEPRA) at the commercial operations date in June 2012. Generation levelized tariff for years 1-25 is US 18.6-cents/ KWh as approved by NEPRA.

**Return On Project** The dollar IRR of Narowal Energy Limited, as agreed with NEPRA, is 15%.

## Ownership

**Ownership Structure** Narowal Energy Limited is a 100% owned subsidiary of The Hub Power Company Limited (HUBCO). Mega Conglomerate Private Limited (19.4%) is the single largest shareholder of HUBCO, followed by Allied Bank Ltd (9.7%), Fauji Foundation (8.5%) and NBP (5%). The remaining shareholding is held by various Financial Institutions, Joint Stock Companies and Individuals respectively.

**Stability** Stability in the IPPs is drawn from the agreements signed between the company and power purchaser. However, sponsors association with HUBCO, Mega Conglomerate, Allied Bank & Fauji Foundation will continue to provide comfort.

**Business Acumen** Sponsor groups have significant experience in energy, cement, dairy, real estate and finance sector.

**Financial Strength** The financial strength of the sponsors is considered strong as the sponsors have well diversified profitable businesses.

## Governance

**Board Structure** Narowal Energy's board of directors comprises of four Directors, including the CEO. The members of the Board are representatives of HUBCO. Mr. Khalid Mansoor, CEO of the Company, is also the chairman of Narowal Energy.

**Members' Profile** HUBCO's strong professional profile assists the management in terms of strategic guidance and implementation of strong control framework.

**Board Effectiveness** The experiences of board will help guiding the management in developing effective operational and financial policies. No Board Committee is formed by the Board.

**Financial Transparency** Deloitte Yousaf Adil Chartered Accountants is the external auditor of Narowal Energy and the auditor has given unqualified report on the financial statements for the year ending June 2018.

## Management

**Organizational Structure** Narowal Energy has a lean organizational structure with an efficient management team. The management control of the Narowal Energy vests with Mr. Khalid Mansoor, the CEO.

**Management Team** Mr. Khalid Mansoor, the CEO carries with him over three decades of experience in Energy & Petrochemical sectors in leading roles for mega size projects development, execution, management and operations. He is supported by a team of experienced professionals having relevant skills and expertise in their respective fields.

**Effectiveness** Narowal Energy's management effectiveness plays a significant role in empowering the organization through positive results, which has made decision making process systematic.

**Control Environment** Narowal Energy has in place an efficient MIS reporting system for its operations. The system generates real-time plant production data, enabling efficient monitoring and timely decision making.

## Operational Risk

**Power Purchase Agreement** Narowal Energy's key source of earnings is the revenue generated through sale of electricity to the power purchaser, CPPA-G. The Company will receive the capacity payments if it is at the benchmark availability and is ready to provide electricity, even if no purchase order is placed by Power Purchaser.

**Operation And Maintenance** O&M of Narowal Energy has been outsourced to Narowal Energy's associate Hub Power Services Limited (Hub Power Service). Hub Power Service is 100% owned subsidiary of Hubco incorporated to manage the O&M of HUBCO's power plants.

**Resource Risk** Bakri Trading Company is the fuel supplier for Narowal Plant. The agreed credit period is 30 days, but owing to better supplier relationship the Company can avail credit period of more than 30 days if required.

**Insurance Cover** Narowal Energy Limited has adequate insurance coverage for property damage and business interruption. The insured values for damages include a property damage cover (upto USD 302mln) & business interruption cover (up to PKR 67mln).

## Performance Risk

**Industry Dynamics** Pakistan total power generation is increasing on the back of new power projects under CPEC. Going forward, cheap renewable electricity will be a challenge to viability of thermal power plants. During FY18, there has been a growth of ~30% in the actual power generation. Moreover, there has been an increase of ~18% in the installed capacity as at end-Jun18 to 32,613MW (FY17: 27,703MW).

**Generation** During FY18, electricity generation increased to 1200GWh (FY17: 340GWh). Generation was higher on account of high demanded load by CPPA-G and plant availability. As of end-Sep18, Company has generated 30GWh of electricity with plant availability of 93% and efficiency factor of 45%.

**Performance Benchmark** During FY18, revenue has been increased on account of higher power generation, which in turn translate into better profitability (FY18: PKR 2,857mln; FY17: PKR 2,000mln). Company's bottom line as of end-Sep18 stood at PKR 948mln (end-Sep17: PKR 461mln) with Gross margin standing at 22.4%.

## Financial Risk

**Financing Structure Analysis** Narowal plant's capital structure comprises 30% equity and 70% debt. Narowal Energy has paid 33 installments of its project debt till Oct 2018. The project debt will be totally paid by 2020. The outstanding balance as of date stands at PKR 5,168mln. Company has also secured a long term finance facility of PKR 3,100mln to fund the cost overrun of Narowal Power plant. The loan is repayable in 16 installments, as of date the outstanding balance of the respective loan stands at PKR 2,244mln.

**Liquidity Profile** At end-Sept18, total receivables of the company stood at PKR 15,279mln (FY18: PKR 13,577mln). As circular debt continues to be an issue for companies operating in power sector. Consequently, IPPs have to manage their liquidity requirements from partially from short-term borrowings and internal cash generation.

**Working Capital Financing** Cash cycle days have decreased to 255 days in FY18 (FY17: 762 days) on account of decrease in receivable days (FY18: 272 days, FY17: 767 days) a facet of early payments recovery from CPPA-G. Cash cycle and receivables days as of end-Sep18 stood at 208 days & 236 days respectively. To bridge the working capital requirements, the company has procured short term lines of PKR 8,550mln out of which ~95% were utilized as at 3MFY19.

**Cash Flow Analysis** Despite the increase in FCFO, interest coverage remained stagnant on YoY basis (FCFO / Gross interest: FY18: 0.5x; FY17: 0.4x) on account of higher interest expense and current maturity of Long term debt. Free cash flows as of end-Sep18 stood at PKR 1,556mln with interest coverage (FCFO / Gross interest) standing at 0.04x.

**Capitalization** Narowal Energy has a moderately leveraged capital structure (FY18: 50.3%; FY17: 55.2%). Leveraging in Company's total capital structure as of end-Sep18 stood at 49%.



**Narowal Energy Limited**

<b>BALANCE SHEET</b>	<b>30-Sep-18</b>	<b>30-Jun-18</b>	<b>30-Jun-17</b>
	<b>3M</b>	<b>Annual</b>	<b>Annual</b>
<b>Non-Current Assets</b>	<b>16,042</b>	<b>16,292</b>	<b>17,237</b>
<b>Current Assets</b>	<b>18,294</b>	<b>16,437</b>	<b>12,696</b>
Inventory	1,632	1,784	1,802
Trade Receivables	15,279	13,578	9,950
Other Current Assets	1,021	875	554
Cash & Bank Balances	362	199	391
<b>Total Assets</b>	<b>34,336</b>	<b>32,729</b>	<b>29,934</b>
<b>Debt</b>	<b>15,889</b>	<b>15,522</b>	<b>15,847</b>
Short-term	8,095	7,029	4,756
Long-term (Incl. Current Maturity of long-term debt)	7,794	8,493	11,091
Other Short term liabilities (inclusive of trade payables)	2,184	1,892	1,207
Other Long term Liabilities	-	-	-
<b>Shareholder's Equity</b>	<b>16,263</b>	<b>15,316</b>	<b>12,880</b>
<b>Total Liabilities &amp; Equity</b>	<b>34,336</b>	<b>32,729</b>	<b>29,934</b>

**INCOME STATEMENT**

<b>Turnover</b>	<b>5,907</b>	<b>18,220</b>	<b>4,735</b>
Gross Profit	1,320	4,330	1,260
Operating Expenses	(19)	(146)	(98)
Interest Expense/Income	(355)	(1,330)	(348)
<b>Net Income</b>	<b>948</b>	<b>2,857</b>	<b>814</b>

**Cashflow Statement**

Free Cashflow from Operations (FCFO)	1,556	5,141	1,406
Net Cash changes in Working Capital	(1,417)	(3,220)	(1,096)
Net Cash from Operating Activities	(194)	654	(16)
Net Cash from Investing Activities	(0)	(55)	(68)
Net Cash from Financing Activities	357	(790)	4,033
Net Cash generated during the period	162	(191)	3,949

**Ratio Analysis**

<b>Performance</b>			
Turnover Growth	75.1%	284.8%	-16.5%
Gross Margin	22.4%	23.8%	26.6%
Net Margin	16.0%	15.7%	17.2%
ROE	5.8%	18.6%	6.3%
<b>Coverages</b>			
Debt Service Coverage (X) (FCFO/Gross Interest+CMLTD)	0.8	1.8	0.9
Interest Coverage (X) (FCFO/Gross Interest)	4.4	3.9	4.0
FCFO Pre-WC/Gross interest+CMLTD	0.7	2.1	0.7
FCFO POST-WC/Gross interest+CMLTD	0.04	0.5	0.1
<b>Liquidity</b>			
Net Cash Cycle (Inventory Days + Receivable Days - Payable Days)	209	255	763
<b>Capital Structure</b>			
Net Debt/Net Debt+Equity	49.4%	50.3%	55.2%

\* Plant was demerged from HUBCO in March 2017 so turnover growth cannot be calculated.

## 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.

### **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)

### **Proprietary Information**

(23) All information contained herein is considered proprietary by PACRA. Hence, none of the information in this document can be copied or, otherwise reproduced, stored or disseminated in whole or in part in any form or by any means whatsoever by any person without PACRA's prior written consent