

Corporate Responsibility Report 2006







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This report has been printed on recycled paper.

Chairman's message

"The magic that is Engro"



This report comes at a crucial time for our company. A fast growing and diversifying enterprise is driving the business as never before but the challenges are also enormous. We have to perform a balancing act between rapid growth and social/environmental issues of operations because a sustainable business cannot ignore any aspect of the triple bottom line. Throughout the 40 plus years of Engro's history, our people have come up with ideas and determination that drove the company forward in all sorts of time. And yet we always ended up in better than before situations on account of a workforce that refuses to balk at difficult tasks and situations. A collection of thinking and problem solving people.....this is the magic that is Engro.

Our corporate responsibility goals must be aligned with our business goals to achieve a pattern of sustainable growth based on understanding the needs of society and delivering these in ways which follow Engro's heritage of steady growth and consistency.

As we move forward in this sustained growth pattern and focus on achieving best in class status in all aspects of our business, I see Engro delivering value to society, its employees and investors.

A handwritten signature in black ink, consisting of a stylized 'H' and 'D' followed by a flourish.

Hussain Dawood

Letter from the President & CEO

“My vision for Engro is to see consistent focus on objectives and investment in a sustainable future, as the way forward”

Dear friends,

Engro is committed to be a world class corporate citizen and aligning business practices with the highest values. Our second report, in line with Global Reporting Initiative, continues the tradition of transparent disclosure.

Growing steadily from a single-product company to a diversified business group spanning fertilizer, PVC resin, chemical storage & handling, energy, innovative technology solutions and foods, our projected total investment in these sectors until 2010 exceeds 90 billion Rupees or 1.5 billion US dollars. Over the next five years, Engro's 2.3 million tonnes annual plant output will help reduce urea imports into Pakistan, conserving at least 4 billion rupees in annual subsidies. Another 4 billion rupees in cash will be injected into the local economy as our food business buys 100 million litres of milk from dairy farmers every year. The PVC resin expansion project is proceeding as per schedule and would increase the current production by another 50,000 tonnes (totaling 150,000). Engro Energy's power generation plant will add 230 megawatts of electricity to the national grid in the coming years.

triple bottom-line. Our social investments remained at 1.3% of pre-tax profits. We continue to improve compliance with environmental quality standards in our OSHA-compliant facilities, and are positioning for Clean Development Mechanism (CDM) credits under the Kyoto Protocol. Over the reporting period, our after-tax profits rose by 10% percent, with retained income rising by 8.7%. Engro's focus remains on linking performance and responsibility in a way that business functions in harmony with the environmental and social goals. The CSR award for Engro supported Telemedicine project (Project Hope) is a good beginning but is one aspect of our corporate responsibility. My vision for Engro is to see consistent focus on objectives and investment in a sustainable future, as the way forward.



A handwritten signature in black ink, appearing to read 'Asad Umar'.

Asad Umar

Fostering sustainable growth

“To travel hopefully is a better thing than to arrive”

Robert Louis Stevenson

Engro has emerged as a leading corporate entity of Pakistan with businesses in fertilizer, PVC resin, storage & handling, industrial automation, food and energy sectors. Measuring by quality or financial results, all these businesses maintain unrivalled reputations for steady business and excellence.

In 1991 Engro's annual urea production capacity was 270,000 tons which reached 945,000 tons in 2006. We are now further expanding urea production facility by another 1.3 million tons per annum and plant expansion is currently underway which is likely to complete in 2010 with an investment of U.S dollar 950 million. As a consequence, Engro's market share is expected to rise from the current 20% to 35% in 2011. The planned expansion will be the world's largest single train urea plant.



Engro Vopak Terminal Ltd. (EVTL) is a state-of-the-art bulk liquid chemical and LPG terminal and storage facility at Port Qasim. EVTL started operations in 1997 and operates a terminal ensuring adherence to international standards of safety and environment. EVTL is presently undertaking construction of the first 7000 metric tonnes cryogenic chemical storage facility in Pakistan at a cost of US\$ 33 million to handle and store Ethylene. EVTL is pursuing growth opportunities at Port Qasim, Khalifa Point for handling and storage of chemicals, gas & oil and continues to position itself as a critical element in supply chain of the chemical and energy industries of the country.



Engro Polymer Chemical limited (EPCL) increased its equity share from 50% to 80% in 2006 when it acquired additional 30% shareholding from Asahi Glass Company (AGS) of Japan in the formerly Engro Asahi Polymer Chemicals limited. Now it is working on an expansion and back integration project involving PVC resin production increase by 50,000 tonnes (totaling 150,000) and back integrating by setting up an EDC/VCM plant and a Chlor alkali plant. The project will cost 220 million U.S dollars and is expected to come on stream in 1st half 2009.



Engro Innovative Automation Limited (EIAL) is a market leader in industrial automation business. It also offers power and energy management software. In 2006, EIAL acquired 70% stake in Advance Automation Associates company in Philadelphia, Pennsylvania, USA for 7 million U.S dollars. The business plan includes an outsourcing model which capitalizes upon the wage differential between the U.S and Pakistan. With experience of executing major automation projects in Pakistan and the Middle East, EIAL is well positioned to expand overseas business.





In 2006, the launch of Engro Foods Limited (EFL) was part of our business diversification strategy. EFL plant located in Sukkur was set up at a cost of Rs 1.0 billion and commenced commercial production in March 2006. Another plant near Sahiwal in the Punjab, is nearing completion. The EFL plan envisages growth by innovative launches to command a product range across the dairy spectrum backed by milk collection infrastructure and top end in the distribution of products. EFL is well positioned to become a substantial player in the dairy sector.



Engro Energy Limited (EEL), was formed in 2006. Its first project is setting up an Independent Power Plant (IPP) near QadirPur, Sindh by 2009-10. The plant will utilize low heating value permeate gas from QadirPur gas field which is currently wasted by being flared. EEL has plans to further grow in the energy sector by expansion as well as suitable acquisitions in the future.



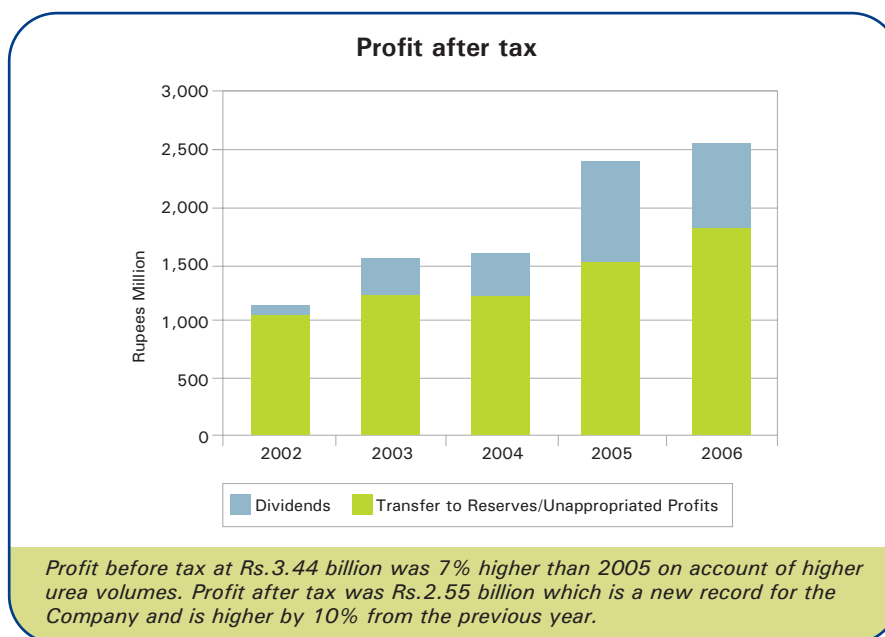
Engro's corporate headquarters coordinates with each business to develop strategies and creating partnerships. We base our corporate responsibility program on the UN Global Compact. The first and foremost commitment is to maintain ethical behavior in all aspects of business.

Our social investment projects principally cover the fields of healthcare, education, infrastructure development, conservation and local sponsorship. Our social investments and philanthropic contributions exceeding Rs. 35 million in 2006 have directly benefited over 100,000 individuals at the grassroots level.

Engro's CSR program follows the company's goals of, respecting human rights, promoting a culture of honesty and creating an environment of philanthropy within the organization. Engro was the first national company to publish a CSR report based on the Global Reporting Initiative (GRI). Engro was awarded the Best Sustainability Report in local listed company category in the ACCA-WWF Pakistan environmental reporting awards 2006.

In 2006, Engro received the highest taxpayer award in chemical sector awarded by Large Taxpayers Unit. Engro's telemedicine project in partnership with Jinnah Post Graduate Medical Institute (JPMC) "Project Hope" was declared the most outstanding CSR project in the healthcare category amongst 178 entries from 14 countries and awarded the Asian CSR award held at Manila, Philippines.

Financial performance and other highlights



| Profit after tax (US\$ Million) | | | | |
|------------------------------------|------------|------------|------------|------------|
| 2002 19 | 2003 27 | 2004 27 | 2005 39 | 2006 42 |

PACRA RATINGS

The Pakistan Credit Rating Agency (PACRA) has maintained the long-term and the short-term entity ratings of Engro Chemicals Pakistan Limited (ECPL) at “AA” (Double A) and “A1 +” (A one plus), respectively. These ratings denote a very low expectation of credit risk and a very strong capacity for timely payment of financial commitments.

The ratings reflect ECPL’s relatively low business risk emanating from a favourable demand / supply equilibrium and stable margins. The ratings also take into account the company’s well-conceived strategy of persevering its position through growth. In line with this strategy, ECPL is undergoing major expansion in its core urea manufacturing facility that would be funded through combination of equity injection and significant procurement of debt. While this would stretch ECPL’s currently low leveraged capital structure and robust cash flows, the financial risk is expected to remain within acceptable limits. Meanwhile, the company’s diversification strategy continues to augment profitability in terms of return on investment in subsidiaries.

Engro on UNGC “Top 5”

Engro has been one of the most active signatories of United Nation’s Global Compact (UNGC). This initiative was launched in 1999 to bring companies together with UN agencies to support universal environmental and social principles. Engro communication on progress (COP) submitted to UNGC was declared among the top 5 notable COP’s in the chemical sector. As a consequence, in 2006 Engro received award from UNGC local network in Pakistan for being among the Top 5 notable communication on progress.



GM HR & Public Affairs, Mr. Tahir Jawaid received the award on behalf of Engro

Engro in the community

“What helps people, helps business.”

Leo Burnett

As of 2006, our social investments are focusing on object-oriented, long-term partnerships. Engro's focus was to initiate projects in health and education to help the communities in these sectors. We will continue to take keen interest in these areas for communities near our plant site. Our aim is to involve the community during selection of projects to achieve sustainability of our philanthropic efforts and social investment.

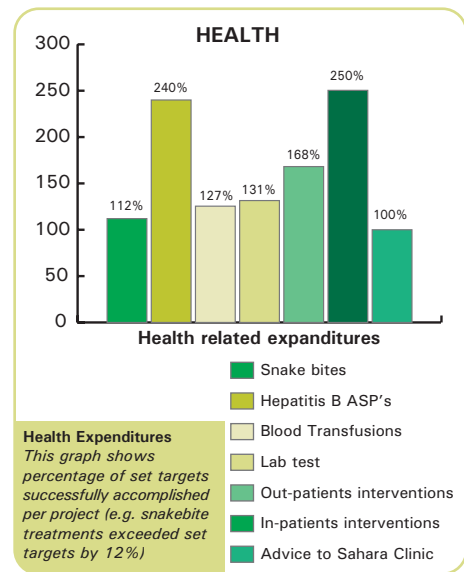
Engro continues to widen its learning by participating in a wider array of CSR-related events and inducting management professionals to oversee social responsibility initiatives.

| SOCIAL PERFORMANCE TARGETS 2006 | STATUS |
|--|--|
| 1. Add four new telemedicine spokes, with a capacity to handle minimum 500 patients. | <ul style="list-style-type: none"> Four spokes added at Ghotki, Jacobabad, Sukkur & Sanghar 1,477 on-line consultation/ beneficiaries |
| 2. Allocate resources to treat 5,000 snakebite cases. | <ul style="list-style-type: none"> 5,600 patients treated |
| 3. Run awareness, screening & prevention program for 'Hepatitis B' for approximately 1,000 persons. | <ul style="list-style-type: none"> Over 2,400 individuals vaccinated in 2006 Three info seminars conducted for the community 2,000 info booklets distributed in the community |
| 4. Resource 3,000 free blood transfusions, 60,000 free laboratory tests, 5,000 out-patient and 1,500 in-patient interventions. | <ul style="list-style-type: none"> 3,751 free blood transfusions 78,905 free laboratory tests 8,408 free out-patient consultations 3,756 free in-patient admissions |
| 5. Free consultation and basic medication at the Sahara Clinic for 10,000 patients. | <ul style="list-style-type: none"> Over 10,000 free consultations |
| 6. Adopt 4 new schools in Ghotki district, with about 2300 students. | <ul style="list-style-type: none"> 4 schools identified. Process to be completed in 2007 |
| 7. Enhance enrollment in Katcha schools (from 721) | <ul style="list-style-type: none"> 982 children enrolled (21% girls) |
| 8. Enhance enrollment in TCF Engro campus to 525 | <ul style="list-style-type: none"> 550 pupils enrolled |
| 9. Extend training to 150 teachers at the Training & Resource Centre | <ul style="list-style-type: none"> 30 teachers trained |
| 10. Establish library at Institute of Business Administration, Sukkur | <ul style="list-style-type: none"> Engro funded Rs. 1 million to fund a portion of the project cost. Library is now functional |
| 11. Resource a national university to enhance their Chemical Engineering program | <ul style="list-style-type: none"> Could not be initiated in 2006. However, we have identified NED University for 2007 |
| 12. Build 100 new earthquake-proof houses in village Battal, District Mansehra. | <ul style="list-style-type: none"> Material purchased, construction under way Completion of school, mosque, access road, water supply and sanitation by January, 2008. |
| 13. Resource 40 Engro employees to volunteer for reconstruction activity at Village Battal, District Mansehra | <ul style="list-style-type: none"> 44 employees, including senior management engaged |
| 14. Upgrade the public sewerage system for Jhing village adjacent to the Daharki Plant | <ul style="list-style-type: none"> Rs. 490,000 disbursed on sewer, project is now functioning |

Engro's performance in different community based projects met or exceeded targets.

Our schools in the Katcha area are fast becoming a successful model for rural community based education, with increased enrolment and related social development in all eleven schools, with 982 children attending. Parental support for girl-child education is rising, with girls now accounting for an unprecedented 21% of enrolment. Enrolment in the TCF School's Engro campus exceeded the 500-student target, with 550 pupils now attending.

Our Training and Resource Centre (TARC) in collaboration with Ali Institute of Education trained 30 teachers from the Sahara project in basic teaching competencies. The central library at the Institute of Business Administration, Sukkur, was established by a Rs.1 million seed grant, while a project is underway for strengthening the Chemical Engineering program at NED university, Karachi. Engro also funded the upgradation of public sewerage system in Jhing village, situated next to Engro's Daharki plant.



EARTHQUAKE RELIEF EFFORTS

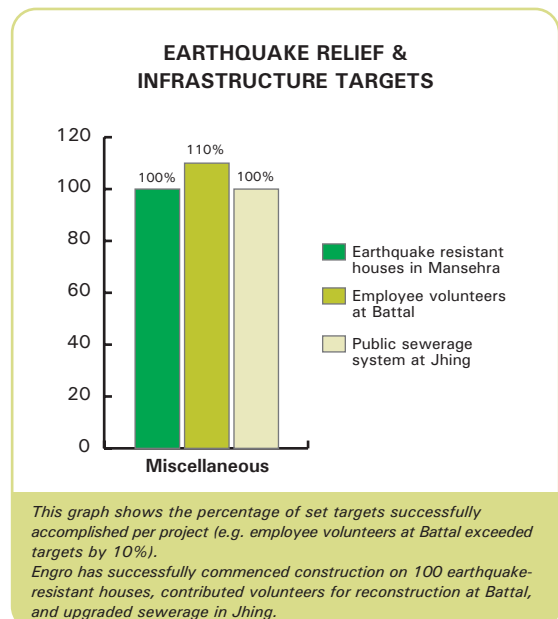
Our partnership with the Citizen's Foundation (TCF) and community at Battal, N.W.F.P enabled people affected in the 2005 earthquake to construct more than 100 earthquake-resistant houses. Construction is nearing completion. These houses, along with a mosque, school, access road, and water supply, are projected to be complete by January, 2008. Forty-four Engro volunteers were involved in community mobilization and capacity building at Battal after the earthquake.



Yasmine and Tushna were amongst the Engro volunteers, who took part in the relief activities immediately after the earthquake. Today, they are satisfied that Engro sponsored houses at Battal are benefitting the affected community.



Engro sponsored house





Engro volunteers returned in 2006 to take part in the relief efforts for the earthquake victims.



Valuing our employees



At Engro, more than 750 employees bring expertise and dedication to the workplace. We value each employee, value their input and views and benefit from the unique flavour this wonderful potential brings. We continuously strive to become employer of choice provide a workplace where people feel confident, valued and inspired. We recognise there is life beyond work and diversity is the key to organizational success. Our six sigma training across the organization is an effort to foster employee development. Recruitment at Engro goes beyond the usual considerations as we focus on each persons' unique life experience and talent.



SIX SIGMA AT ENGRO

Engro is among the first Pakistani companies implementing six sigma across all areas and utilizing it as a management system to execute our strategic objectives. Six sigma was launched in February 2006. Among the focus areas, employee development is the most critical and six sigma will be leveraged to help bring out the best in our people. Employees will drive improvements in other areas: speed, innovation, perfection and becoming world class. Six sigma's robust problem-solving methodology and statistical toolkit allows the company to benchmark processes against global standards in a language that is comparable across any industry or function. It helps ensure that we sustain our promise of delivering high quality products and services to our customers – on time, every time. Communication is critical and Engro conducted six sigma launch events countrywide as well as two internal conferences and electronic and print updates throughout the year. Management and non-management employees were trained extensively during 2006 on six sigma principles, with further plans for learning in 2007.



360 FEEDBACK

Motivation, work ownership and fair evaluation are some of the defining attributes of staff management practices at Engro. Our commitment to continuous improvement in the performance management systems for employees at all levels was reflected in adoption of the 360 Degree Feedback System. This system ensures better employee accountability, at the same time providing the employees with chances to make use of their competencies. The 360 Degree mechanism became fully operational for senior management in 2006.





Project Hope

HEALTHCARE FOR RURAL COMMUNITIES

The Telemedicine Partnership

Telemedicine Specialties

- | | |
|----------------------------|----------------------------|
| ■ Dermatology | ■ Medicine |
| ■ Orthopaedic/Hand Surgery | ■ General Surgery |
| ■ Oncology | ■ Thyroid Surgery |
| ■ Cardiology | ■ Ophthalmology |
| ■ Neo-Natology | ■ Neurosurgery |
| ■ Psychiatry | ■ Gynaecology & Obstetrics |
| ■ Pediatric | ■ Breast Surgery |
| ■ Neurology | |

The partnership between Engro, Telemedicine Association of Pakistan and Health Department, Government of Sindh utilizes state-of-the-art telemedicine technology to provide tertiary healthcare for rural communities.

Project Hope links rural spokes via video-conference to specialist doctors at the Hub in the city of Karachi, where the specialists' access x-rays, ECGs and other diagnostics in real time.



Significance

- Provides free of cost specialist medical care to those who cannot afford to travel to the nearest town to see a general physician.
- Covers some of the least developed areas in the country.
- Makes available no less than fifteen medical specialists ranging from neonatology to cardiology on a daily basis to rural communities located hundreds of kilometers away.

Achievements

During 2006, consultations were provided to 1477 patients.

Substantial savings of cost and time for the patients and their attendants, who otherwise would have to travel to big cities for consultation.



Environmental Foot Print

| Environment Targets 2006 | Status |
|--|--|
| 1. Finalize proposal to convert energy source of street lights to solar power. | <ul style="list-style-type: none"> Study confirms conversion presently not a viable option Alternative study underway to assess conversion of domestic water heaters from natural gas to solar power |
| 2. Reducing greenhouse gas emissions through energy conservation projects | <ul style="list-style-type: none"> 3% emission reductions targeted with outlay of Rs. 178.89 million through energy-efficiency projects primarily geared towards minimizing heat loss and process efficiencies, including: <ul style="list-style-type: none"> Low pressure boiler on HRSG-691 (Rs. 64.8M) Boiler blowdown circuit modification 70 psi steam let down Oxygen analyzer for SG-641 (Rs. 1.88M) Methanator effluent cooler replacement (Rs. 13.85M) Tempered water supply to - 2 condensers (Rs. 3.5M) Pi software for HRSG optimization (Rs. 4.5M) Steam condensate recovery (Rs. 0.9M) Replacement of 327 window ACs with energy efficient split-AC's Variable flow devices at pump motors |
| 3. Implementing environment-friendly disposal of spent insulation | <ul style="list-style-type: none"> Alternative re-use solution implemented through domestic water heater industry |
| 4. Finalize carbon trading proposal-the first Clean Mechanism Project in the country | <ul style="list-style-type: none"> One contract signed Two projects at review level stage |
| 5. Finalize water conservation study | <ul style="list-style-type: none"> Study completed, implementation to continue in 2007 |
| 6. Sustain 100 percent NEQS Compliance | <ul style="list-style-type: none"> Achieved |

EFFLUENTS

- Total effluent generation per ton of urea remained 350 gallons vs. 380 gallons last year.
- There is 23 % increase in effluent discharge to evaporation ponds (203 vs. 165 MUSG) in comparison with last year on account of increase in well water operation.
- Sulfate content in effluent going to canal remained a little higher than 2005 value, i.e., 516 vs. 478 ppm (within NEQS limit of 600 ppm) owing to poor quality of raw water.
- Suspended solids content in clarifier effluent to canal decreased to 176 ppm in 2006 vs. 3317 ppm in 2005 and remained NEQS compliant throughout the year. This phenomenal change is attributed to successful commissioning of clarifier outlet settling pits.

EMISSIONS & GREEN HOUSE GASES

- CO and CO₂ generation per ton urea as well as total site, has decreased even with highest ever urea production owing to optimization of primary reformer parameters (lower steam / gas ratio).
- Prill tower - 2 emissions showed slight increase in particulate matter due to higher through put.
- Prill tower - 1 2004 data is erroneous due to sampling error.

OZONE DEPLETING GASES

- Freon 12 has been totally eliminated from site.

- Freon 22 refrigerant consumption at Manufacturing decreased from 473 to 150 kg. Plan is in place to phase out Freon 22 with ozone friendly refrigerants (HFC's) like R134 and R407C as a next step to eradicate ozone depleting agents completely.
- 240 kg Freon 22 was consumed at Zarkhez plant as HVAC compressors got a new charge.
- Options are being consider for converting to non-HCFCx

HAZARDOUS WASTE

- 300 out of 750 MeT spent catalyst was disposed off for recycle / reuse till December 31, 2006. The activity is still continuing and rest of the spent catalyst will be removed by May 2007.
- Consumption of mercury lights has decreased appreciably from 2481 to 1742 as compared to 2005. Replacement with non-mercury lights has been initiated.

NON-HAZARDOUS WASTE

- Disposal options for molecular sieve, anthracite, and spent resin are being finalized and all the material will be removed from site by May 2007.

NATURAL RESOURCES

- Paper consumption at Head Office and Zarkhez plant decreased appreciably by 14% and 30% respectively. Agri Business paper consumption remained same while at Manufacturing division there is 5% increase as compared to 2005.
- Water consumption at Daharki site increased from 1578 to 1654 gallons per ton of urea for last year on account of higher than normal well operation (canal outages).
- Zarkhez plant water consumption increased due to manufacturing of more water consuming grades.
- Higher site energy index is on account of higher number of outages.

VEHICULAR MILEAGE & NEQS COMPLIANCE

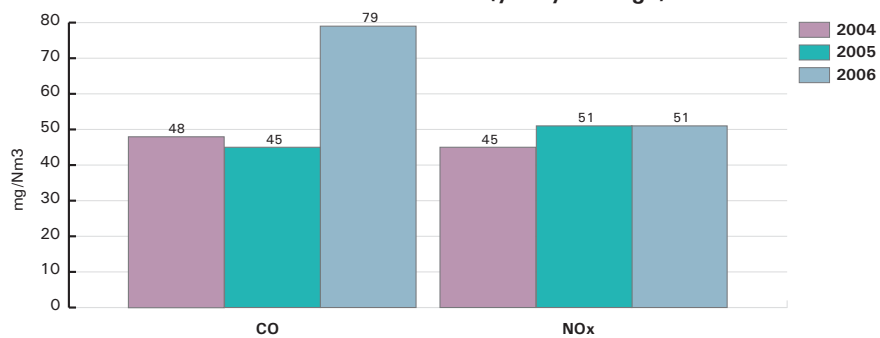
- Increase in mileage of Manufacturing Division is on account of addition in company vehicles.
- 01 out of 25 company owned vehicles in Manufacturing while 27 out of 63 in Agri Business found to be NEQS non-compliant during 2006.

KEY PERFORMANCE INDICES

| PLANT EFFLUENT TO CANAL | | | | | |
|-------------------------|------|------|------|------|-------------|
| Parameters | 2003 | 2004 | 2005 | 2006 | NEQS Limits |
| NH3 (ppm) | 116 | 27 | 9 | 9 | 40 |
| SO4 (ppm) | 851 | 823 | 478 | 516 | 600 |
| COD (ppm) | 21 | 27 | 32 | 27 | 150 |
| BOD (ppm) | 4 | 6 | 4 | 5 | 80 |
| pH | 8 | 8 | 8 | 8 | 6-9 |
| Oil (ppm) | 1 | 1 | 1 | 1 | 10 |
| Zn (ppm) | 0.06 | 0.04 | 0.06 | 0.22 | 5 |
| Cl (ppm) | 257 | 315 | 392 | 442 | 1000 |
| TDS (ppm) | 2241 | 2366 | 1904 | 2090 | 3500 |
| SS (ppm) | 35 | 27 | 36 | 45 | 200 |

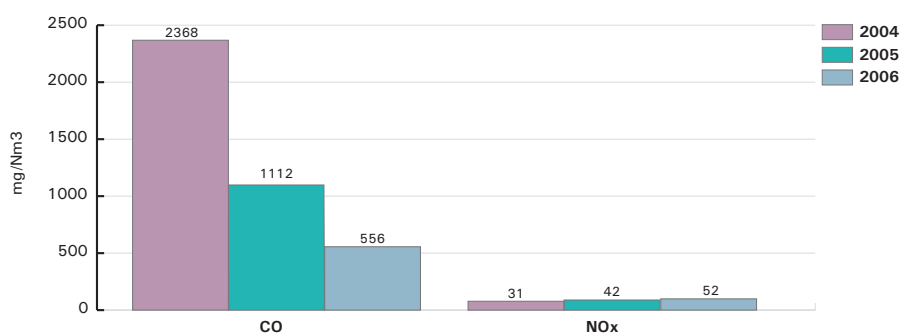
EMISSIONS (NEQS COMPLIANCE)

Boilers & HRSGs Emission (yearly average)

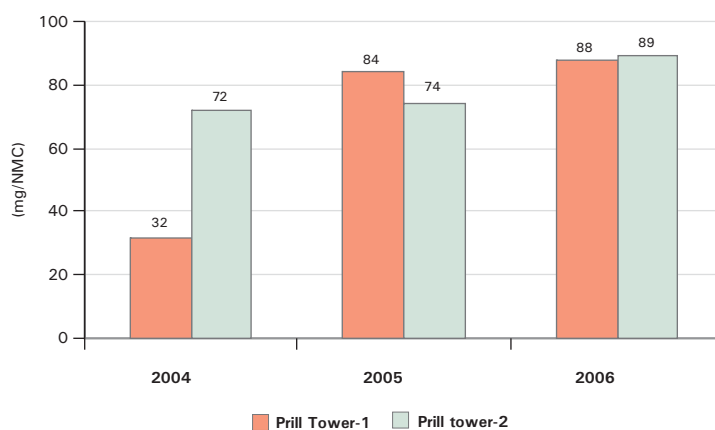


Boiler CO increased due to tuning issue with one of the boilers (SG-631). Now this has been fixed.

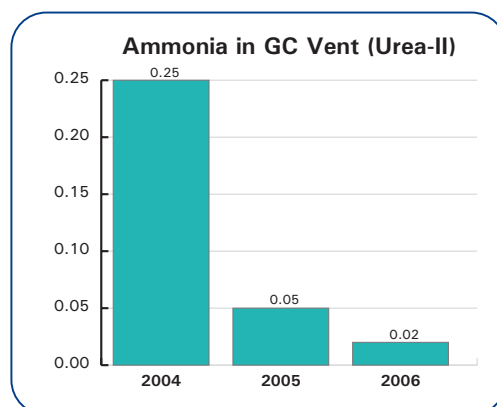
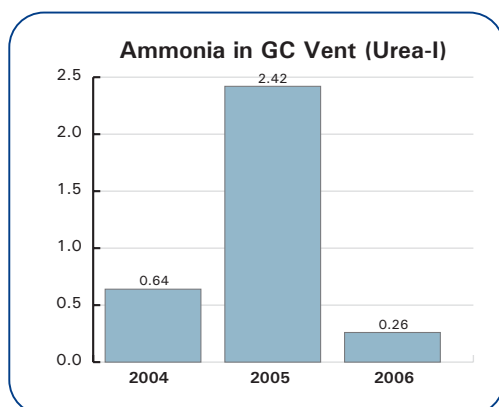
Furnance Gaseous Emission (yearly average)



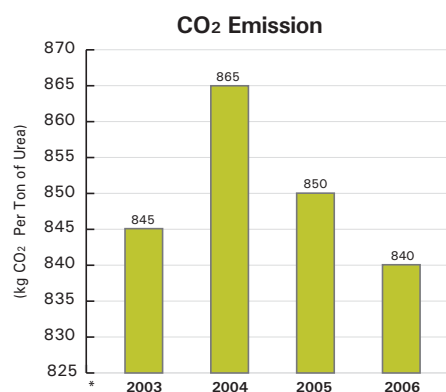
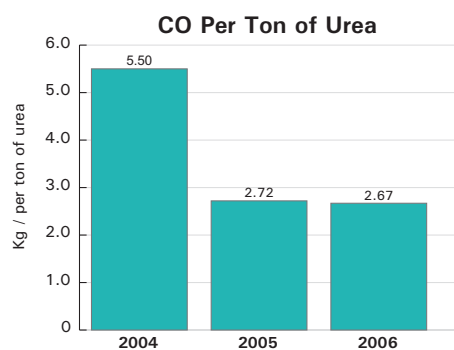
PARTICULATE MATTER (PRILL TOWER EMISSIONS)



| GASEOUS EMISSIONS | | | |
|-------------------|-------------|--------------|----------------------|
| PARAMETERS | CO (mg/Nm3) | NOx (mg/Nm3) | Particulate (mg/Nm3) |
| NEQS LIMIT (ppm) | 800 | 400 | 500 |



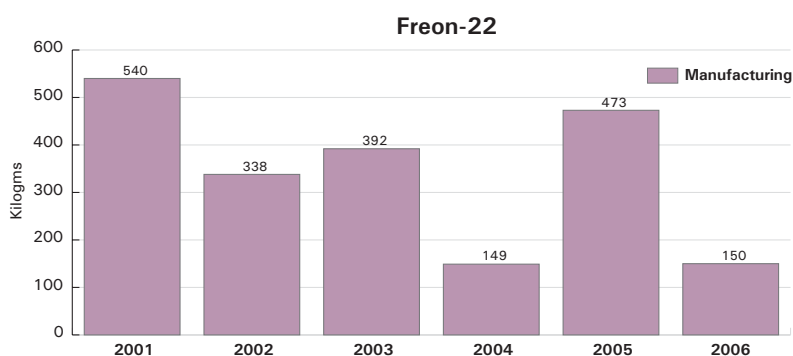
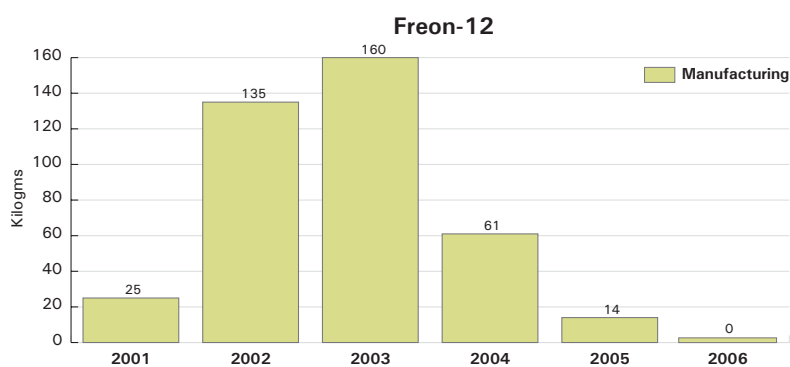
GREEN HOUSE GASES GENERATION (GLOBAL WARMING)



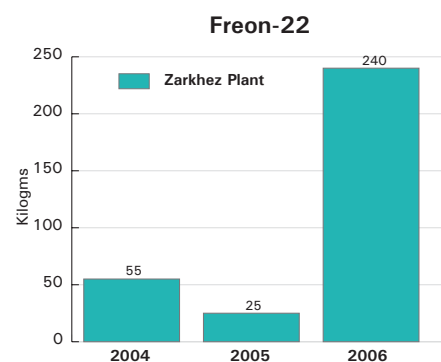
Emission of CO₂ per ton of urea have maintained a steady trend, decreasing in response to energy-efficient strategies.

* CO₂ emission figures were erroneously mentioned in the last report.

CFC GASES CONSUMPTION (OZONE DEPLETION)



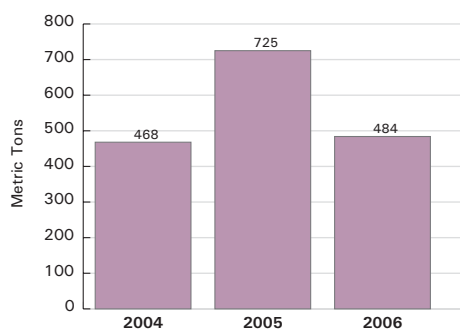
Freon 22 is used in Air Conditioners as refrigerant gas. Plan in place to phase out Freon 22 with ozone friendly refrigerants.



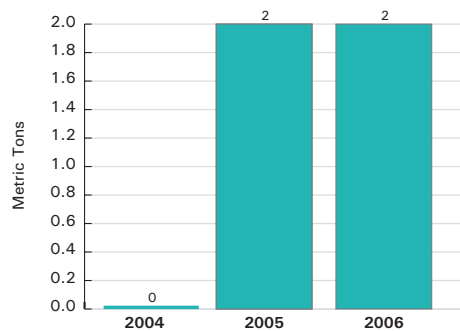
HVAC compressors at Zarkhez got charged with Freon 22 increasing 2006 number.

HAZARDOUS WASTE INVENTORY

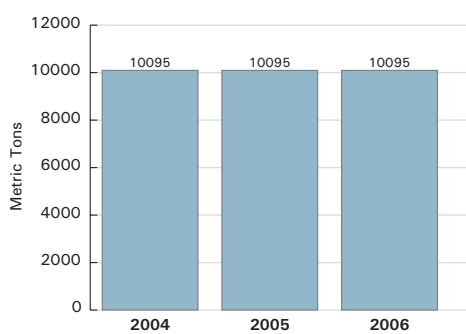
Spent Catalyst



Catacarb



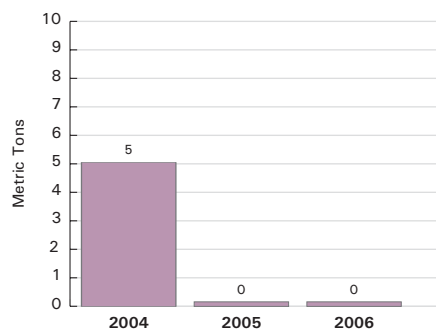
Chromate Sludge



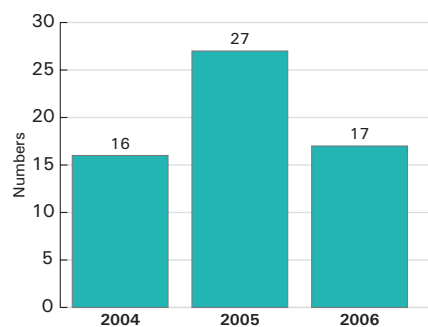
300 out of 750 MeT spent catalyst was disposed off for recycle / reuse till December 31, 2006. The activity is still continuing and rest of the spent catalyst will be removed by May 2007

HAZARDOUS WASTE GENERATION

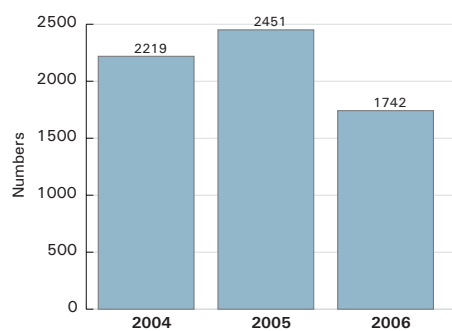
Abestos



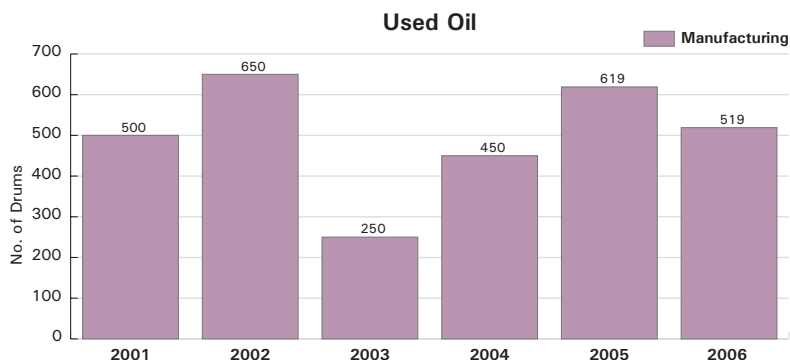
Vehicle Batteries



Mercury Lights

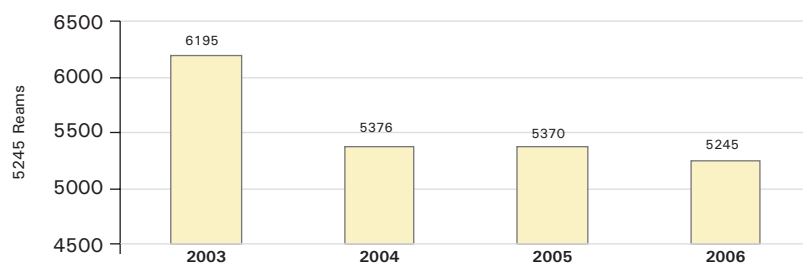


NON-HAZARDOUS WASTE GENERATION

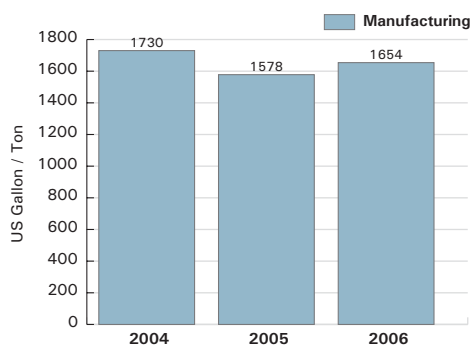


NATURAL RESOURCE CONSUMPTION

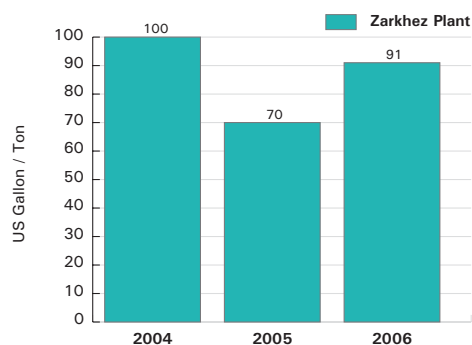
Paper Consumption



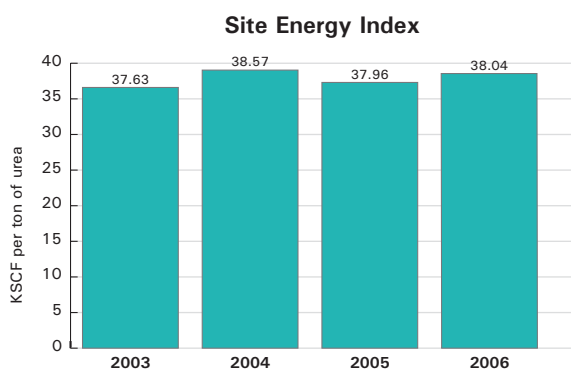
Water Consumption



Water Consumption

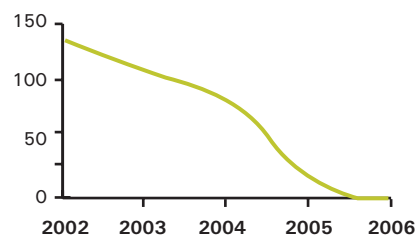


SITE ENERGY INDEX (KSCF / TON UREA)



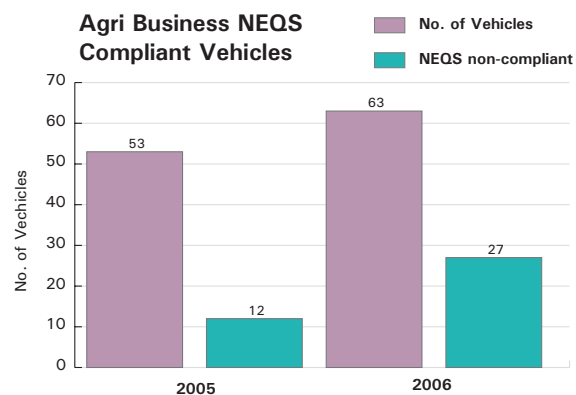
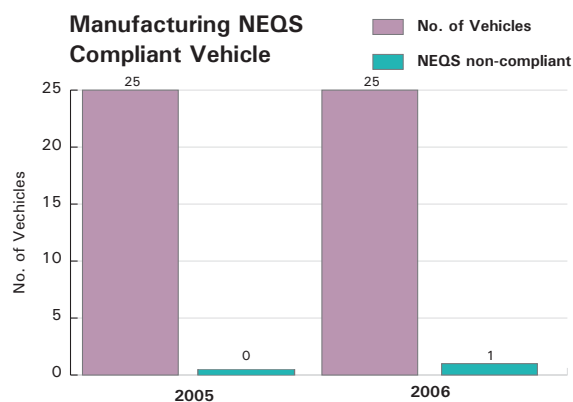
Higher site energy index is on account of higher number of outages.

FREON CONSUMPTION

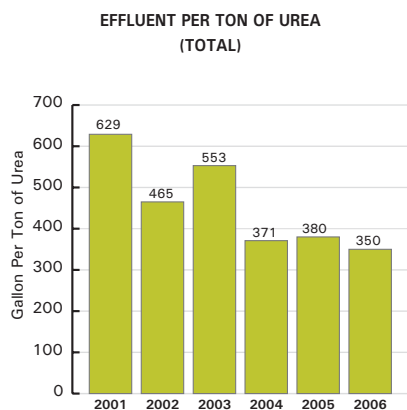


Freon 12, a CFC with ODP (ozone-depleting potential) has been completely eliminated from the site.

ANNUAL VEHICLES MILEAGE & EMISIONS (COMPANY OWNED)



EFFLUENT GENERATION



Conservation - The Indus Dolphin Project

(Engro-WWF partnership)

In early 2006, Engro partnered with World Wildlife Fund (WWF) and the Sindh Wildlife Department in the Indus Dolphin Conservation Project. The support was given to the project in the form of a 1.3 million rupee grant by Engro. The project aims to create awareness about the unique fresh water Dolphin breeding in the Indus river and to highlight threats to its survival. It also aims to promote eco-tourism for which there is collaboration with the Pakistan Adventure Foundation.



Engro plans to provide sustained



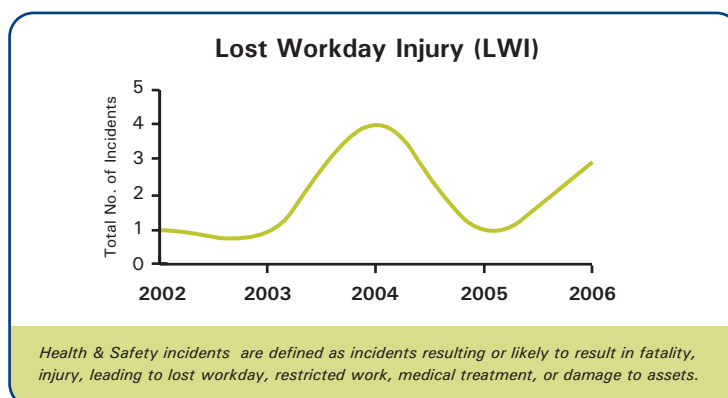
support to the project in the coming years and has allocated a total grant of Rupees. 4.5 Million for the project. This grant will be released in tranches of Rupees 1.5 million per annum, for three years. This, to date, is the largest ever conservation effort made for WWF in Pakistan by a corporate entity.

Health, Safety and the Environment



- At Engro, one of the key performance indicators for site safe operation is taken as number of man-hours without a Lost Workday Injury (LWI) to own or Contractor employee.
- Daharki urea plant recorded 01 LWI to an employee at start of the year and 02 LWIs to contractor employees.
- Engro took the following steps:
 - Identifying and addressing unsafe situations before it converts to an injury using safety audits by whole management team.
 - Developing site leading indicators to identify weak areas.
- Since then, the urea plant site has achieved 1.1 MMH without LWI to our employee and 0.47 MMH without LWI to any employee of contractors.
- Zarkhez Plant achieved 0.54 MMH without LWI to an employee over a period of 4 years and the site completed 1.6 MMH without LWI to any employee of contractors.
- Non-manufacturing functions by year end achieved about 6.4 MMH over a period of nearly 20 years without LWI.
- Marketing sales force achieved 18.8 million kilometers of safe driving over a period of 26 years without suffering LWI.
- Compliance to the Process Safety and Risk Management (PSRM) system was achieved in October 2006 when DuPont Safety Resources evaluated the upgraded system and declared it to be at the skill level defined as "Skills & Systems fully in place and practiced according to DuPont's Best Practices rating".

- PSRM is now fully implemented and is providing a frame work to manage the plant operations with minimum risks.
- Personnel (Behavioral) Safety Management System's fourteen best practices were also evaluated by DuPont Safety Resources Consultants.
- Some more work is required to achieve the DuPont Best Practices skill level.
- In Occupational health and industrial hygiene, evaluation by DuPont Safety Resources consultant, 14 occupational health best practices have been adopted.
- A comprehensive revamping of Occupation Health Program was initiated and significant work completed in 2006. Work in this area would continue in the next year also.
- Engro Zarkhez plant achieved Environmental Management system ISO-14001:2004 certification, whereas, urea plant in Daharki upgraded to ISO-14001:2004 version.
- Health, Safety and Environment system implementation progressing aggressively as per plan in non manufacturing divisions and affiliates.



DuPont Safety Standards

Engro signed a long term contract with DuPont in 2003 aimed to sustain the site Safety Management Systems to world class safety standards of OSHA (Occupational Safety & Health Organization of USA).

Using OSHA guidelines, Engro's Safety Management system is now two pronged, Process Safety & Risk Management (PSRM) and (Behavioral) Personnel Safety Management (PSM). PSRM provides a frame work to manage a hazardous chemical process plant by managing the risk. The system has fourteen best practices categorized in three parts technology, facilities and personnel. Similarly Personnel (Behavioral) Safety Management system has fourteen best practices which demand more active involvement of different levels of organization in day-to-day safety improvement. DuPont Safety Resource's Consultant did an evaluation in September 2006 which substantiates Engro's effort in meeting all the system requirements. PSRM is now fully implemented and is providing a frame work to manage the plant operations with minimum risk. Similarly Personnel (Behavioral) Safety Management Systems fourteen best practices were also evaluated by DuPont Safety Resources Consultants, the improvement in this system is also appreciable; however, further work is required to achieve the DuPont Best Practices skill level.

HSE initiatives in Agri Business division

Our Agri Business division, as part of HSE roll out plan initiated HSE Management, Transport Safety and Warehouses / Offices Safety.

Management Initiatives:

HSE manual developed and formation of HSE Agri Business and regional committees

HSE orientation conducted for all management and non management employees

MSA (Management Safety Audit) training for a core group of employees

MSAs with a defined frequency for regional offices and field warehouses

Safe man hours report initiated

Training on driving skills assessment and incident investigation and analysis for regional managers and advisors



Through Truckers Safety Program, we are making an effort to make the drivers who visit our plant, aware of Road Safety Principles.

Safety initiatives at offices and warehouses:

Improved procedures for product loading / unloading at warehouses

Audits of warehouses covering areas like electrical safety, fire hazard, truck staging and general safety conditions

Safety responsibility of Warehouse Incharge defined and circulated

Illumination need analysis at field warehouses carried out

Incident investigation and implementation of recommendations program implemented

Daily safety talk initiated at warehouses for labourers and truck drivers

Safety instruction boards installed at warehouses

Fire safety guidelines issued

Transport Safety Initiatives:

Mandatory driving skills assessment of new hires by a third party consultant

Truckers Safety Program for Daharki carriage contractors

Port operations safety survey

Traffic management plan for transport at warehouses

A heritage of relationships

"Both my parents worked at Engro. When I got an opportunity after education to work for this premier company of Pakistan, it was not only a matter of pride for my parents and myself, but I know from personal experience that this is also a dream career"

Ali Abbas Alvi (HR Dept.)

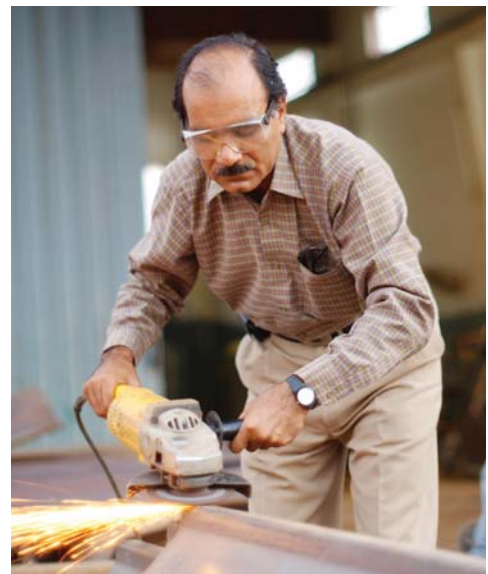


Gulsher Ahmed is a familiar face at Engro's Daharki plant. He is a contractor who has carried out variety of jobs for a number of projects.

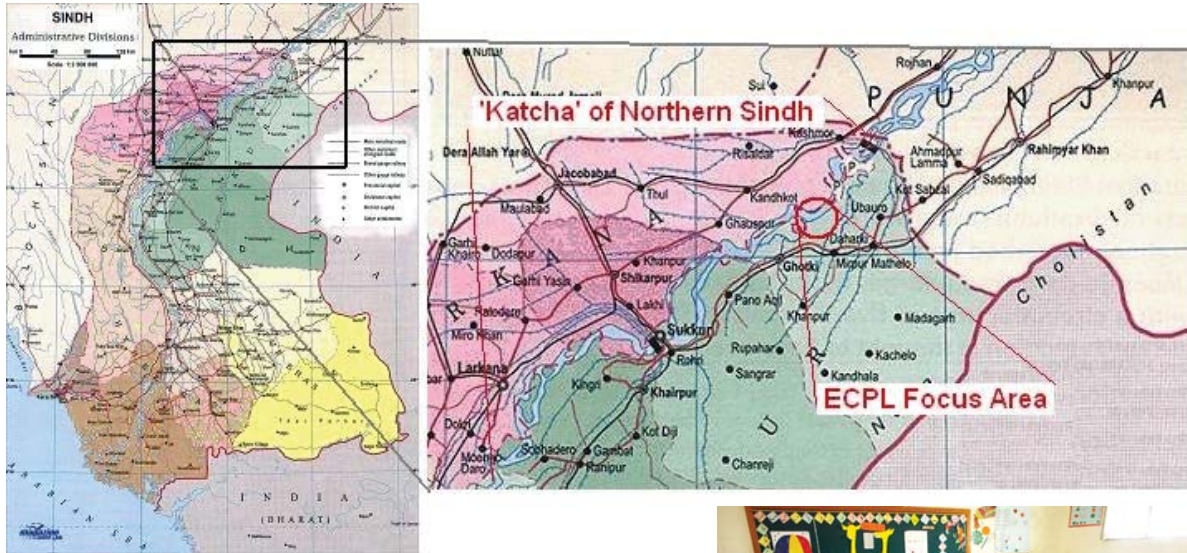
A resident of Daharki town, his association with Engro started in 1991 with a contract limit of Rs. 1000 only. With his hard work and dedication, today, he has risen to a level where he is managing finances of Rs. 10 million.

In his words, he does not have desire to look beyond Engro as all his hard work is fully rewarded.

Abdul Ghafoor runs Pak Arab Engineering Company, which was established in 1982 with a small infrastructure. He purchased first of his five mechanised cranes in 2001. Having grown together with Engro at Daharki, his company is keen on participating in the urea expansion project.



'Katcha' school program



'Katcha' is a word of Sindhi language which refers to riverine area of Indus River – low lying river bed which submerges when Indus flows to its full in summers. It is synonymous with complete absence of infrastructure and basic facilities. Almost entire population lives below poverty line.



Realizing the multi dimensional needs of the program, an institutional arrangement was put in place representing all stakeholders. District administration and police helped improve the operational circumstances while Sahara Welfare Society and Ali Institute of Education were selected as operational and expert partners respectively. Engro agreed to fund the operations. Two non-formal education centres were set up in August 2001 and by the end of 2004, eleven schools were operational. The current cumulative enrolment is 982 of which 21% are girls, which is double the average for Ghotki District.

There are twenty one teachers and assistants running the multi-grade classes. Most of the schools are shelter schools. Community provides shelter arrangements, student benches and repairs whenever needed. Horticulture maintenance is also done by the community.

Katcha School Program has brought a social change of unprecedented scale in the area. Increased contact with the outside world has resulted in inclusion of otherwise ignored segment of community in mainstream. This has also brought improvements in the life style which could have taken ages. The program has directly contributed to economic well being of the area. A number of children studying in schools now keep track of expenses incurred during the cropping cycle for their parents.



Touching lives through education

"The partnership between Engro and Ali Institute of Education was the triggering point in making all of this happen. This partnership has resulted in some unique achievements. First teachers training facility in the district, incredible Katcha school program with 11 schools, benefiting about 1000 students and even larger number of indirect beneficiaries, Sahara community school for underprivileged student, School Adoption Program for intervention in mainstream educational system, and the list goes on. All of these have impacted people in a profound manner and started a development process which will continue to roll. I feel proud and privileged to have been a part of all this."

Sohail Akhter
Senior Program Coordinator

Farmer support through technical services

Engro's Technical Services team continued to disseminate knowledge to farmers to maximize crop yields. The quarterly '*Behtar Zindagi*' magazine featured articles by our team and external writers from national research institutes and agriculture universities. Engro's Research & Development team successfully tested a fertilizer-cum-potato seed planter to improve potato yields. This planter is best suited for mechanical application of Zarkhez and will attract large potato farmers to speed up crop sowing, saving labor cost and improving fertilizer use efficiency by better placement of Zarkhez fertilizer. Engro continued to extend its free of cost soil and water testing facility to farmer and recommending fertilizers on the basis of soil analysis. The number of soil and water samples analyzed during 2006 reached 12,600 vs. 10,000 in 2005. A discussion forum was launched on "engrozarai.com" in 2006 with the aim to promote discussions on agriculture related issues. The forum provides a platform for farmers to share best practices and ideas.

TECHNICAL SERVICES ACTIVITIES 2006

| ACTIVITIES | Total |
|--|-------|
| Crop seminars | 16 |
| Farmers Meetings | 593 |
| Mega-Farmer Meetings | 139 |
| Crop demos | 291 |
| Farm visits by Technical Services Officers | 2804 |
| Farm visits by Field Assistants | 12427 |
| Field Days | 153 |
| Workshops | 77 |
| Soil samples | 12458 |
| Group Discussions | 1043 |
| BTL | 45 |

DAIRY DEVELOPMENT IN SINDH



Setting up Engro Foods and the decision to procure from rural Sindh came as a blessing for farmers. We set up chillers and milk collection facilities so the farmers could spend more time taking care of livestock rather than worrying about going to the markets to sell milk. The rate paid by Engro is higher than the average market price, and the farmers can use the extra money to increase production and improve the quality of farms. Moreover, auxiliary facilities provided by Engro such as animal healthcare, skill development and trainings to improve production have encouraged the overall entrepreneurial spirit that is resulting in the development of rural Sindh as a significant milk production hub in Pakistan.

GRI indicators at a glance

GRI FINANCIAL PERFORMANCE TABLE

| PERFORMANCE INDICATORS | ENGRO 2006 PERFORMANCE |
|---|--|
| Customers | |
| EC1 – Net Sales | PKR 17,602,000,000 |
| EC2 – Geographic breakdown of markets | Principal market is within Pakistan, with a majority of sales in Sindh and Southern Punjab and secondary ones in the rest of the country. Export markets now being explored. |
| Suppliers | |
| EC3 – Cost of all goods, materials and services purchased | PKR 11,261,000,000 |
| EC4 – Percentage of contracts that were paid in accordance with agreed terms | 100% |
| Employees | |
| EC5 – Total payroll and benefits, current payments, excluding future commitments | PKR 950,000,000 |
| Providers of Capital | |
| EC6 – Distribution to providers of capital including all forms of debt and borrowings | PKR 1,774, 000,000 in Dividend PKR 363,000,000 as mark up / Interest |
| EC7 – Increase / decrease in retained earnings at end of period | ROCE Increased 25% in 2006 from 23% in 2005 |
| EC8 – Total sum of taxes of all types paid, broken down by type if preferable to Engro; (in Pak Rupees) | PKR |
| Gas Development Surcharge | 2,203,181,000 |
| Excise duty – Gas | 137,925,000 |
| Income tax paid | 744,584,000 |
| Sales Tax – output | 1,470,450,000 |
| Duty on Power Generation | 1,999,000 |
| Social security & Welfare | 2,158,000 |
| Motor Registration | 1,154,000 |
| Stamp Duty | 3,920,000 |
| Professional Tax | 200,000 |
| Custom duties | 67,550,000 |
| Total taxes paid | 4,633,121,00 |
| EC9 – Subsidies received | 3,600,000,000 in Gas Feed subsidy* 1,000,000,000 for Phosphate & Potash import |
| E10 – Donations to community, civil society, and other groups | PKR, 35,400,000 |

* Government subsidy matched by Rs. 4.2 billion in price reduction and tax deposits by Engro, resulting in Rs. 7.8 billion net benefit to farmers

GRI ENVIRONMENTAL PERFORMANCE TABLE

| Performance Indicators | Engro 2006 Performance | | | | | | | | | | | | | | | | | | |
|--|--|--------------|----------------------------|-----------|-----------|--------|------------------------|-------------|--------|-------|---------|----------------|--------|--------------------|-------|----------------|---------|--------|--------------------------|
| <i>Health and Safety</i> | | | | | | | | | | | | | | | | | | | |
| LA5 - Practices on recording and notification of occupational accidents and diseases | HSE Management System is set up for specific and immediate reporting of 'Major' and 'High-Potential' incidents to Senior Management. | | | | | | | | | | | | | | | | | | |
| LA6 -Description of formal joint health and safety committees | Committees include: <ul style="list-style-type: none"> - Corporate HSE Committees - Agribusiness HSE Committee - Numerous Safe Operation Committees - Departmental Safety Committee - Shop Floor Safety Committee | | | | | | | | | | | | | | | | | | |
| LA7 – Standard injury, lost day and absentee rates and number of work related fatalities | Zero Fatalities during the year One (01) Employee Lost Workday Injury Two (02) Contract Worker Lost Workday Injuries | | | | | | | | | | | | | | | | | | |
| LA8 - Description of policies and programs on HIV/AIDS | No specific policies or programs in place yet | | | | | | | | | | | | | | | | | | |
| <i>Environment</i> | | | | | | | | | | | | | | | | | | | |
| EN1 – Total materials use other than water by type | <table> <tr> <td>Natural gas:</td><td>36,845 MMSCF (feed & fuel)</td></tr> <tr> <td>Lube oil:</td><td>619 drums</td></tr> <tr> <td>Resin:</td><td>02 MeT (Metric Tonnes)</td></tr> <tr> <td>Anthracite:</td><td>13 MeT</td></tr> <tr> <td>Lime:</td><td>105 MeT</td></tr> <tr> <td>Coating earth:</td><td>15 MeT</td></tr> <tr> <td>Vehicle batteries:</td><td>17 EA</td></tr> <tr> <td>Mercury lamps:</td><td>1742 EA</td></tr> <tr> <td>Paper:</td><td>3100 Reams of 500 sheets</td></tr> </table> | Natural gas: | 36,845 MMSCF (feed & fuel) | Lube oil: | 619 drums | Resin: | 02 MeT (Metric Tonnes) | Anthracite: | 13 MeT | Lime: | 105 MeT | Coating earth: | 15 MeT | Vehicle batteries: | 17 EA | Mercury lamps: | 1742 EA | Paper: | 3100 Reams of 500 sheets |
| Natural gas: | 36,845 MMSCF (feed & fuel) | | | | | | | | | | | | | | | | | | |
| Lube oil: | 619 drums | | | | | | | | | | | | | | | | | | |
| Resin: | 02 MeT (Metric Tonnes) | | | | | | | | | | | | | | | | | | |
| Anthracite: | 13 MeT | | | | | | | | | | | | | | | | | | |
| Lime: | 105 MeT | | | | | | | | | | | | | | | | | | |
| Coating earth: | 15 MeT | | | | | | | | | | | | | | | | | | |
| Vehicle batteries: | 17 EA | | | | | | | | | | | | | | | | | | |
| Mercury lamps: | 1742 EA | | | | | | | | | | | | | | | | | | |
| Paper: | 3100 Reams of 500 sheets | | | | | | | | | | | | | | | | | | |

GRI ENVIRONMENTAL PERFORMANCE TABLE

| Performance Indicators | Engro 2006 Performance |
|---|--|
| Environment | |
| EN2 – Percentage of materials used that are wastes (processed or unprocessed) from sources external to the reporting organization | None |
| EN3 – Direct energy use segmented by primary source | 11,627,660 MMBTU from fuel gas consumption |
| EN4 - Indirect energy source | Not calculated presently |
| EN5 – Total water use | 6,062,804 cu. meters incl. plant and housing |
| EN6 – Location and size of land owned, leased or managed in biodiversity-rich habitats | None |
| EN7 – Description of the major impacts on biodiversity associated with the activities and or products and services in the terrestrial, freshwater and marine environments. | No impact on biodiversity found in site survey by WWF |
| EN8 – Greenhouse gas emission | Carbon Dioxide: 716,441 MeT Carbon Monoxide: 2,150 MeT |
| EN9 – Use and emissions of ozone depleting substances | Freon 12 - eliminated from site Freon 22 – 150 kg; being replaced by R134 and R407C |
| EN10 – NOX, SOX, and other air emissions by type | NOx: 300 MeT SOx: 147 MeT Ammonia: 849 MeT Urea Dust: 1254 MeT |
| EN 11 – Total amount of waste by type and | Lube oil: 619 drums to salvage dealer destination Lime: 105 MeT to landfill Coating earth: 15 MeT to landfill Batteries: 17 EA to scrap-yard Mercury lamps: 1742 EA Retained for disposal Paper: 3100 Reams incinerated Spent catalyst: 300 MeT to re-use option |
| EN 13 – Significant spills of chemicals, oils and fuels | None |
| EN14 – Significant environmental impacts on products | None yet known |
| EN15 – Percentage of the weight of products sold that is reclaimable at the end of the products' useful life and percentage that is actually reclaimed. | Urea 100% consumable and leaves no residual waste |
| EN16 – Incidents of and fines for the non-compliance with all applicable international declarations, conventions and treaties, and local regulations associated with the environmental issues | None |
| EN 35 – Total environmental expenditures by type. | PKR 70,000,000 total for projects on: - Heat Recovery - Steam Saving - Fuel Saving |

GRI SOCIAL PERFORMANCE TABLE

| Performance Indicators | Engro 2006 Performance |
|---|--|
| <i>Employment</i> | |
| LA1 – Breakdown of workforce by employment type | 760 full time |
| LA2 – Net employment creation and average turnover | New Management & Technical jobs: 26 Total employee turnover: 15% |
| LA12 – Employee benefits beyond those legally mandated | Housing, utilities and leisure facilities at plant site |
| <i>Labour / Management Relations</i> | |
| LA3 - Percentage of employees represented by independent trade union organizations | 52% workers are union members |
| LA4 - Policy and procedures involving information, consultation and negotiation with employees over changes in the reporting organization's operations | Collective Bargaining Agreement applies to all In compliance to labour and industrial relations law, through employee meetings and correspondence via e-mail, intranet, and printed communication |
| <i>Training and Education</i> | |
| LA9 - Average hours of training per year per employee by category of employee | 6 days average per employee per year 31,013 person hours of plant-based training on safety, technical and core management skills |
| <i>Diversity and Opportunity</i> | |
| LA10 - Description of equal opportunity policies or programs and monitoring systems | Equal opportunity employer. No separately identified affirmative action initiatives HR policies forbid harassment & support diversity |
| LA11 - Composition of senior management and corporate governance bodies (including the Board of Directors), including female/male ratio and other indicators of diversity | 5 of 10 Directors on the Board are non-executive. Compensation Committees comprise only non-executive directors apart from CEO No women yet on the Board of Directors No women in senior management yet |
| <i>Human Rights</i> | |
| HR1 - Description of policies, guidelines, corporate structure and procedures to deal with all aspects of human rights relevant to operations | Management Structure and policies maintained in line with SA8000 guidelines. |
| HR2 - Evidence of consideration of human rights impacts as part of investment and procurement decision | Facilitating public hearings at Environmental Impact Assessments by the government for Engro's expansion plans. Ongoing stakeholder involvement program is also under consideration. |
| HR3 - Description of policies and procedures to evaluate and address human rights performance within the supply chain and contractors | Human rights performance measured by performance on standards like SA8000 |

GRI SOCIAL PERFORMANCE TABLE

| Performance Indicators | Engro 2006 Performance |
|---|---|
| Human Rights | |
| HR4 - Description of global policy, procedures or programs preventing all forms of discrimination in operations | Pakistan law takes precedence, but recognized international benchmarks, e.g. SA 8000 adhered to |
| HR5 - Description of freedom of association policy and extent to which this policy is universally applied independent of local laws | 52% union membership In Daharki, work is going on under CLA 2006-8 CLA for Karachi due in 2007 |
| HR6 - Description of policy excluding child labour, as well as description of procedures / programs to address this issue. | Policy of compliance with minimum age legislation in place. |
| HR7 - Description of policy to prevent forced and compulsory labour as well as description of procedures are based on legal contracts | All employment or contracting relationships / programs to address this issue Relevant SA8000 clauses are adhered to Specific clauses in this regard are also part of the work order contract. |
| HR12 - Description of policies, guidelines and procedures to address the needs of indigenous people | No operations in area home to indigenous people as the term is applied currently |
| Society and Community | |
| SO1 - Description of policies and procedures / programs to manage impacts on communities | Ammonia Complaint Handling Mechanism Environmental Incident Reporting System |
| SO2 - Description of the policy, procedures and compliance mechanisms addressing bribery and corruption | Business Ethics policy expressly forbids the giving or taking of bribes, and Best Practices Review tracks irregularities and report to the Board. (Employee education & business values. Achieved through disciplinary action, signing annual declaration on board-approved ethics policy, 4-yearly participatory business practice review & mitigation plan, ongoing feedback) |
| SO3 - Description of the policy, procedures and compliance mechanisms for managing political lobbying and contributions | Policy on Political Contribution strictly forbids engagement and donations for political activities |
| Product Responsibility | |
| PR1 - Policies for customer health and safety during use of products and services | Non-toxic, no residue. Packaging disclosure requirement met. |
| PR2 - Policies and procedures for product information and labelling | Package labelling conforms to consumer protection law and disclosure best practice, with Engro assuming responsibility for information placed on the packaging, such as weight, contents, origin and name of manufacturer |
| PR3 - Policies and procedures for consumer privacy | Sales and Purchasing Manuals guarantee confidentiality of consumer / dealer / vendor accounts, quotes and records. Full disclosure only made to the government under law |

Awards received in 2006



- Asian CSR award (Health Category)
- Recognition as one of the 200 best "Under a Billion \$" Asian companies by Forbes Magazine
- Top taxpayer award (Chemical Sector) by Large Tax Payer Unit, Pakistan's Central Board of Revenue
- Environmental excellence award by National Forum on Environment and Health
- Kissan time award for the best fertilizer company in Pakistan
- Helpline Trust award on Corporate Social Responsibility
- Investor relations award by CFA Association of Pakistan
- One of the five best presented annual reports award in chemical and fertilizer sector by the joint committee of ICMAP and ICAP
- Transparency reporting trophy by ACCA WWF
- Best CSR report ACCA WWF
- NFEH trophy and certificate of appreciation for environment excellence (Awarded to EPCL)
- Health and environment national excellence award by Health International Welfare Trust in collaboration with Karachi Green Club and CSR Association of Pakistan (Awarded to Engro Vopak)

Objectives 2007

Maintain the trend of sustainable growth in each business

Achieve financial closure for projects in each business

Continue support for telemedicine (Project Hope)

Sustain the social investment / community projects in health, education and infrastructure

Support chemical engineering programme at a nationally renowned university

Support free eye camp for community

Initiate establishment of a vocational training centre near Daharki for providing vocational skills to the local workforce

Maintain the trend of decreasing carbon emissions at the plant

Upgrade safety systems in the Agri Business division

Introduction of recycled paper in the organisation

Ensuring 100% disposals of hazardous waste (catalyst) at site

Reduce 2% water consumption at Daharki plant

Apply engineering solutions to remove oil from waste water streams

Health, Safety and Environment Policy

To be recognized as a world-class performer in the field of Health, Safety and Environment Management.

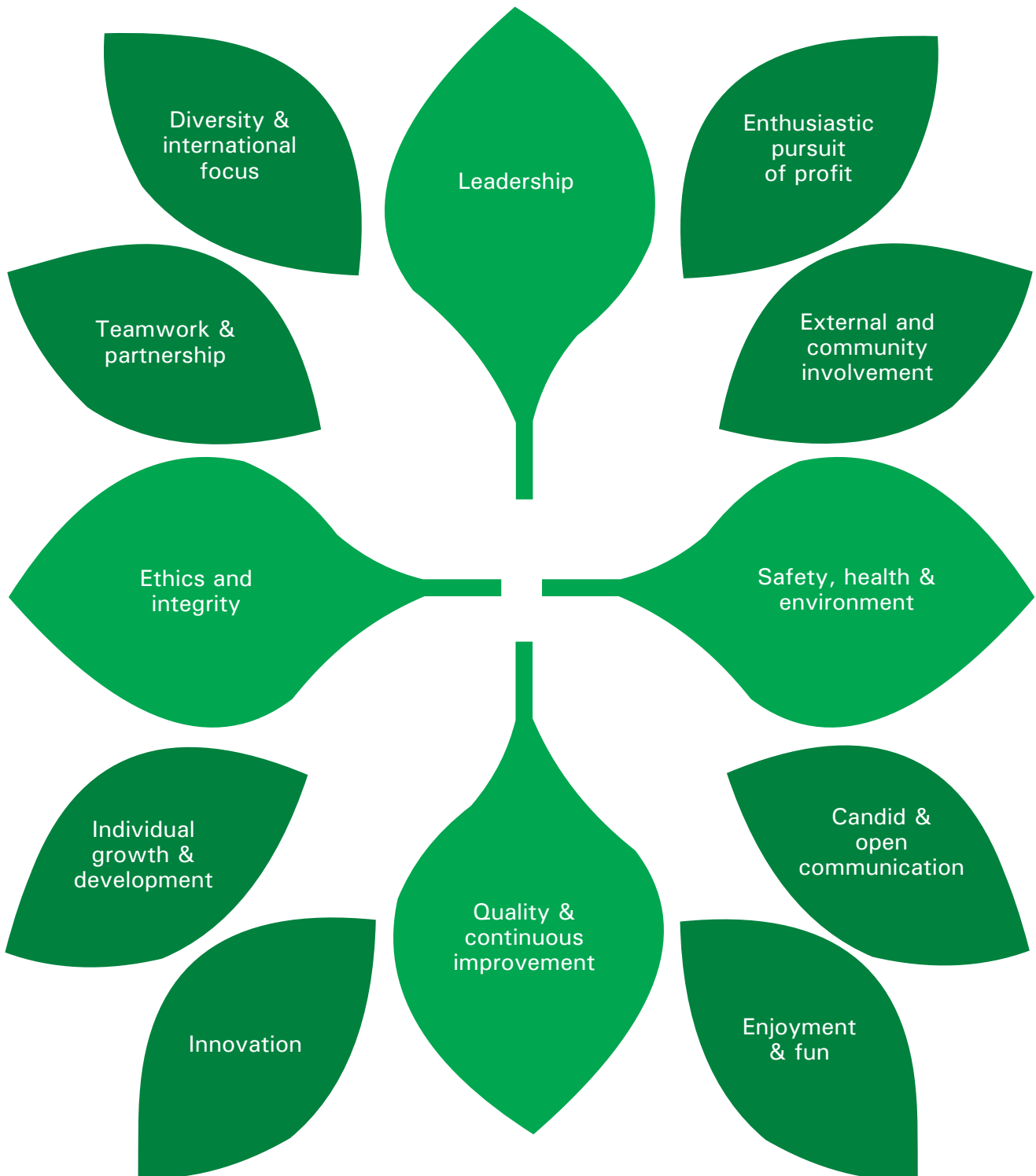
ENGRO WILL:

- Conduct its business in a manner that protects the health and safety of employees, contractors, others involved in our operations and the community in which we operate.
- Continuously improve environmental performance to achieve sustainable development.
- Strengthen its business by making Health, Safety and Environment (HSE) considerations an integral part of all business activities.
- Comply with all laws and regulations.
- Practice, transparent public reporting of the HSE performance.
- Ensure that HSE is a major responsibility of appropriately trained, empowered and accountable employees and management.
- Promote a culture of learning and practising HSE management among employees and contractors.
- Encourage off the Job HSE awareness among employees and families.



Asad Umar
President
Engro Chemical Pakistan Limited

Core Values



SAFETY, HEALTH & ENVIRONMENT

We will manage and utilize resources and operations in such a way that the safety and health of our people, our neighbours, our customers and our visitors is ensured. We believe our safety, health and environmental responsibilities extend beyond protection and enhancement of our own facilities, and we are concerned about the distribution, use and after-use disposal of our products.

ETHICS AND INTEGRITY

We do care how results are achieved and will demonstrate honest and ethical behavior in all our activities. Choosing the course of highest integrity is our intent and we will establish and maintain the highest professional and personal standards. A well-founded reputation for scrupulous dealing is itself a priceless asset.

LEADERSHIP

We have leaders of high integrity, energy and enthusiasm who have the necessary managerial, professional and people skills to inspire a group or an organization to set high goals and achieve them willingly. We believe that leadership skills need to be strengthened at all levels within our organization and that managerial and professional competence is a necessary foundation.

QUALITY & CONTINUOUS IMPROVEMENT

We believe that quality and a relentless commitment to continuous improvement are essential to our ongoing success. To this end, we define quality as understanding the customer's expectations, agreeing on performance and value, and providing products and services that meet expectations 100 percent of the time. Our motto is, "Quality in all we do."

ENTHUSIASTIC PURSUIT OF PROFIT

Successfully discharging our responsibilities to our shareholders to enhance the long-term profitability and growth of our company provides the best basis for our career security and meaningful personal growth. We can best accomplish this by consistently meeting the expectations of our customers and providing them with value.

EXTERNAL & COMMUNITY INVOLVEMENT

We believe that society must have industrial organizations that it can trust. Trust and Confidence are earned by our performance, by open and direct communication, and by active involvement in the communities in which we live and conduct our business."

CANDID & OPEN COMMUNICATIONS

We value communications that are courteous, candid and open and that enable each of us to do our jobs more effectively by providing information that contributes to the quality of our judgement and decision making. Effective communication should also provide the means for gaining understanding of the company's overall objectives and plans and of the thinking behind them.

ENJOYMENT & FUN

We believe that excitement, satisfaction and recognition are essential elements of a healthy, creative and high-performing work environment. Having fun in our work should be a normal experience for everyone.

INNOVATION

Success requires us to continually strive to produce break through ideas that result in improved solutions and services to customers. We encourage challenges to the status quo and seek organizational environments in which ideas are generated, nurtured and developed.

INDIVIDUAL GROWTH & DEVELOPMENT

We strongly believe in the dignity and value of people. We must consistently treat each other with respect and strive to create an organizational environment in which individuals are encouraged and empowered to contribute, grow and develop themselves and help to develop each other.

TEAMWORK & PARTNERSHIP

We believe that high-performing teams containing appropriate diversity can achieve what individuals alone cannot. Consciously using the diversity of style, approach and skills afforded by teams is a strength we must continue building into our organization.

DIVERSITY & INTERNATIONAL FOCUS

We value differences in gender, race, nationality, culture, personality and style because diverse solutions, approaches and structures are more likely to meet the needs of customers and achieve our business goals.

Acknowledgments

Asif Tajik

Attiq Malik

Favad Soomro

Humayoun Shah

Inamullah Naveed Khan

Irfan Javed Nagi

Jahangir Piracha

Khalid Siraj Subhani

Qaiser Pervaiz

Shahid Piracha

Shaz Keeriyo

Wajid Hussain Junejo

Yousuf Mohiuddin

From Responsible Business Initiative (RBI):

Dr. Faiz Shah

Mrs. Ambreen Waheed

From APR:

Faisal Siddiqi

Kamran Rauf

Zohare Ali Shariff



Plant site at Daharki, district Ghotki, Sindh.

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