



The Pakistan Credit Rating Agency Limited

## Rating Report

### Secure Logistics Group (Pvt.) 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
15-Oct-2021	A	A2	Stable	Upgrade	-
03-Apr-2021	A-	A2	Stable	Maintain	-
03-Apr-2020	A-	A2	Stable	Initial	-

#### Rating Rationale and Key Rating Drivers

Secure Logistics Group (Private) Limited is a growing company engaged in logistics, vehicle management and tracking services. The company has expanded its operations especially in the fleet management domain. The number of vehicles has increased while diversification in terms of type of services have been achieved. The expansion strategy is expected to continue. This was enabled by the vision of the management, which helped in the garnering of fresh capital from known investment houses. Post Covid situation has boosted almost all sectors of the economy. With the resumption of all economic activities, fleet movability has also enhanced, it impacted positively on the company's profitability. The future is prosperous, of which the implications are being evaluated. The management has a conservative appetite as to borrowings. Having further clarity as to this is also considered positive. The envisaged path is growth in both lines of business, with less reliance on the borrowed funds. Multiple initiatives are being taken to augment the governance and control environment. The governance framework took positive direction as the representative of other shareholders joined the board. The Company is also looking towards stock exchange listing in future which augurs well with growth strategy. The risk absorption capacity and liquidity are expected to help the company in the days to come which is a positive sign for ratings.

The sector is, however, constrained by the inherent limitations pertaining to the logistics industry emanating from the fragmented nature of the sector and dependence on economic activity. The company has ventured into new segments especially related to warehousing facilities which will further diversify the revenue base while increased business in the form of new clients is on the horizon. The growth path is defined and ambitious, however, the management is confident to achieve it. The ratings are dependent on sustained business profile while ensuring profitability, enhanced corporate governance and control environment. The upholding of fiscal discipline is an essential feature.

#### Disclosure

<b>Name of Rated Entity</b>	Secure Logistics Group (Pvt.) Limited
<b>Type of Relationship</b>	Solicited
<b>Purpose of the Rating</b>	Entity Rating
<b>Applicable Criteria</b>	Methodology   Corporate Rating(Jun-21),Criteria   Correlation Between Long-term & Short-term Rating Scales(Jun-21),Criteria   Rating Modifiers(Jun-21)
<b>Related Research</b>	Sector Study   Trucks & Buses(Dec-20)
<b>Rating Analysts</b>	Kanwal Ejaz   kanwal.ejaz@pacra.com   +92-42-35869504

## Profile

**Legal Structure** Secure Logistics Group (Private) Limited (SLG) is a privately owned company, it commenced its operations in 2013.  
**Background** Commencing from the security business in 2013, the company eventually expanded into the provision of logistics and tracking.  
**Operations** Secure Logistics Group (Private) Limited (SLG) provides logistics, fleet management and vehicle tracking services to leading corporate clients, financial institutions, insurance companies and multinationals.

## Ownership

**Ownership Structure** The sponsors, Mr. Pervaiz Khan, Mr. Gulraiz Khan and Ms. Afshan Nasir cumulatively own ~74% of the shareholding. The remaining shareholding is held by Karandaa Pakistan and Saudi Bugshan Group in equal proportion.  
**Stability** Mr. Gulraiz Khan, Chief Executive Officer, has been associated with the company since inception and was joined by Mr. Pervaiz Khan during 2014. The shareholding structure has remained stable.  
**Business Acumen** The Company has established itself as an emerging presence in the logistics and tracking sector, garnering the notable corporate clients. Furthermore, it is expected to extend its footprints into new sectors  
**Financial Strength** The owners of the company do not own any other investments. The injection of equity from foreign entities has bolstered the financial standing.

## Governance

**Board Structure** With the induction of new shareholders i.e. Saudi Bugshan Group and Karandaa Pakistan, the company will increase the size of its Board of Directors to a total of seven members. Currently among the members of the Board of Directors, there is an addition to the representatives of Saudi Bugshan Group and Karandaa Pakistan.  
**Members' Profile** Mr. Pervaiz Khan and Mr. Gulraiz Khan have extensive experience and knowledge of the industry. With the expansion of the board, they are aided by other board members who possess diverse industry experience. The Executive Chairman, Mr. Pervaiz Khan is a seasoned professional, holding three decades of experience in Public and Private sector, Investment banking and Energy companies.  
**Board Effectiveness** The Board comprises of professionals from varying backgrounds from Public and Private sectors each one contributing to his area of expertise.  
**Financial Transparency** The company's auditor, Horwath Hussain Chaudhury & Co, issued an unqualified audit report for CY20.

## Management

**Organizational Structure** The organizational structure is well segregated. The core operations report to Mr. Gulraiz Khan whereas the support functions of Finance, HR and IT report to Mr. Pervaiz Khan.  
**Management Team** The Chief Executive Officer, Mr. Gulraiz Khan is a former military personnel and holds a Master degree from United Kingdom and United States. He holds over twenty years of military and ten years of industry experience. The management team is a well experienced blend of professionals and have demonstrated commitment to the company, contributing positive synergies for organizational growth.  
**Effectiveness** SLG has its own set of SOPs with a good control environment. However, with the increase in the size of the company, the company's board is being expanded to strengthen the Corporate Governance structure. Internal audit function is also being formulated to ensure transparency and best practices in the day to day affairs of the Company.  
**MIS** There is an implementation of ERP, SAP- Business One in systems of the company since August 2020. The system has now the ability to generate various management reports on daily, weekly and monthly basis and will also integrate various businesses / functions.  
**Control Environment** SLG maintains a robust control environment documented through various manuals and stand-alone SOPs.

## Business Risk

**Industry Dynamics** The proposed infrastructure of road and rail that will be constructed under CPEC will be a game changer for the Logistics Sector of Pakistan while bringing in huge opportunities. As per China's vision to move 300-400 Million Tons per year from CPEC route in year 2030, long haulage will scale up considerably which will bring heightened opportunities. Developments of Industrial Parks and Special Economic Zones of CPEC would add to and further strengthen the road infrastructure facilitating the flow of the trucks from and to these SEZs. High population spread over vast territory of Pakistan signifies the importance of an efficient logistics system to ensure availability of goods and services to all and sundry living across the country. This has made the logistics industry an important contributor to the overall economy of Pakistan. Logistics industry of Pakistan is about 23% of the service sector and provides approximately 6% of the total employment.  
**Relative Position** Overall this industry is not fragmented and divided into an unorganized sector of 80%. While 20% of the market share is divided into major players like Agility, National Logistics Cell and Secure Logistics Group Pvt. Ltd. The company is an emerging player in fragmented logistics sector, garnering a decent foothold.  
**Revenues** During CY20, the company recorded a revenue of PKR 1,017mln, registering a growth up from PKR 940mln in the previous year. The company has contracts from large scale manufacturing corporate clients whereby it transports the goods either through bulk category or container category. The major corporates belong to cement, steel and packaging sector.  
**Margins** Gross margins reached to 32.7% in CY20 (CY19: 40.5%) . The operating margin was recorded at 23.5% while the net profit margin was recorded at 22.5%. The net profit showed continuous growth and was reported PKR 229mln (CY19 PKR 133mln).  
**Sustainability** SLG aims its transition into the 3PL model whereby it will provide distribution services to its existing and prospective clients. Furthermore, the company also aims to explore opportunities from CPEC. The recent round of capital raising is expected to be followed by an IPO in the coming years.

## Financial Risk

**Working Capital** Net working capital days of the company were recorded at negative 18 as at CY20 (CY19: negative10). while maintaining a current ratio of 2.5x. The company has running finance facilities from major banks in the country.  
**Coverages** Free Cash Flow from operations of the company stood at PKR 362mln in CY20 (CY19 422mln). The company's interest coverage ratio has reached to 7.6x times (CY19: Nil).  
**Capitalization** Capital structure of the company improved during CY20. Leveraging stood at 27% in CY20 (CY19: 54.6%). Total borrowing of the company stood at PKR 813mln as at CY20 (CY19: PKR1,151mln) Short term borrowings constitutes PKR 141mln which is 17% of the total borrowings in CY20 (CY19: PKR 8%)



Secure Logistics Group (Pvt.) Limited Logistics	Dec-20 12M	Dec-19 12M	Dec-18 12M
--	---------------	---------------	---------------

**A BALANCE SHEET**

1 Non-Current Assets	2,710	1,795	1,022
2 Investments	-	-	-
3 Related Party Exposure	188	277	227
4 Current Assets	527	480	209
<i>a Inventories</i>	-	-	-
<i>b Trade Receivables</i>	70	152	75
<b>5 Total Assets</b>	<b>3,425</b>	<b>2,552</b>	<b>1,457</b>
6 Current Liabilities	210	384	144
<i>a Trade Payables</i>	92	229	49
7 Borrowings	813	1,151	473
8 Related Party Exposure	178	123	82
9 Non-Current Liabilities	27	6	1
<b>10 Net Assets</b>	<b>2,197</b>	<b>888</b>	<b>757</b>
<b>11 Shareholders' Equity</b>	<b>2,197</b>	<b>888</b>	<b>757</b>

**B INCOME STATEMENT**

1 Sales	1,017	940	410
<i>a Cost of Good Sold</i>	(684)	(559)	(188)
<b>2 Gross Profit</b>	<b>333</b>	<b>380</b>	<b>222</b>
<i>a Operating Expenses</i>	(93)	(140)	(46)
<b>3 Operating Profit</b>	<b>239</b>	<b>240</b>	<b>176</b>
<i>a Non Operating Income or (Expense)</i>	106	59	8
<b>4 Profit or (Loss) before Interest and Tax</b>	<b>345</b>	<b>299</b>	<b>184</b>
<i>a Total Finance Cost</i>	(89)	(128)	(42)
<i>b Taxation</i>	(27)	(37)	(14)
<b>6 Net Income Or (Loss)</b>	<b>229</b>	<b>133</b>	<b>129</b>

**C CASH FLOW STATEMENT**

<i>a Free Cash Flows from Operations (FCFO)</i>	362	422	197
<i>b Net Cash from Operating Activities before Working Capital Changes</i>	282	317	156
<i>c Changes in Working Capital</i>	(14)	(77)	25
<b>1 Net Cash provided by Operating Activities</b>	<b>268</b>	<b>240</b>	<b>181</b>
<b>2 Net Cash (Used in) or Available From Investing Activities</b>	<b>(1,031)</b>	<b>(854)</b>	<b>(155)</b>
<b>3 Net Cash (Used in) or Available From Financing Activities</b>	<b>737</b>	<b>585</b>	<b>(25)</b>
<b>4 Net Cash generated or (Used) during the period</b>	<b>(26)</b>	<b>(30)</b>	<b>1</b>

**D RATIO ANALYSIS**

<b>1 Performance</b>			
<i>a Sales Growth (for the period)</i>	8.2%	129.3%	1476.0%
<i>b Gross Profit Margin</i>	32.7%	40.5%	54.1%
<i>c Net Profit Margin</i>	22.5%	14.2%	31.4%
<i>d Cash Conversion Efficiency (FCFO adjusted for Working Capital/Sales)</i>	34.2%	36.7%	54.3%
<i>e Return on Equity [ Net Profit Margin * Asset Turnover * (Total Assets/Shareholders' Equity) ]</i>	11.9%	19.1%	16.9%
<b>2 Working Capital Management</b>			
<i>a Gross Working Capital (Average Days)</i>	40	44	69
<i>b Net Working Capital (Average Days)</i>	-18	-10	31
<i>c Current Ratio (Current Assets / Current Liabilities)</i>	2.5	1.2	1.5
<b>3 Coverages</b>			
<i>a EBITDA / Finance Cost</i>	7.6	N/A	5.4
<i>b FCFO / Finance Cost+CMLTB+Excess STB</i>	2.2	4.2	1.7
<i>c Debt Payback (Total Borrowings+Excess STB) / (FCFO-Finance Cost)</i>	2.2	2.5	2.6
<b>4 Capital Structure</b>			
<i>a Total Borrowings / (Total Borrowings+Shareholders' Equity)</i>	27.0%	56.4%	38.5%
<i>b Interest or Markup Payable (Days)</i>	205.9	N/A	0.0
<i>c Entity Average Borrowing Rate</i>	5.8%	0.0%	7.7%

**Credit Rating**

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.

Scale	Long-term Rating Definition
AAA	<b>Highest credit quality.</b> Lowest expectation of credit risk. Indicate exceptionally strong capacity for timely payment of financial commitments
AA+	
AA	<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.
AA-	
A+	
A	<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.
A-	
BBB+	
BBB	<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.
BBB-	
BB+	<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.
BB	
BB-	
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-	
CCC	
CC	<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.
C	
D	Obligations are currently in default.

Scale	Short-term Rating Definition
A1+	The highest capacity for timely repayment.
A1	A strong capacity for timely repayment.
A2	A satisfactory capacity for timely repayment. This may be susceptible to adverse changes in business, economic, or financial conditions.
A3	An adequate capacity for timely repayment. Such capacity is susceptible to adverse changes in business, economic, or financial conditions.
A4	The capacity for timely repayment is more susceptible to adverse changes in business, economic, or financial conditions. Liquidity may not be sufficient.



\*The correlation shown is indicative and, in certain cases, may not hold.

**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 some material identifiable event with indeterminable rating implications. 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 rating 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) the debt instrument is redeemed, c) the rating remains suspended for six months, d) the entity/issuer defaults., or/and e) 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.

**Surveillance.** Surveillance on a publicly disseminated rating opinion is carried out on an ongoing basis till it is formally suspended or withdrawn. A comprehensive surveillance of rating opinion is carried out at least once every six months. However, a rating opinion may be reviewed in the intervening period if it is necessitated by any material happening.

**Note.** This scale is applicable to the following methodology(s):

<p><b>Entities</b></p> <ul style="list-style-type: none"> <li>a) Broker Entity Rating</li> <li>b) Corporate Rating</li> <li>c) Financial Institution Rating</li> <li>d) Holding Company Rating</li> <li>e) Independent Power Producer Rating</li> <li>f) Microfinance Institution Rating</li> <li>g) Non-Banking Finance Companies (NBFCs) Rating</li> </ul>	<p><b>Instruments</b></p> <ul style="list-style-type: none"> <li>a) Basel III Compliant Debt Instrument Rating</li> <li>b) Debt Instrument Rating</li> <li>c) Sukuk Rating</li> </ul>
--	---

**Disclaimer:** PACRA has used due care in preparation of this document. Our information has been obtained from sources we consider to be reliable but its accuracy or completeness is not guaranteed. PACRA shall owe no liability whatsoever to any loss or damage caused by or resulting from any error in such information. Contents of PACRA documents may be used, with due care and in the right context, with credit to PACRA. Our reports and ratings constitute opinions, not recommendations to buy or to sell.

### **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