September 2026

MaVen

PAKISTAN DOWNSTREAM INTELLIGENCE

MOUNTAIN VENTURES
Scaling New Heights, Together



World Rankings

Both Fuels Climb

The Rs 107 Billion Quarter

Listed Sector Results

The Price of the Pipe

A tariff twice the road it replaces

Contents

Issued on 1 October 2026

3 **Executive Summary** — The Month the World Repriced Pakistan

4 **World Rankings** — Both Fuels Climb

PRICE TRENDS

5 The September Rally · **6** Where the Rupees Came From · **7** What the Litre Is Made Of

INDUSTRY PERFORMANCE

8 Monthly Performance · **9** Year to Date · **10** Inventories: Who Holds the Barrel

11 **The Quarter Before** — The Rs107 Billion Quarter

LEAD FEATURE

12 **The Price of the Pipe** — A tariff twice the road it replaces

13 Mountain Ventures · Contact · Disclaimer

The Month the World Repriced Pakistan

September was the steepest sustained rally since daily pricing began. Petrol rose Rs44.76 over the month to Rs387.54, peaking at Rs393.76 on the 22nd; diesel rose Rs31.83 to Rs402.24, peaking at Rs424.92 on the 18th and holding above Rs400 for nineteen consecutive calendar days. The decomposition is unambiguous: the international market explains almost the entire move on both products, with Dubai crude alone accounting for all of diesel's rise. Every regulated head stood still, the margins were unchanged, and the Rs80 Petroleum Levy passed through in full throughout.

The world Pakistan imported at those prices was a world at war. The June understanding on the Strait of Hormuz has collapsed: talks failed repeatedly through the month, a seven-day reopening proposal was rejected in its final week, and Brent ran from roughly $90 to $105 over September, touching $113 on the 9th. The IEA now expects global demand to fall 2.5 million barrels a day in 2026, with the squeeze most acute in middle distillates, which is why diesel led the rally at the pump. A country that prices daily imports the world daily; September was the month that stopped being an abstraction.

Relief, for the first time, moved from announcement to pump. The Prime Minister's Fuel Relief Scheme went live nationwide at midnight on 16–17 September: Rs100 per litre off petrol for motorcycles, rickshaws and cars up to 800cc, token-based, with the five-litre ceiling lifted on the 20th, SMS redemption added for stations without connectivity, and settlement to stations within twenty-four hours through the State Bank. The bulk of the station network is reported live. Two design choices will decide its verdict: the relief is petrol-only, while diesel is the product that spent the month above Rs400; and it is funded beside the price build-up rather than inside it, so the notified price this report tracks is unchanged by it.

The stock position moved with the price: diesel cover ended the month at 36 days against 52 at end-August, with petrol steady at 22. And the listed sector entered this quarter having just swung Rs107 billion in the last one, our results page shows both halves. The world tables complete the picture: in one month Pakistani petrol moved sixteen places up the cheapest-first rankings and diesel seven, without a single change in any domestically decided head.

Rs424.92
DIESEL PEAK, 18 SEPTEMBER

19 days
CONSECUTIVE CALENDAR DAYS OF DIESEL ABOVE RS400

▲16 places
PETROL'S ONE-MONTH MOVE UP THE WORLD RANKINGS

Both Fuels Climb

Pakistan against 170 economies, cheapest first. In one month petrol moved sixteen places up the table and diesel seven.

PETROL — #63 OF 170 ▲16 FROM #47

COUNTRY	RS / LITRE
Panama	383.37
Fiji	383.78
Pakistan	387.54
Saint Lucia	388.95
South Korea	391.21

Pakistani petrol is now dearer than American (Rs351.73), Chinese (Rs367.78) and Indian (Rs315.00) petrol, comparisons that were reversed as recently as July.

DIESEL — #72 OF 169 ▲7 FROM #65

COUNTRY	RS / LITRE
Lebanon	396.88
Cameroon	401.12
Pakistan	402.24
Sri Lanka	402.44
Uruguay	405.48

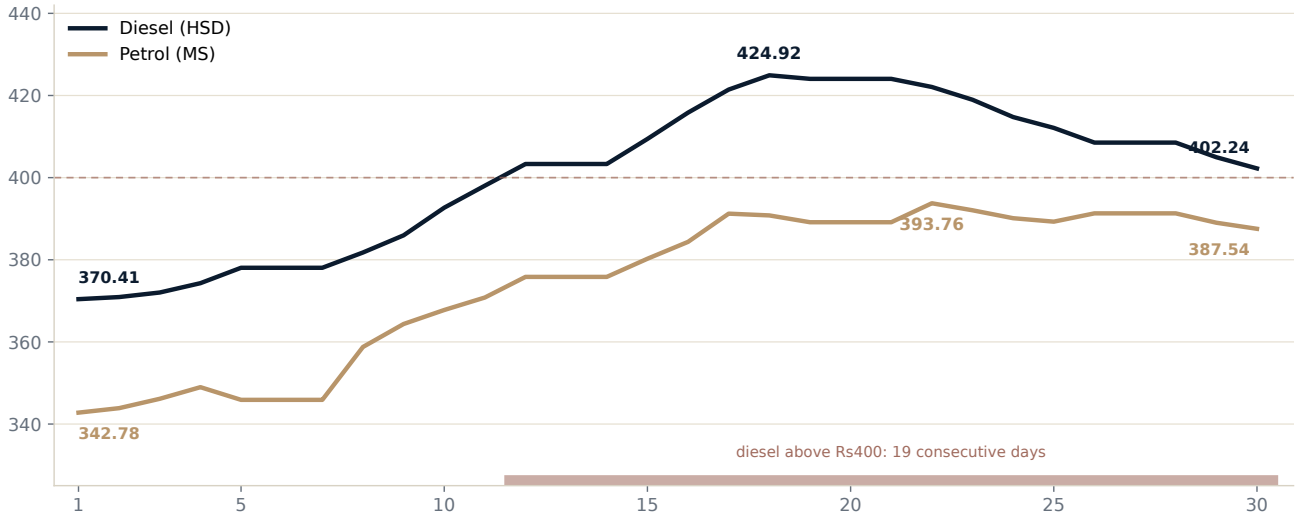
Indian diesel at Rs284.51 is now Rs120 per litre cheaper than Pakistani; Bangladeshi Rs304.65, Chinese Rs329.26. American diesel, at Rs477.75, remains dearer, the comparison that keeps the table honest.

> The move is the story, not the seat. Rankings drift a place or two on exchange rates every month; a sixteen-place move in thirty days is a repricing event, driven entirely by the pass-through of a war-priced international market.

Prices in Pakistani rupees per litre, cheapest first; Pakistan seated at the 30 September closing price. Source: GlobalPetrolPrices.com data supplied 29 September; Mountain Ventures analysis.

The September Rally

> *Every calendar day of the month, each notification carried through the days it covers. Diesel spent nineteen straight days above Rs400.*



September 2026 — every calendar day; weekend days carry the covering notification

The shape is an arc. Both products climbed to mid-month peaks, diesel Rs424.92 on the 18th, petrol Rs393.76 on the 22nd, then eased into the close as the international averages turned. On the day-weighted basis the month averaged Rs374.61 for petrol and Rs401.16 for diesel: the average litre of diesel sold in September was itself above the Rs400 line.

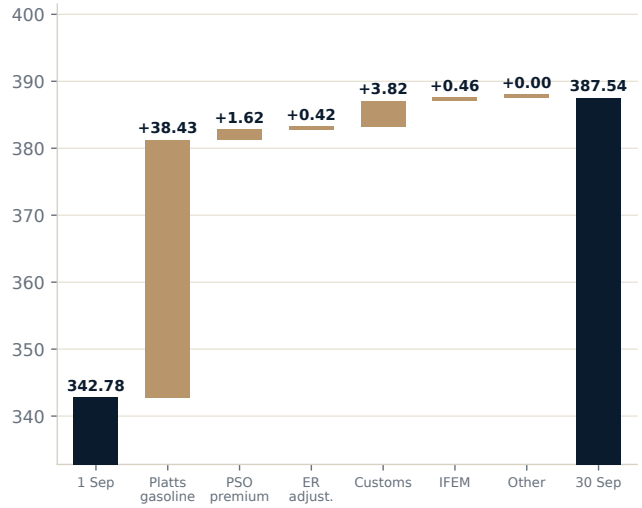
What did not move is as informative. The Petroleum Levy held at Rs80 throughout, the OMC margin at Rs7.87, the dealer margin at Rs9.98. The notified price absorbed the world in full; relief was routed instead through the separately funded scheme that went live at the pumps mid-month. The month closed lower: the final notification trimmed Rs1.49 from petrol and Rs2.73 from diesel, both products easing with the international averages while remaining, in diesel's case, above the Rs400 line to the last day.

Source: OGRA / Petroleum Division daily notifications, verified by Mountain Ventures to within Rs0.02. Saturday-effective notifications cover Saturday to Monday.

Where the Rupees Came From

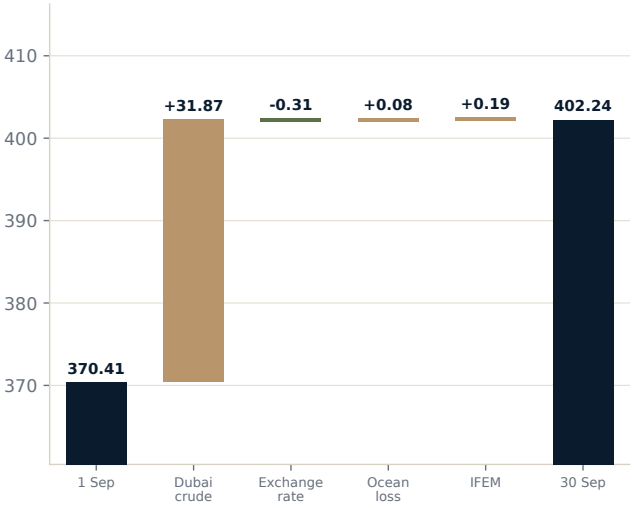
Decomposition of the full-month movement, 1 to 30 September.

PETROL +RS44.76



Petrol's rise is Platts gasoline plus the cargo heads: Rs38.43 of market, Rs3.82 of customs as the import mix rolled, Rs1.62 of premium, and small change elsewhere. Diesel is starker still: Dubai crude contributed Rs31.87 against a total move of Rs31.83, the reference crude explaining slightly more than the entire change, with the exchange rate, ocean losses and IFEM netting to a four-paisa offset between them.

DIESEL +RS31.83

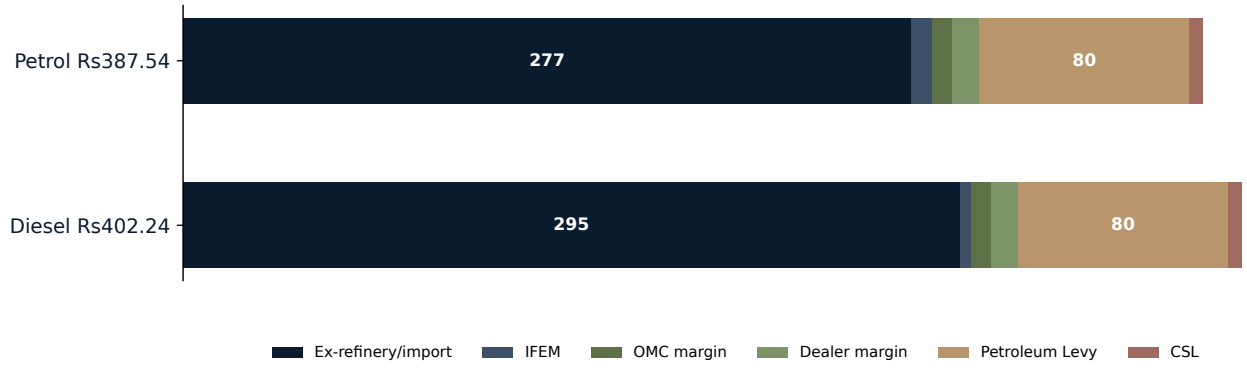


These bridges are the global paragraph of the summary made arithmetic. A war-priced international market passed through a daily mechanism, and nothing domestic absorbed any of it: no levy adjustment, no margin change, no smoothing. The bridges close to the published totals exactly, which is the point of publishing them; when a rupee appears in a Pakistani fuel price, this page says where it came from.

Converted at the closing SBP average rate. Source: Petroleum Division notifications; Mountain Ventures analysis.

What the Litre Is Made Of

Month-end composition of both products: the import parity the world sets, and the heads the state sets.



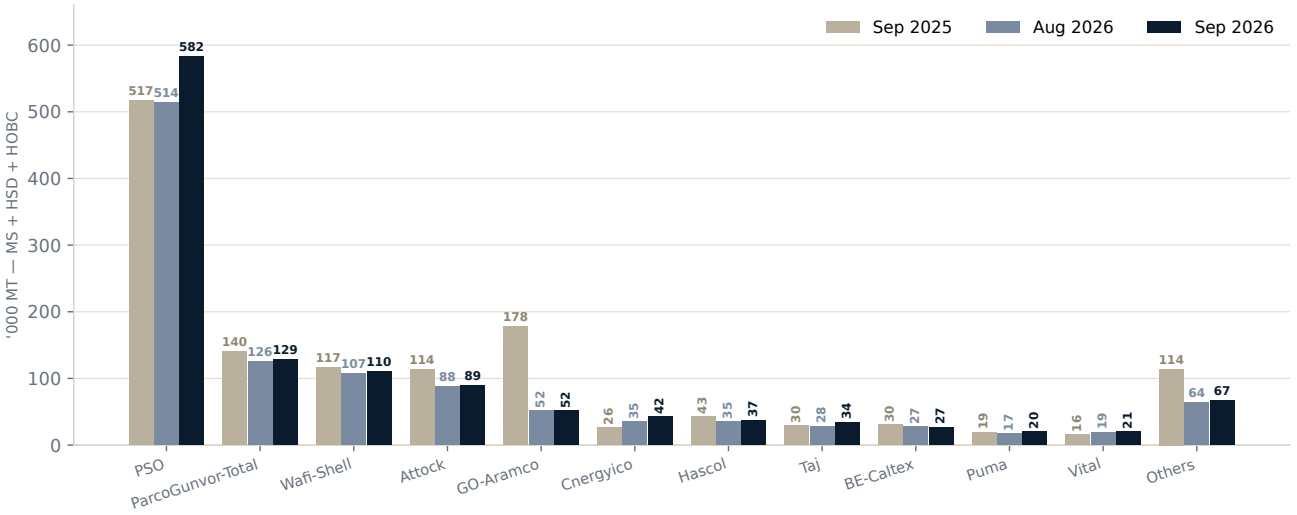
At the month-end prices the structure reads cleanly. The ex-refinery cost, the part the international market writes, is Rs276.78 of petrol and Rs295.24 of diesel, 71 and 73 per cent of the pump price respectively. The fixed heads stack on top: IFEM at Rs7.91 and Rs4.15, the OMC margin at Rs7.87, the dealer margin at Rs9.98, and the state's Rs85, being the Rs80 Petroleum Levy and Rs5 Climate Support Levy.

Two readings follow. The state's take is 21.9 per cent of the petrol price and 21.1 per cent of diesel, unchanged in rupees all month, which is why the rally passed through at full strength. And the two margins that remunerate the entire supply chain, Rs17.85 per litre combined, are fixed in rupees while the value of the litre they handle rose thirteen per cent in a month: the working-capital arithmetic behind the results on our sector page.

Month-end composition at 30 September prices. Source: Petroleum Division notifications; Mountain Ventures analysis.

Monthly Performance

Gasoline, gasoil and hi-octane volumes by company: September against the prior month and the same month last year.



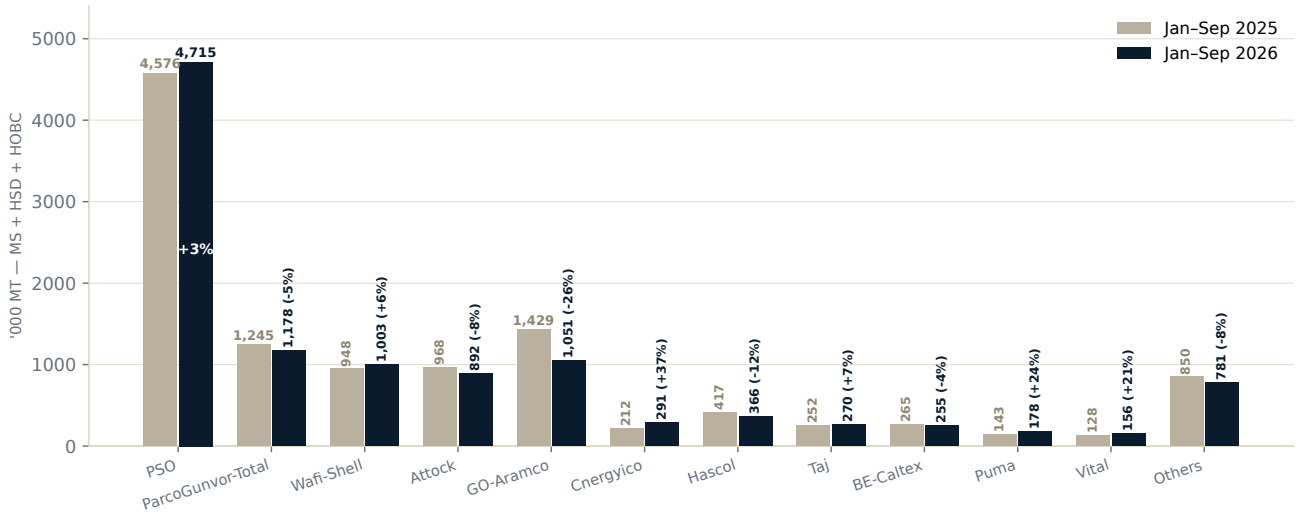
September grosses to roughly 1.21 million tonnes, ahead of August's 1.11 but 10 per cent behind September 2025's 1.34. PSO carried the month: 583 thousand tonnes, up 14 per cent on August and ahead of last year, out-selling the next four companies combined and taking 48.1 per cent of the market. Most of the field held its August shape, with Cnergyico, Taj and Puma adding volume on the month, and Vital, the year's fastest riser after Cnergyico, enters the table as an eleventh name having edged past Puma in September.

The year-on-year column tells the harder story. ParcoGunvor-Total, Wafi-Shell, Attock and Hascol all sit below September 2025, and GO-Aramco's 52 thousand tonnes compares with 178 a year ago: a company that entered the year selling 175 thousand tonnes a month has declined in almost every month since, from the market's second-largest marketer to its fifth. The smaller-marketer tail has thinned too, from 114 thousand tonnes to 67.

September 2026 grossed ×30/29 from the OCAC daily position of 29 September; August 2026 per DSSP of 1 September; ten non-reporting non-member OMCs estimated at their declared PR demand adjusted by reporting companies' actual-to-plan ratios per product, consistent with prior editions; September 2025 per OCAC monthly data. Source: OCAC; Mountain Ventures estimates.

Year to Date

Cumulative January–September volumes against the same nine months of 2025.



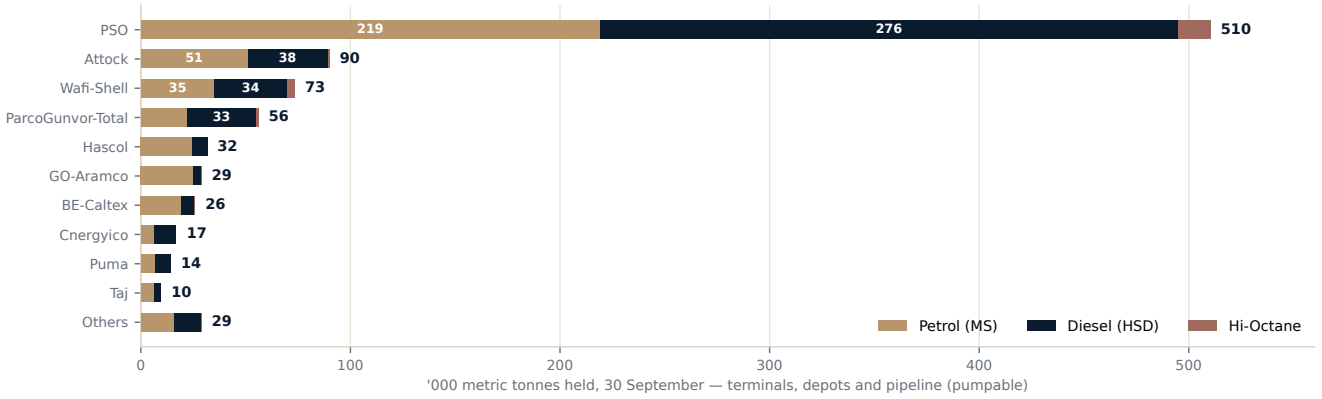
Nine months in, the white-oil market stands at 11.14 million tonnes, 2.6 per cent behind the 11.43 million of January–September 2025. The contraction is not evenly shared. PSO is 3 per cent ahead at 4.72 million tonnes, Wafi-Shell has added volume, and Cnergyico's marketing arm is 37 per cent up on a small base; ParcoGunvor-Total, Attock and Hascol are each high-single-digit to low-double-digit behind.

GO-Aramco accounts for the bulk of the market's entire decline on its own: 1.05 million tonnes against 1.43, a fall of 378 thousand tonnes in a market down 297. Strip GO-Aramco out and the rest of the industry is marginally ahead of last year, which reframes the national demand question as, in large part, a single-company redistribution still working its way through the rankings.

2026 comprises OCAC monthly data January–July, the DSSP-reported August, and September grossed ×30/29 from the 29-day position, with non-reporting non-members estimated from declared PR demand as on the previous page; 2025 per OCAC monthly data. Source: OCAC; Mountain Ventures estimates.

Who Holds the Barrel

The nation's 1.14 million tonnes of white-oil stock, company by company: terminals, depots and the pipeline, at the month-end close of 30 September.



STOCK BY COMPANY, '000 MT

COMPANY	PETROL	DIESEL	HI-OCT.	OF WHICH PIPELINE	TOTAL
PSO	219.2	275.6	15.5	104.4	**510.4**
Attock	51.0	38.1	0.9	42.6	**90.0**
Wafi-Shell	35.2	34.5	3.7	7.4	**73.3**
ParcoGunvor-Total	22.2	32.6	1.3	10.6	**56.2**
Hascol	24.4	7.2	0.0	10.4	**31.7**
GO-Aramco	24.9	3.9	0.1	0.4	**28.9**
BE-Caltex	19.2	6.5	0.1	7.8	**25.9**
Cnergyico	6.5	10.4	0.0	2.2	**16.9**
Puma	7.0	7.2	0.0	1.8	**14.3**
Taj	6.6	3.0	0.0	3.0	**9.6**
Others (23 OMCs)	16.2	12.7	0.0	0.0	**28.8**
Refineries	37.4	133.0	1.8	–	**172.2**
PARCO system, deliverable	13.6	65.1	–	78.7	**78.7**
National total	**483.4**	**630.0**	**23.5**		**1136.9**
PAPCO DEAD STOCK — EXCLUDED FROM THE FIGURES ABOVE, PER OCAC TREATMENT					
PSO	50.5	73.1	–	123.6	**123.6**
GO-Aramco	30.7	23.2	–	53.9	**53.9**
Attock	14.0	13.2	–	27.2	**27.2**
Wafi-Shell	14.0	7.7	–	21.8	**21.8**
ParcoGunvor-Total	14.0	2.1	–	16.1	**16.1**
Hascol	6.1	3.4	–	9.5	**9.5**
BE-Caltex	5.5	2.8	–	8.3	**8.3**
Other shippers	7.5	16.1	–	23.6	**23.6**
Dead stock total (excluded)	**142.3**	**141.6**	**–**	**283.9**	**283.9**

THREE READINGS

Concentration. PSO holds 510 of the 886 thousand tonnes in OMC hands, 58 per cent, and its diesel position alone, 276 thousand tonnes, is nearly two-thirds of all marketer-held diesel; the next holder, Attock, has 38. The inventory that prices the country's risk sits overwhelmingly on one balance sheet.

The pipeline is a warehouse. A fifth of OMC stock, 194 thousand tonnes, is line-fill and tank stock inside the PAPCO system. Attock keeps 43 of its 90 thousand tonnes there, financing distribution and storage in one asset; GO-Aramco's 29 thousand tonnes include just 400 tonnes of pipeline stock, an inventory posture that matches its retreat in the sales tables.

Thin tails. Below the top four, holdings fall away quickly: Hascol carries seven thousand tonnes of diesel nationally, and twenty-three smaller marketers together hold twenty-nine. In days terms the system stands at roughly 22 for petrol, 36 for diesel and 51 for hi-octane.

Per-OMC stocks: Karachi terminals (Keamari, Port Qasim/ZOT, Korangi, Hub), upcountry depots, and PAPCO pipeline pumpable stock attributed to shippers; dead stock, line-fill that cannot be delivered, is shown separately below the total and excluded from all figures above, per OCAC treatment. Refineries and PARCO-system deliverable stocks are system-level. Source: OCAC DSSP of 30 September; Mountain Ventures analysis.

The Rs107 Billion Quarter

The nine listed downstream companies earned Rs82 billion in the March quarter and lost Rs25 billion in the June quarter. Nothing about their operations changed. The price of oil did.

RS BN, STANDALONE PAT	JAN–MAR	APR–JUN	SWING
Attock Refinery	11.34	**5.74**	−5.60
Pakistan Refinery	9.90	**3.70**	−6.20
Attock Petroleum	8.34	**2.19**	−6.15
Sitara Petroleum †	1.69	**0.57**	−1.12
Wafi Energy (Shell)	2.16	**(0.64)**	−2.80
National Refinery	7.30	**(2.90)**	−10.20
Hascol Petroleum	0.45	**(3.59)**	−4.04
Cnergyico	14.74	**(6.95)**	−21.69
Pakistan State Oil	25.99	**(23.10)**	−49.09
Listed sector	**81.91**	**(24.98)**	**−106.89**

† Listed May 2026; a fuel-trading, dealership and logistics network rather than a licensed OMC.

Standalone PAT. June-quarter figures for June year-ends derived as full-year less nine-month reported results; Wafi and Hascol are December year-ends (Q1/Q2 shown). PRL is 63.6% PSO-owned. Sources: PSX filings, company accounts, PACRA; sector gross profit per Arif Habib Limited; price path per US EIA. Figures verified by Mountain Ventures.

The two quarters were the two halves of one event. Through the Hormuz crisis, crude and product prices spiked and every barrel in tank or on the water appreciated: the March quarter's Rs82 billion was substantially that appreciation, booked as profit. Then, between mid-May and the 17 June memorandum reopening the Strait, prices fell by more than a dollar a barrel per day, and the same inventories were marked back down. Sector gross profit collapsed from Rs72 billion to Rs8 billion in a quarter in which revenue rose 27 per cent. Ninety days separated the best quarter in the sector's recent history from one of its worst, and no company's operations changed in between.

What ranked the nine was exposure, not competence: how many days of priced barrels each held, and how far from home. PSO, sole state importer, carries the country's largest terminal stocks and cargo book; the weeks of diesel cover it bought near the peak produced a gross loss and a Rs49 billion swing, and a material share of that is the cost of holding the national inventory cushion in a falling market, a public function booked as a corporate result. Cnergyico and National Refinery, both running imported crude on lengthened routes, gave back Rs22 billion and Rs10 billion of their windfalls respectively. Hascol's smaller swing lands hardest: with half-year finance costs of Rs3.4 billion against Rs1.2 billion of gross profit, the balance sheet loses money before a litre moves.

The profitable four are structurally short. Attock Refinery runs indigenous crude with no ocean leg and a cost base that repriced with the market, keeping the era's doubled distillate cracks; Attock Petroleum lifts from the refinery next door on lean storage and no debt; Pakistan Refinery sells at ex-refinery prices while its parent carries the marketing inventory; and Sitara's dealer network holds throughput, not barrels, so it felt the quarter through volumes alone. The readings that carry forward: an industry that swings Rs107 billion on price direction has no volatility buffer in its fixed rupee margins, which is what Rs66.7 billion of unpaid claims and an unrevised margin are failing to fund; and the September quarter has run the film backwards, so when December's accounts show these companies restored, read it as this table's mirror, not recovery.

The Price of the Pipe

A $432 million pipeline has asked its regulator for a four-year payback, recovered in dollars. The year-one tariff would cost roughly twice the road transport it replaces, and on the petition's own numbers the pipe does not beat the tanker until the mid-2030s.

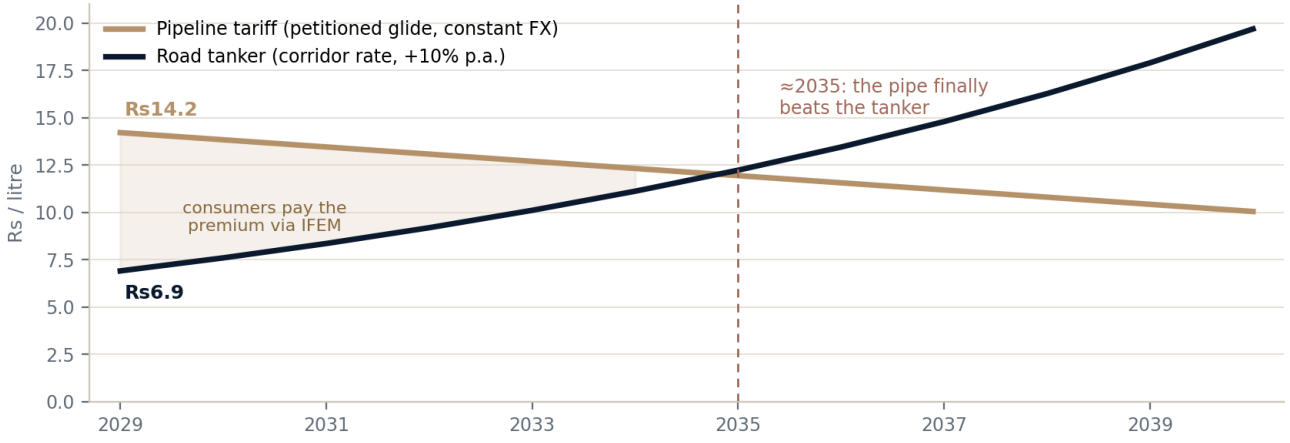
PIPELINE TARIFF, YEAR ONE (2029)
Rs14/litre
$64 per tonne, dollar-denominated, at today's exchange rate

2×

ROAD TANKER, SAME CORRIDOR (2029)
Rs7/litre
Current IFEM-reimbursed corridor rate, escalated at 10% per annum

Frontier Oil Company, the FWO, PSO and SOCAR joint venture behind the 437km Faisalabad–Thalian–Tarujabba white oil pipeline, has petitioned OGRA for a guaranteed, dollar-denominated tariff recovering its $432 million investment within four years. The tariff opens at $64 per tonne in 2029 and declines to $14.5 by 2058, with the line declared the default mode of transportation, OMCs committed to minimum annual volumes, and any shortfall recovered through IFEM. MaVen has argued the pipeline imperative for as long as this publication has existed: moving petrol and diesel off the roads is right on safety, on losses and on cost. But the case rests on one premise, that the pipe is cheaper than the tanker, and in year one this one is not. It is roughly double, and the tariff that would merely match the escalated road rate is about $31 per tonne, half of what is sought.

The chart below is the petition reduced to geometry. On the petitioned glide path and an unchanged exchange rate, the descending tariff does not cross the rising road rate until around 2035: six years in which the default mode of transportation costs more than the mode it replaced, with the difference, the shaded wedge, funded by every consumer in the country through IFEM. And the crossing is optimistic, because the tariff is dollar-linked while the road rate is not; each year of rupee depreciation pushes the crossing later. A tariff exceeding the mode it replaces is not recovering transport cost but a financing structure: guaranteed dollar returns, socialised volume risk, capacity payments by another name, an arrangement familiar to anyone who has studied the power sector. The volume assumption compounds it: section one's economics require near-full utilisation of a seven-million-tonne nameplate from a petrol pool electrification has begun to erode. If the volumes do not come, ship-or-pay ensures consumers fund the gap regardless.



Petitioned tariff interpolated between its 2029 and 2058 endpoints, converted at Rs277.5/US$ and 1,250 litres per tonne; road rate Rs5.18/litre (Machike–Tarujabba, IFEM-reimbursed) escalated at 10% per annum. Constant exchange rate; rupee depreciation moves the crossing later.

The question before the regulator is not whether Pakistan needs pipelines. It is this: at what tariff does the default mode of transportation stop being a saving, and who pays until it becomes one?

Mountain Ventures

> *Following the barrel from the refinery gate to the capital market.*

Mountain Ventures is an investment and advisory practice founded by partners with deep expertise in oil & gas, energy transition, and technology. The firm has executed landmark transactions in Pakistan's downstream sector, combining hands-on execution with global partnerships to bridge policy, capital, and technology, and to help clients and investors capture opportunities in high-growth markets.

Energy
DOWNSTREAM & TRANSITION
Oil marketing · EV charging · Renewables

Technology
INTELLIGENCE & DATA
Artificial intelligence · Analytics · Transformation

Advisory
CAPITAL & STRATEGY
Mergers & acquisitions · Corporate finance · Strategy

CONTACT

For company-specific analysis, market data, or tailored strategic guidance beyond this overview, reach either partner directly.

Zeeshan Tayyeb PARTNER
zt@mvglobal.net · +44 776 675 7696 · +971 50 702 7696

Zain Jaffery PARTNER
zj@mvglobal.net · +92 322 402 0020 · +971 50 434 3677

DISCLAIMER

This report has been prepared by Mountain Ventures for informational purposes only, based on sources believed to be reliable, including OCAC, OGRA, public disclosures, oil marketing companies, third-party datasets, and Mountain Ventures' own analysis and estimates. However, no representation or warranty, express or implied, is made regarding the accuracy, completeness, or timeliness of the information, and Mountain Ventures disclaims all liability arising from reliance on it. This report does not constitute investment, legal, tax, or professional advice, nor an offer or solicitation to engage in any transaction. Forward-looking statements are inherently uncertain and subject to change. All third-party data and trademarks remain the property of their respective owners. Readers are advised to conduct independent analysis and seek professional advice before making decisions. This document may not be reproduced or quoted without prior written consent.

LAHORE | DUBAI | LONDON · *Precision from above*

Precision from above



MOUNTAIN
VENTURES

Lahore | Dubai | London