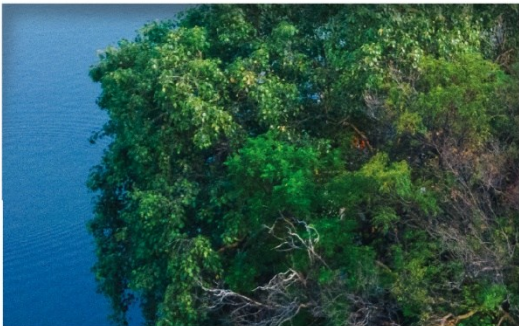




100 Years of Excellence
1922-2022

2025 ESG REPORT



ATTOCK REFINERY LIMITED

RISING TO THE CHALLENGES

Attock Refinery Limited (ARL) is pioneer of crude oil refining in Pakistan, with operations dating back to 1922. From modest beginnings using batch distillation stills with a capacity of 2,500 barrels per day (BPD), ARL has evolved into a state-of-the-art refinery with a processing capacity of 53,400 BPD. It has unique capability to refine from the heaviest to the lightest crude oil. Pakistan's oil refining sector is experiencing unprecedented economic, regulatory, and operational headwinds. ARL, has had to navigate a complex and frequently shifting business terrain. The major challenges include:

DECLINING CRUDE OIL PRODUCTION

Pakistan's crude oil production is on decline including in the northern oilfields from where ARL gets the crude oil. There have been limited success in crude oil discoveries but these are not enough to overcome this decreasing trend. The problem has been further aggravated by the forced curtailment of production from oilfields due to high-pressure in the SNGPL pipeline network to accommodate imported RLNG. To overcome this problem, ARL continues to advocate for allocation of southern crude, citing its economic advantages, especially in terms of freight efficiency and overall benefit to the country's Inland Freight Equalization Margin (IFEM). Further, the issue of curtailment of crude oil due to SNGPL system pressure management was raised with the concerned authorities and evidently the Government is working at the highest level to resolve the RLNG import issues,

EXEMPTION OF SALES TAX ON MAJOR PETROLEUM PRODUCTS

Changes in sales tax law has added to refineries' financial strain. This shift would significantly increase refineries operational as well as Capex costs. With timely collaboration of other stakeholders, interim relief from the Government was secured through recovery of inadmissible sales tax for the year 2024-25 via the IFEM mechanism. We are continuously taking up this matter at various forums so that the issue which has also stalled implementation of refineries' upgradation projects could be resolved on a permanent basis.

SMUGGLED PETROLEUM PRODUCTS

Influx of smuggled petroleum products has severely impacted domestic production. This illicit trade has inflicted billions of Rupees in losses to the local industry as well as to national exchequer. ARL has worked actively with relevant authorities to push for regulatory reforms, compliance and strict enforcement

UNWARRANTED IMPORTS OF PETROLEUM PRODUCTS

Another major challenging issue for the local refineries is the unwarranted imports of refined petroleum products. The disposal of HSD has been particularly problematic, with some Oil Marketing Companies (OMCs) pushing for imported products. ARL along with other refineries has taken up the matter with the Government to ensure adherence to OGRA rules which require that petroleum products produced by local refineries be first uplifted by OMCs before opting for import of the same.

IMPOSITION OF PETROLEUM LEVY (PL) AND CLIMATE SUPPORT LEVY (CSL)

The imposition of PL and CSL on Furnace Fuel Oil (FFO) disrupted the domestic market resulting in drastic reduction in its demand. Like other refineries, ARL would also be forced to export its almost entire FFO output at a loss more so in case of ARL due to its location. It has been industries' point of view that GOP's envisaged revenue targets by imposing these levies may not be materialized rather it would lead to multiple negative consequences like significant financial loss to refineries and loss of GOP's revenue due to elimination of local sales. We have taken up this matter with the Government along with other stakeholders for withdrawal of these levies.

The above factors are not only undermining the competitiveness of local refineries but also delaying implementation of the Pakistan oil refining policy for brownfield projects, a delay that is costing the national exchequer an estimated loss of us\$1 billion per annum.

WAY FORWARD

In-spite of the above challenges, ARL remains steadfast in its commitment to value addition and sustainability. The Company has engaged Studi Tecnologie Progetti S.p.A. (STP) of Italy for the Front-End Engineering Design (FEED) of its upgradation project. This clearly demonstrates ARL's commitment to undertake upgradation project for production of Euro V-compliant, environment-friendly fuels, aligning the Company with international standards and contributing to Pakistan's environmental goals. Being a regulated sector, we are continuously engaged with the Government for removal of the impediments so that the Policy is implemented at the earliest leading to upgradation of local refineries, improvement in products' quality along with numerous other benefits that would accrue when these projects are implemented. While Pakistan's refining sector is facing numerous challenges, ARL has consistently demonstrated resilience, agility and vision required to overcome them. Through regulatory advocacy, operational optimization, and a forward-looking approach to modernization, ARL continues to rise to the challenges not merely surviving, but laying the groundwork for a sustainable and competitive future

2025 Financial Highlights

Net Sales ¹

301,329.8

Operating Profit/Loss ¹

20,983.47

Throughput Volumes ²

1.664

Gross Profit/ Loss ¹

9,737.69

Shareholder's Fund

68.93%

Return on Shareholder's Fund

8.33%

Earnings before interest, taxes,
depreciation, and amortization
(EBITDA)

7.45%

1. PKR in Million

2. Million Tons

2025 Non-Financial Highlights

Employee & HR Statistics

Training Hours per
Employee

6.93

Employee Turnover

6.36%

Value Creation

Community &
Infrastructure
Development ¹

19.6

Training / Education ¹

32.16

Water Utilization

Water withdrawal
Cubic Meter (m³)

1,378,000

Percentage of Water
Saved by Recycling

16%

Water Recycled
Cubic Meters (m³)

221,000

Environment

Env. Expenses ¹

66.19

PEQs Compliance

100%

Total Renewable
Energy Generation
Capacity

2 MW+

No. of High-level
spills (Greater than
10 Liters)

3

Health & Safety

Total Accidents

5

Work-related Fatal
Injuries

1

HSE Training
(Hours)

7850

Total accident
incident frequency
rate (TAIFR)

1.02

Our Sustainability Journey (1922-2025)

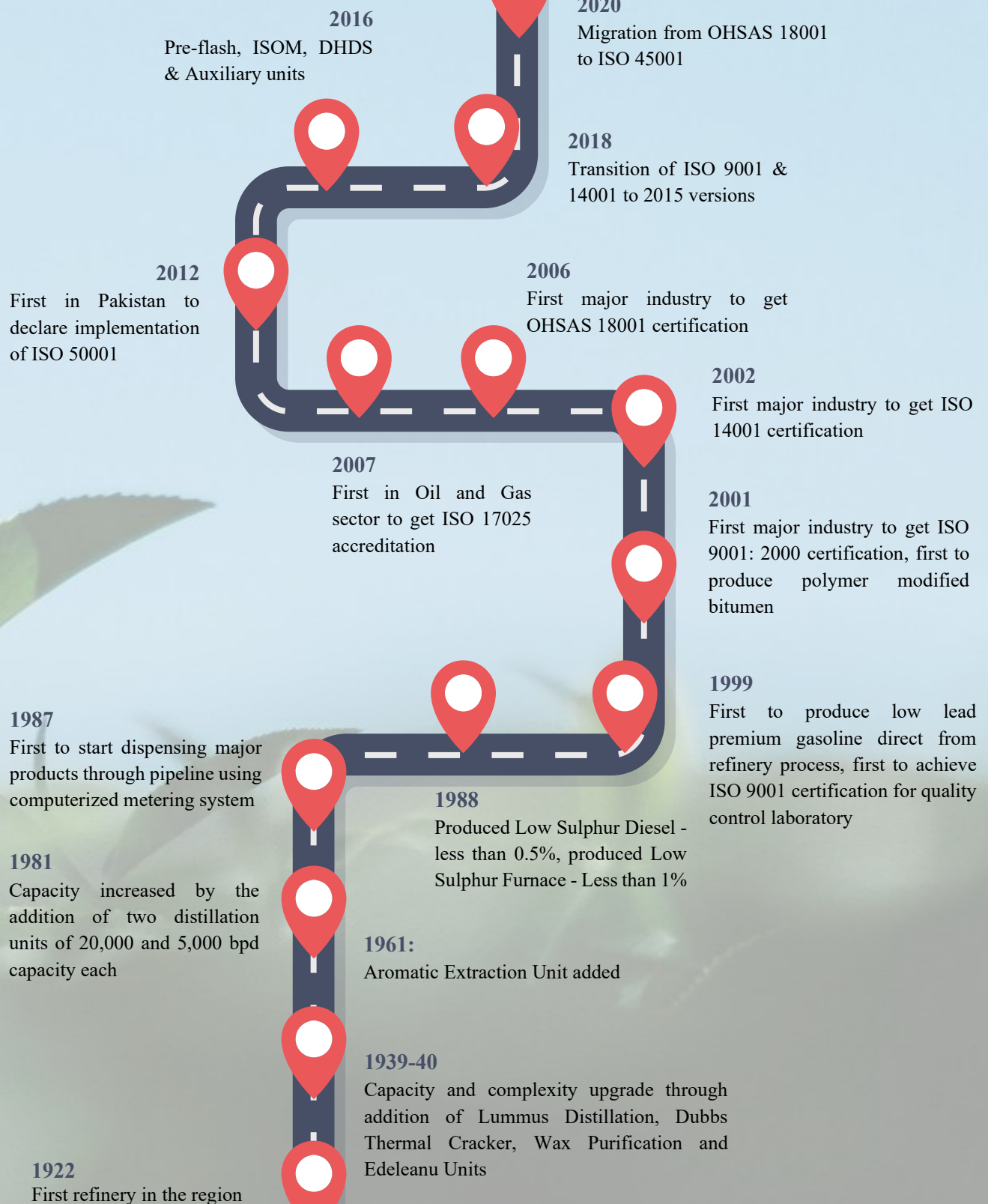


Table of Content

01 The Company

- CEO's Message 7
- Our Vision, Mission & Core Values 10
- Materiality Assessment 11
- Risk Management 12
- Climate Related Risk & Opportunities 21
- About This Report 29
- ESG Reporting Team 30
- Board of Directors 31
- Company Information 33
- The Management 35

02 Stakeholders Engagement

- Stakeholders Engagement 38
- Human Capital Development 45
- Employee Development & Training 47
- Organizational Development 50
- Human Rights and Labor Practices 51
- Defined Benefit Plan Obligations 54
- ARL Policies & Practices 55

03 Corporate Social Responsibility

- Strategic Principles 57
- Identification of Social Challenges 58
- Philanthropy and Corporate Investment 61
- Attock Institute of Horticulture 67
- Business Ethics and Anti-competitive Measures 68

07 Credibility & Reporting Index

- ESG Reporting Standard 126

04 Health, Safety & Environment

- HSEQ Policy 70
- Energy Policy 72
- Sustainability Management System 73
- Energy Management 75
- Water Management at ARL 78
- Biodiversity 81
- Environmental Management 83
- Occupational Health & Safety Management System 96
- ARL Alignment with Sustainable Development Goals 105

05 ECONOMY

- Statement of Compliance 110
- Economic Impact on Local Communities 113
- Awards & Recognition 114

06 Supply Chain

- Supply Chain Management 117
- Product Stewardship and Customer Satisfaction 119
- Customers Confidentiality & Feedback 121
- United Nations Global Compact 122
- Business Associations 123



100 Years of Excellence
1922-2022

ATTOCK REFINERY LIMITED

THE COMPANY



CEO'S MESSAGE



01

THE COMPANY

02

STAKHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

Operating in an era defined by accelerating climate urgency, regulatory evolution, and shifting energy expectations, Attock Refinery Limited continues to strengthen its position as a resilient and responsible national energy producer. We recognize that long-term sustainability in the refining sector requires more than operational excellence; it demands strategic adaptability, disciplined governance, and measurable environmental and social progress.

ARL remains focused on aligning its operations with Pakistan's evolving environmental framework while ensuring continuity of fuel supply and industrial stability. Developments in environmental protection, fuel quality standards, water stewardship, climate commitments, and sustainable finance frameworks continue to reshape the operating landscape. We approach these changes proactively, evaluating policy impacts in a structured manner and embedding compliance within our operational and capital planning processes.

During the reporting period, Pakistan advanced its sustainable finance architecture with the issuance of the Pakistan Green Taxonomy (2025 Edition), introducing Green, Amber (Transition), and Ineligible classifications across sectors. While the taxonomy recognizes transition activities in selected hard-to-abate sectors, petroleum refining and fuel quality upgradation projects are not currently classified within the transition category. ARL actively participated in the public consultation process and submitted recommendations advocating the recognition of petroleum product refining and production activities utilizing renewable and low-carbon energy sources. The recommendations highlighted the role of such initiatives in supporting the transition toward lower-emission energy systems while facilitating access to sustainable finance and encouraging environmental performance improvements. As of the close of the reporting period, these recommendations are not reflected in the finalized taxonomy.

A cornerstone of ARL's long-term sustainability strategy is the Refinery Upgradation Project. Upon implementation, this project will enable production of Euro-V compliant fuels, significantly improve product quality while reduce environmental impacts. This transition is expected to support improved air quality, reduced vehicular emissions, and enhanced public health outcomes while strengthening ARL's competitive position through higher value addition and improved refining margins.

While operating in a sector fundamentally linked to fossil fuels, we recognize our responsibility to contribute meaningfully to sustainability and climate action through practical and measurable initiatives. We take pride in the progress achieved by translating sustainability objectives into tangible actions on the ground. During the reporting period, ARL continued to expand its renewable energy footprint, achieving over 2 MW of installed solar capacity across operational and residential areas, thereby offsetting a meaningful portion of its energy demand through clean and indigenous sources. We are also actively exploring further expansion of solar installations.

Water stewardship remains a strategic priority in a water-stressed country. In 2025, ARL further advanced its water management initiatives, including installation of a Reverse Osmosis (RO) plant designed to significantly reduce its freshwater intake. Drip irrigation systems, recycling mechanisms in residential and operational facilities, and progress toward a Zero Liquid Discharge (ZLD) approach collectively demonstrate our commitment to responsible water use. A rainwater harvesting project with a one-million-gallon capacity is also underway, strengthening long-term water resilience.

Environmental protection at ARL extends beyond regulatory compliance. Through continued development/management of Morgah Biodiversity Park, ARL Nature Reserve, orchard expansions, and plantation drives, ARL actively contributes to ecosystem preservation. During the reporting period, 10 acres of previously non-cultivated land was converted into productive citrus orchards supported by solar-powered drip irrigation systems. We also maintained 100% compliance with Punjab Environmental Quality Standards (PEQS) across wastewater, ambient air, and emissions. Beyond

01

THE COMPANY

02

STAKHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

environmental stewardship, people remain at the heart of ARL's operations. This commitment is reflected not only in compliance with human rights and labour standards, but also how we actively safeguard dignity, well-being, equal opportunity across our workforce, and the communities connected to our operations. We prioritize occupational health and safety, employee well-being, and skills development through robust safety systems, proactive risk management, and continuous improvement programs.


During the reporting period, our engagement with surrounding communities included public health and environmental awareness initiatives such as dengue awareness sessions and walks, environmental conservation activities, training programs with nearby schools and local communities, plantation drives, and the provision of essential services through free medical camps and support for local infrastructure.

Recognizing the increasing risks posed by extreme weather events, we strengthened our emergency response and disaster preparedness frameworks to protect its workforce and ensure operational continuity. In parallel, targeted financial and humanitarian support was provided to communities affected by floods during the year, reflecting our belief that workforce protection, community resilience, and operational excellence are closely linked and fundamental to long-term organizational sustainability.

Technology and digitalization are increasingly important enablers of sustainability. We are progressively incorporating digitalization and artificial intelligence-based tools to enhance process efficiency, environmental monitoring, predictive maintenance, and data-driven decision making. These initiatives are being implemented within a structured and responsible governance framework to ensure reliability, cybersecurity, and alignment with business objectives.

Despite volatility in global energy markets and pressures on refining margins, ARL has maintained financial stability through disciplined operations, cost optimization, and sensible capital management. Looking ahead, we remain focused on navigating the challenges of energy transition, regulatory change, and technological evolution through strategic planning, stakeholder engagement, and continuous innovation.

Sustainability is a shared responsibility, anchored in strong governance and transparent engagement with regulators, employees, communities, investors, and other stakeholders. Through this integrated approach, ARL supports Pakistan's climate and sustainability objectives, enhances environmental and social performance while delivering long-term value, and continues to play a responsible role in ensuring a secure and reliable national energy supply.



M. ADIL KHATTAK

CHIEF EXECUTIVE OFFICER

01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

OUR CORE VALUES

Quality

We pursue quality as a way of life. It is an attitude that affects everything we do for relentless pursuit of excellence.



Integrity & Ethics

Integrity, honesty, high ethical, legal and safety standards are a cornerstone of our business practices.



Social Responsibility

We believe in respect for the community and preserving the environment for our future generations and keeping National interests paramount in all our actions.



Learning & Innovation

We embrace lifelong learning and innovation as an essential catalyst for our future success. We believe in continuous improvement and to seize opportunities inherent in change to shape the future.



Our Vision

To be a world class and leading organization continuously providing high quality diversified environment-friendly energy resources and petrochemicals.

Empowerment

We flourish under an ecosystem of shared understanding founded on the concept of empowerment, accountability and open communication in all directions.



Teamwork

We believe that competent & satisfied people are the company's heart, muscle and soul. We savour flashes of genius in the organization's life by reinforcing attitude of team work and knowledge sharing based on mutual respect, trust and openness.



Our Mission

We will utilize best blend of state-of-the-art technologies, high performing people, excellent business processes and synergetic organizational culture thus exceeding expectations of all stakeholders.

01

THE COMPANY

02

STAKHOLDER ENGAGEMENT

03

CSR

04

HEALTH, SAFETY & ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY & GRI INDEX

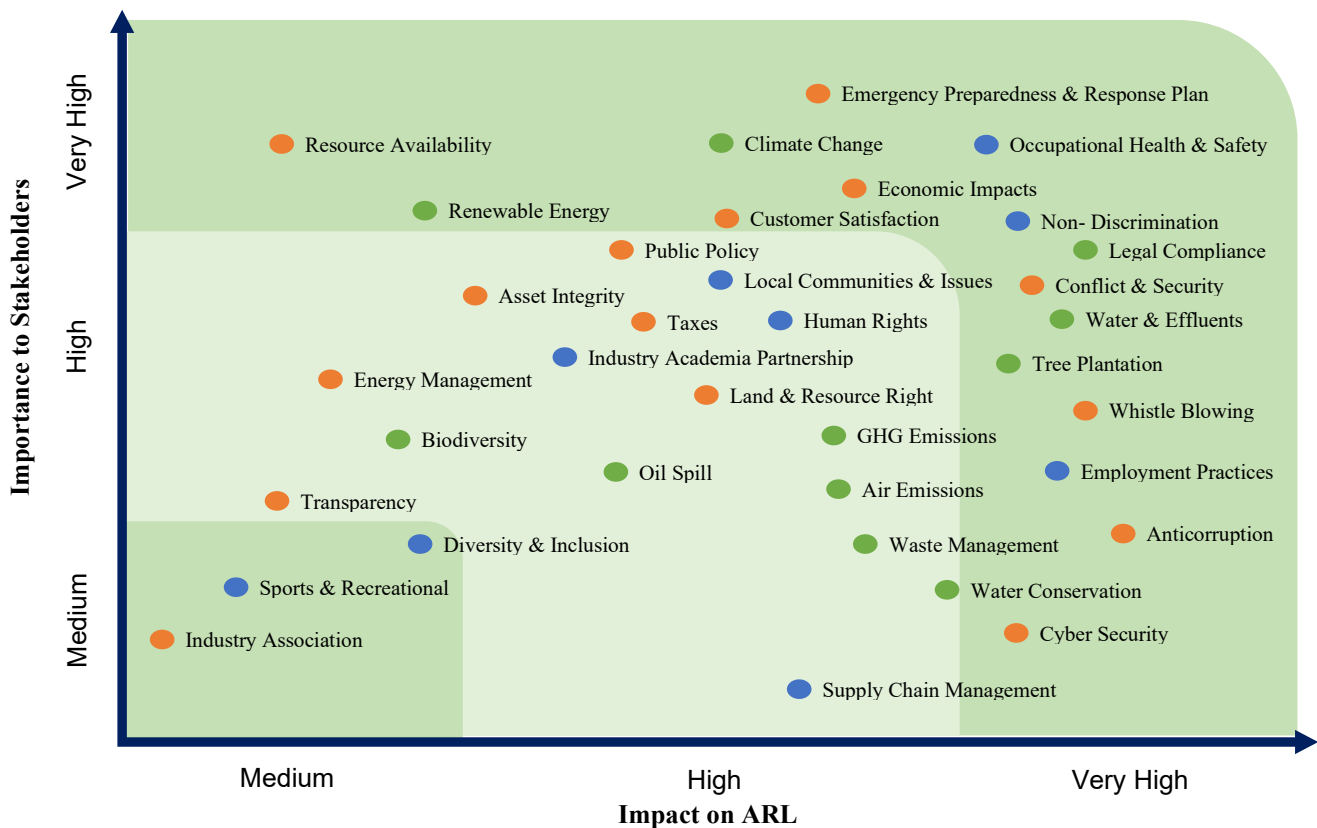
MATERIALITY ASSESSMENT

Materiality Assessment Process



Basis of Materiality Assessment

1. Company Objectives, Strategies, Policies and Programs, Vision, Mission, Core Values.
2. IFRS, GRI Standard & UNGC Indices.
3. Customer Meetings, Surveys and Feedback.
4. Community Meetings.
5. Educational Institutions.
6. ARL Employees.
7. Legislative Guidelines.



RISK MANAGEMENT

Risk management is a crucial part of governance, as there are many risks with associated uncertainties and opportunities that require immediate and strategic decisions and direction. Our performance, risks, and opportunities related to ESG topics, including climate change, are identified, evaluated, and managed by company leadership with oversight from the Board.

ARL has established a dedicated Sustainability Committee comprising representatives from all functional departments, responsible for forecasting sustainability and climate-related risks and opportunities at the departmental level. All material topics relevant to the business are identified and prioritized using the principle of double materiality, considering both the impacts of ARL's operations on the environment and society, as well as the financial risks and opportunities arising from sustainability and climate change. Topics are considered material if they are significant from either an impact perspective on the environment and society or a financial perspective on the Company, and not necessarily from both simultaneously. Moreover, the relevant issues outlined by the Sustainability Accounting Standards Board (SASB) are also considered in the materiality assessment, and only those with a significant impact on the business are included.

Following identification, these risks and opportunities are consolidated and submitted to the ARL Risk Management and Strategic Planning Committee, chaired by the CEO and comprising of all departmental heads. This Committee provides continuous oversight of the identification, assessment, and management of material ESG and climate-related risks and opportunities. Risks are formally reviewed and reassessed on a semi-annual basis within each functional area to evaluate the effectiveness of existing controls and to determine whether additional mitigation or adaptation measures are required to ensure risks remain within the Company's defined risk appetite. Sustainability and climate-related risks and opportunities are assessed using the same enterprise risk management methodology applied to other business risks, including evaluation of likelihood, severity of impact, and time horizon through a standardized risk matrix. The CEO and respective Heads of Departments are responsible for managing risks, implementing mitigation measures, and identifying opportunities within their areas of responsibility.

To further strengthen the bottom-up risk management and governance framework, ARL's Board Audit Committee provides independent oversight on behalf of the Board by reviewing management's actions to ensure that the Company is operated in an environmentally and socially sustainable manner. The Committee oversees the management of ARL's impacts on the economy, environment, and people, including human rights, while ensuring the Company's long-term value creation for all stakeholders. Performance against ESG objectives, including sustainability and climate-related matters, is regularly reviewed by the Board Audit Committee, which also provides strategic direction and guidance to management. Senior management and the Board retain ultimate responsibility for approving material sustainability and climate-related risks and opportunities and ensuring their integration into ARL's strategy, capital allocation, and risk appetite.

To support effective execution, ARL ensures that relevant teams possess the necessary competencies through targeted training programs and performance-based incentives, including recognition and monetary rewards. A consistent methodology is used for the identification of sustainability and climate-related risks and opportunities, informed by a wide range of information sources. ARL's approach to managing risks and opportunities will continue to evolve as organizational understanding deepens. Considerations related to transition risks and opportunities, including emerging technologies and policy developments, are progressively integrated into business planning and decision-making processes.

01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

ARL’s strategy is to prevent and minimize negative environmental, social, and business impacts while maintaining resilience and positioning the company for sustainable growth through the adoption of best-fit technologies, processes, and measures. Sustainability and climate-related risks and opportunities directly inform ARL’s strategic priorities, portfolio assessments, and capital allocation decisions to enhance resilience and support long-term growth. The ARL Board and Senior Leadership Team review our strategy, which incorporates an assessment of our current portfolio to inform forward-looking plans to ensure that the business maintains its resilience and is positioned for growth.

Metrics and targets related to risk management are monitored to evaluate the effectiveness of mitigation and control measures. These include exposure levels to key ESG risks, status of mitigation initiatives, and progress in reducing residual risk, enabling management and the Board to make informed decisions regarding operational resilience and strategic priorities.

We continually evaluate the climate-related risks and opportunities associated with these different scenarios to understand where we should invest capital to strengthen our resilience/existing assets and where to invest in new growth opportunities.

Through this structured approach of integrating bottom-up identification with top-down strategic oversight, ARL continuously strengthens its risk management capabilities, ensuring sustainability and climate-related risks are proactively addressed, opportunities are realized, and long-term business resilience is maintained. Management responses for monitoring and addressing risks and opportunities may cause actual results to vary from those described herein, which may include forward-looking statements, or could impact our ability to meet our targets or be detrimental to our profitability or reputation.

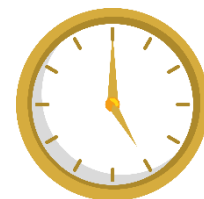
Short-term

1 year: focuses on immediate risks and opportunities, including regulatory changes, market shifts, or short-term operational impacts.



Medium-term

2-5 years: addresses emerging risks such as technological innovations, shifts in market demand, or changes in consumer behaviour.



Long-term

5+ years: involves broader, more systemic issues such as climate change, resource scarcity, or shifts in global socio-economic dynamics.



ARL SUSTAINABILITY RISK

1. WATER AND WASTE WATER MANAGEMENT:



Impact & consequence: Increasing water scarcity and tightening regulatory oversight present material risks to operational continuity and profitability. Constraints on water availability may limit production capacity and growth, while stricter effluent discharge requirements increase dependence on advanced wastewater treatment systems, raising operating and capital expenditures. Declining groundwater tables, intensified by climate change, are increasing raw-water extraction costs and the need for reconditioning prior to use. Furthermore, emerging policy discussions in Pakistan, including IMF-supported reforms, signal the potential introduction of water metering and volumetric pricing, which could materially increase water procurement costs and expose the entity to higher tariff-related risks.

Actions: Water is an essential utility in Plant Operations. It is used in cooling tower for water make-up; Boiler Feed Water; Plant Water; in crude desalting; for flushing of pipelines and for drinking purposes. Availability of sufficient water supply to ARL water reservoirs as per demand is very critical for smooth refinery operations. All the wastewater that is generated through our refinery operation is treated through our state-of-the-art Effluent Treatment Plant (ETP), complying to the PEQS, and the treated water is recycled/reused as and when required.

During hot and dry months (May-June), water demand is at its peak. When the supply-demand gap widens, a fraction of treated effluent water from ETP is recycled. Moreover, our sustainably managed sources at Shahpur helps us to utilize the naturally recharged water and hence reducing our water demand from the water-stressed deep groundwater wells.

Moreover, a study for zero effluent has been carried out and its implementation has started under which at initial stage, a RO unit is being planned to be installed at the Boiler house, which is in its commissioning phase. Optimization of water usage is an ongoing activity that is adopted all year round in general but in the dry months in particular. Moreover, water conservation measures are being implemented at process units and at the colony area.

Further land surveys in the ARL vicinity are planned to identify potential future water availability sites. Efforts to arrange water supply for the colony area from alternative government sources will also be explored. Feasibility for using rain water as an alternate source would be considered. All these actions will help to address the risks of excessive consumption linked with water metering and volumetric pricing.

2. PROCESS SAFETY, CRITICAL INCIDENT, AND EMPLOYEE HEALTH & SAFETY RISK



Impact & consequence: Failure to effectively manage occupational health, process safety, and critical incident risks may result in workplace injuries, fatalities, occupational illnesses, or major accidents such as fires, explosions, hydrocarbon releases, oil or chemical spills, and security-related incidents. Such events can lead to operational disruptions, unplanned shutdowns, environmental damage, regulatory non-compliance, legal liabilities, and significant financial losses. Additional

impacts may include increased medical and compensation costs, higher insurance premiums, penalties, reputational damage, reduced workforce morale and productivity, and adverse effects on long-term business sustainability.

Actions: Refining operations inherently involve health, safety, environmental, and security risks due to the handling and processing of hydrocarbons under high temperatures and pressures, potential exposure to noise, heat, and hazardous substances, and the possibility of low-probability but high-impact incidents. ARL manages these risks through a comprehensive Process Safety and HSE Management Framework based on systematic hazard identification, risk assessments, and a risk-based approach to HSE planning.

Operational controls include strict adherence to Standard Operating Procedures, compliance with applicable API, NFPA, and government regulations, and regular inspections, maintenance, and integrity management of critical equipment. Process safety and operational audits, periodic reviews, and monitoring programs are conducted to identify and address potential weaknesses proactively.

Emergency preparedness and response arrangements are maintained to ensure readiness for potential incidents, including fires, explosions, hydrocarbon releases, and oil spills. Firefighting systems, flare stacks, burners, effluent treatment plants, API separators, sumps, and containment structures have been designed and installed to minimize environmental and safety impacts in the event of an incident. Environmental parameters are monitored regularly to enable timely corrective actions.

Security-related risks are managed through enhanced vigilance, round-the-clock monitoring, strengthening of physical security measures, and continuous threat assessment. Liaison with Law Enforcement Agencies is maintained to ensure early warning and coordinated response to potential security threats.

To reinforce governance and oversight, ARL has a dedicated Central Health, Safety and Environment Committee (CHSEC) headed by the CEO and comprising of all Heads of Departments. The committee meets monthly to review key HSE issues, assess performance across various HSE aspects, and guide continuous improvement initiatives. Through ongoing enhancement of safety management systems, training, and safety culture, ARL aims to reduce incidents, protect employees and surrounding communities, minimize operational downtime, and enhance overall productivity and resilience.

3. PRODUCT SPECIFICATION (EURO-V COMPLIANT FUELS)



Impact & consequence: Government has implemented Euro-V specification for PMG and HSD. Refineries producing products lower than Euro-V grade are being penalized for quality differential in product price. In order to achieve Euro-V compliance, the refinery would have to undergo an upgradation project costing more than 700 million USD. However, Government's recent actions are contradictory to the spirit of refining policy as the upgradation of refinery has become financially unviable due to implementation of Sales Tax and PL by the Government. Currently, ARL is paying RON penalties on PMG of around PKR 3 billion per year and penalties on HSD are around PKR 5 billion per year, causing a huge financial burden each year.

01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

Actions: ARL is fully committed to invest in the refinery upgradation projects for the production of environment-friendly Euro-V compliant fuel. In this context, the licensor's Front End Engineering Design (FEED) has been completed for major units. As a next step, Project FEED including utilities and offsites will be carried out followed by detailed engineering, procurement, construction and commissioning (EPCC). There would be a significant financial impact on ARL with the implementation of this project including:

1. Cost saving of additives in the production of PMG around Rs. 10 billion per year.
2. Saving against Naphtha handling and transportation charges of around Rs. 2.6 billion per year.
3. The upgradation will result in overall revenue generation of Rs. 37 billion per year.

4. IMPOSITION OF CARBON LEVY AND HIGH ENERGY COSTS:



Impact & consequence: The imposition of carbon-related levies on fuels presents a material financial risk to ARL. The Government of Pakistan has already implemented a carbon levy on furnace oil, resulting in a significant increase in energy and operating costs and placing a substantial financial burden on the Company. Furthermore, the implementation of petroleum and carbon levies has led to reduced domestic upliftment of furnace oil, adversely impacting local demand and increasing reliance on export markets. This shift has resulted in margin compression due to lower export premiums, higher exposure to international price volatility, and increased export frequency, collectively exerting pressure on profitability. In addition, international policy trends increasingly favour the use of fuel- and energy-based levies as economic instruments to encourage a shift towards cleaner energy consumption. Any future increase in fuel-based carbon levies, energy taxes, or related policy measures could further raise ARL's operating costs, compress profit margins, and adversely affect overall profitability, particularly given the energy-intensive nature of refining operations.

Actions: ARL is actively managing the financial impacts arising from the carbon levy on furnace oil through a combination of cost control, strategic planning, and energy transition initiatives. The Company continuously monitors fuel-related tax and levy developments and is taking proactive measures to limit the resulting financial burden on operations. Based on this, ARL has secured access to three FO storage tanks at TOL Karachi, which has enhanced its product handling capacity and facilitated an increase in fuel oil exports. In addition, ARL is evaluating opportunities for bunker fuel supply and potential sales to Export Processing Zones (EPZs) to further diversify its market outlets.

As part of its refinery upgradation program, ARL is planning the installation of a 2 MW solar power plant, which will increase the share of renewable energy in the Company's energy mix. This initiative is expected to partially substitute furnace oil-based energy consumption, thereby reducing exposure to carbon levy-related costs and improving long-term energy cost stability. In addition, ARL is pursuing energy efficiency improvements across its operations, process optimization, process efficiency enhancements (through the installation of Variable Frequency Drive (VFD) motors, energy-efficient motors, replacement of LED lights for conventional lights, replacement of conventional air

01

THE COMPANY

02

STAKHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

conditioners, and installation of Burner Management Systems) to conserve overall energy requirements.

5. GHG EMISSIONS:



Impact & consequence: Oil refineries are significant contributors to greenhouse gas (GHG) emissions, primarily through the combustion of fossil fuels, flaring, and process-related emissions. Increasing regulatory pressure and evolving stakeholder expectations pose financial and operational risks.

Actions: Refinery operation generates direct GHG emissions primarily in the form of carbon dioxide and methane from stationary fuel combustion for energy supply, as well as from process units, flaring, venting, and fugitive emissions. As energy consumption represents a significant share of refinery operating costs, ARL is implementing a range of energy-efficiency and emission-reduction measures to lower its GHG emissions intensity. Planned refinery upgradation projects include the adoption of best available technologies and the feasibility of a Flare Gas Recovery System to significantly reduce routine flaring and associated emissions. Moreover, ARL also publicly disclose its annual Scope-I and Scope-II GHG emissions to enhance transparency and stakeholder trust. ARL has also set a target of the year 2027 for setting its baseline year for Scope-I and Scope-II emissions to better evaluate its GHG emissions. Moreover, carbon offsets generated through the Company's initiatives are quantified and disclosed to mitigate and neutralize the environmental impact of its GHG emissions. Collectively, these measures aim to reduce GHG emissions, improve energy efficiency, and mitigate regulatory and fuel-cost risks.

6. MANAGEMENT OF THE LEGAL & REGULATORY ENVIRONMENT:



Impact & consequence: Changes in sustainability and environmental regulations can have material operational and financial implications for ARL, including increased compliance costs, potential delays in project approvals, and adjustments to existing processes. Failure to anticipate or effectively engage on regulatory developments could affect the company's reputation, reduce its social license to operate, and limit its ability to influence policy implementation. Proactive monitoring, technical engagement, and collaboration with regulatory authorities help mitigate these risks, support timely compliance, and protect long-term shareholder value.

Moreover, the introduction of Pakistan's National Green Taxonomy poses a significant challenge for refineries in identifying projects or activities that qualify as "green." Many operational initiatives, such as energy efficiency improvements or solar power installations within refinery premises, may not be recognized as green under the taxonomy because they directly support fossil fuel production and downstream activities. This creates uncertainty in accessing green financing or incentives, as investments that reduce environmental impact may still be deemed ineligible. In addition, evolving definitions and reporting requirements under the taxonomy increase compliance complexity and could expose the Company to reputational or regulatory risk if projects are misclassified or perceived as inconsistent with the taxonomy's objectives.

Actions: Sustainability has gained global importance in recent years, and Pakistan has similarly prioritized the development of strategies and policies to achieve international sustainability targets.

01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

Consequently, the government is actively introducing new environmental and sustainability regulations. ARL closely monitors these developments and systematically evaluates proposed policies to understand their operational and financial implications. Where necessary, the company provides technical inputs, reservations, and recommendations to ensure that new regulations are practical, implementable, and aligned with industry realities. Following the approval of Pakistan's Green Taxonomy by the Ministry of Climate Change in 2025, ARL actively coordinated with relevant bodies, sharing technical feedback to support effective implementation. The Company is proactively engaging with the relevant regulatory authorities to highlight its reservations and provide input on challenges specific to refinery operations, particularly regarding the classification of projects that support fossil fuel activities. Concurrently, ARL is focusing on capacity-building to enhance internal understanding of the taxonomy and to identify, evaluate, and streamline future projects that could align with its objectives. These measures aim to ensure that, once implemented, the Company can effectively navigate the taxonomy framework, access potential green financing opportunities, and maintain compliance with emerging regulatory expectations.

In addition, ARL offers technical assistance to regulatory authorities, including the Environmental Protection Agency (EPA), as required. Through proactive, transparent, and constructive engagement, ARL seeks to safeguard regulatory compliance, shareholder interests, and its social license to operate while contributing to national sustainability objectives.

7. EMPLOYEE TURNOVER AND STAFF RETENTION:



Impact & consequence: ARL is facing some serious turnover challenges due to the opening of overseas employment opportunities, inflation, Pakistani currency fluctuation, and domestic and international market volatilities; hence, retention in key areas is a major challenge. The key consequences of employee turnover include increased recruitment and training costs, loss of organizational knowledge and expertise, and negative financial impacts.

Actions: The management is fully cognizant of enrolling adherence to HR standards, provision of a healthy workplace environment, reasonable salaries and perks, career progression, training and development, ensuring work-life balance, and provision of accommodation and recreational facilities. These are some of the measures to keep turnover under control. ARL is also trying to meet the challenges by means of efficiency orientation and absorbing the shocks through a well-defined backup plan, thus ensuring our business standards remain paramount. In order to match the market trends, ARL participates in HR surveys (latest being the Employee Engagement Survey 2024) to keep a watch on market dynamics. In order to gauge turnover all-round, the year, a corporate target has also been defined for critical and management staff. In the year under review, the overall turnover remained low i.e. 6.36% against the limit of <10%.

8. MARKET TRENDS



Impact & consequence: Adverse market conditions, including low refinery throughput, uncertainty in the business environment, erratic upliftment of PMG and HSD by Oil Marketing Companies (OMCs), and persistently weak demand for furnace oil, have negatively affected capacity utilization

01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

and sales volumes. These factors have led to increased inventory build-up, reduced operating efficiencies, and margin compression, ultimately resulting in lower profitability.

Actions: The introduction of LNG into the country energy mix and improved quality petroleum products including higher RON PMG & Low sulphur Diesel is changing the petroleum products market dynamics. GOP has finally approved the “Pakistan Oil Refining Policy for upgradation of Existing/Brownfield Refineries 2023 (as amended in February 2024). The policy provides incentives to refineries and will allow ARL to proceed with implementation of its projects to produce Euro V PMG and Diesel, but there is still an unresolved hurdle due to a change in the sales tax law which has annulled incentives envisaged under the Refining Policy.

As a result of Government’s decision to minimize furnace fuel consumption in power plants (IPPs) with cheaper RLNG availability, FFO upliftment from refineries reduced drastically. ARL managed logistics and tankage in Karachi for FFO export on continuous basis to ensure refinery operation. This allowed the refinery to run at optimum capacity during high-margin period.

For uninterrupted dispatches of PMG and HSD, ARL has taken up the matter with OGRA to ensure that ARL product is lifted by OMCs prior to moving product from the south as per prevailing rules and regulations.

9. THALIAN OIL VILLAGE/ARL CONNECTION/ SHIFT IN SUPPLY RELIANCE TO THALIAN/ MACHIKE PIPELINE NETWORK:



Impact & consequence: Changes in regional supply and distribution infrastructure, including the development of the Thalian Oil Village and increased reliance on the Thalian/Machike pipeline network, may reduce upliftment of ARL products and adversely affect market access in the Central and Northern regions. A potential shift in supply preferences could lead to lower sales volumes, erosion of market share, sub-optimal utilization of existing logistics arrangements, and margin pressure, thereby negatively impacting revenue and overall profitability.

Actions: ARL is engaging with FWO/GOP and Oil Marketing Companies (OMCs) to improve connectivity and assess opportunities for joint infrastructure development. ARL is also strengthening collaboration with emerging OMCs and offer competitive commercial terms to pipeline-connected OMCs to enhance throughput and market reach.

10. CRUDE AVAILABILITY



Impact & consequence: Limited or inconsistent availability of crude oil can significantly affect refinery operations by reducing throughput, lowering capacity utilization, and increasing per-unit operating costs. Supply disruptions arising from import constraints, logistics bottlenecks, resource scarcity, geopolitical developments, or fluctuations in local crude production may force the refinery to operate below optimal levels or rely on less suitable crude blends, impacting product yields and margins. Prolonged constraints on crude supply can also delay planned maintenance or optimization activities, disrupt supply commitments to the domestic market, and weaken financial performance. In an environment of regulated pricing and tight margins, reduced crude availability may therefore

have a material adverse impact on operational efficiency, profitability, and the refinery's ability to meet national fuel supply requirements.

Actions: To mitigate risks associated with crude availability and ensure sustained refinery operations, ARL actively pursues multiple supply-side and operational strategies. The Company engages closely with the Government of Pakistan and relevant stakeholders to address regional crude imbalances and manage declining indigenous crude production. In this regard, ARL's proposal for the diversion of southern crude to the northern region, aimed at offsetting crude depletion and enabling operation at optimal capacity, has been approved and is being implemented. In addition, ARL maintains flexibility in crude sourcing through a combination of indigenous and imported crude supplies, optimizes crude blending strategies to maximize yields, and plans maintenance activities to align with supply availability. Continuous engagement with upstream producers, coupled with long-term supply planning and operational efficiency measures, supports the refinery's ability to operate at or near maximum capacity despite broader national challenges related to crude resource depletion.

11. CLIMATE-RELATED RISKS



Impact & consequence: Climate-related risks are mainly categorized into two main categories. The potential transitional risks which may arise from the pace and extent of the global and national shift toward a low-carbon economy, including policy, legal, technological, market, and reputational changes. These can be in the form of transition to net-zero emissions, technological innovations, market shifts, governmental policies, and reputational risks. These may also include the policy and legal risks which can occur in the form of tightening of fuel quality standards, emissions regulations, renewable energy mandates, and climate-related disclosure requirements. The second category is physical risks, which arise from acute and chronic climate impacts that could affect operations, assets, supply chains, workforce, and surrounding communities. Long-term changes such as rising average temperatures and water availability constraints are also included in it. ARL can face financial, operational, and regulatory challenges due to greenhouse gas (GHG) emissions, shifting weather patterns, carbon pricing policies, and emerging fuel regulations.

Actions: ARL is committed to adopting best available technologies, improving energy efficiency, and implementing green building designs. The company is planning to upgrade its infrastructure to produce Euro-V compliant fuels and assess the feasibility of a Flare Gas Recovery System to significantly reduce routine flaring, thereby contributing towards emission reduction.

To address extreme weather risks, ARL has reinforced critical infrastructure, enhanced drainage systems, and addressed water scarcity. For water scarcity, the company has optimized water usage through drip irrigation, rainwater harvesting and efficient cooling system in addition to water conservation measures at source. Furthermore, ARL is engaging with policymakers to align with evolving regulatory frameworks. Moreover, monitoring advancements in electric vehicles and alternative fuel technologies enables the refinery to adapt its business model and ensure long-term sustainability and compliance. Further detailed climate-scenario analysis is conducted to assess the impacts of the climate-related risks on our business.

01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

CLIMATE-RELATED RISK & OPPORTUNITIES

ARL continues to review, evaluate, and manage climate-related risks and opportunities to enhance adaptive capacity and operational resilience. These include both transition and physical risks, which are discussed at the appropriate management and governance forums.

Potential risks & opportunities:

Based on the 2025 materiality assessment, climate-related risks and opportunities are categorized as:

- 1- Potential transitional risks
- 2- Potential physical risks

Potential transitional risks

Transition risks arise from the pace and extent of the global and national shift toward a low-carbon economy, including policy, legal, technological, market, and reputational changes. These can be in the form of transition to net-zero emissions, technological innovations, market shifts, governmental policies, and reputational risks.

Policy & legal risk

Time frame: short-medium term

In 2025, regulatory momentum on climate and air quality continues to increase globally and within Pakistan. Further tightening of fuel quality standards, emissions regulations, renewable energy mandates, and climate-related disclosure requirements could increase compliance costs or affect demand for petroleum-based transportation fuels. Delays in permitting or heightened litigation risk related to climate and environmental performance may also impact project timelines.

Following the implementation of Euro-V specifications for PMG and HSD in order to improve air quality, ARL continues to pursue refinery upgradation plans, subject to policy clarity and government facilitation. During 2025, Pakistan's evolving climate policy landscape, including the operationalization of carbon market guidelines and potential future carbon pricing mechanisms, remains uncertain. As a developing and oil-import-dependent economy, Pakistan is expected to balance climate commitments with economic growth and energy security considerations. However, the pressure from the international community regarding the imposition of a carbon tax/levy on fossil fuels is mounting. Based on this, a carbon levy on petroleum products has already been imposed in the year 2025 and it is expected to further increase in the upcoming years. Consequently, the financial and operational impacts of future policy interventions remain difficult to predict at this stage, Pakistan being a developing economy and oil deficient country mostly relying on imported crude and petroleum products. Under these circumstances, any policy interventions by the government would be assessed with respect to economic growth and progress on NDCs (Nationally determined contributions).

With increasing pressure from international bodies and climate-related commitments, particularly those linked to access to green and sustainable finance, policy and regulatory developments continue to evolve rapidly. In 2025, the enforcement of the Pakistan Green Taxonomy introduced an additional transitional risk for the oil and gas sector, as fossil fuel-based activities have largely been excluded from the classification of green projects. This development may constrain ARL's ability to access green financing for transition and decarbonization initiatives, thereby limiting the pace and scope of future transition projects under the prevailing policy framework. Given the current regulatory and financing conditions, the implementation of transitional investments within the oil and gas sector

01

THE COMPANY

02

STAKHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

may face challenges until clearer enabling policies or sector-specific transition pathways are established.

Technology Risks:

Time Frame: Medium-Long term

Technological advancements in electric vehicles (EVs), battery storage, hydrogen, and alternative fuels continue to pose a long-term risk to conventional transportation fuels. However, in Pakistan, EV penetration remains limited in 2025 due to infrastructure constraints, power reliability issues, and affordability challenges. While policy intent for transport electrification exists, large-scale displacement of oil-based transport fuels is not expected in the short term. However, under the latest Electric Vehicle (EV) Policy 2025, Pakistan remains committed to increasing EV adoption in the coming years as part of its efforts to achieve its Nationally Determined Contributions (NDCs).

Global trends indicate continued investment in both clean energy technologies and conventional oil and gas, reflecting a slower and more uneven transition. As such, technology-related transitional risks for ARL remain largely unchanged from the previous year, with gradual evolution rather than abrupt disruption anticipated.

Market Risk:

Time Frame: Medium-long term

Market risks within transition risks include potential shifts in demand away from carbon-intensive products as a result of changing consumer preferences, technological substitution, and evolving policy introduction. These changes may lead to asset repricing, including the risk of reduced asset utilization or stranded fossil fuel-related assets over the long term. Transition dynamics may also increase operating and compliance costs for high-carbon activities, while accelerating the adoption of low-carbon technologies and alternative fuels. In addition, changes in investor sentiment and financing preferences toward lower-carbon businesses could affect access to capital and the cost of financing. While near-term demand for petroleum products in Pakistan is expected to remain resilient, these factors may influence long-term market conditions and profitability.

Potential physical risks

Physical risks arise from acute and chronic climate impacts that could affect operations, assets, supply chains, workforce, and surrounding communities.

Acute physical risk:

Time frame: short-medium term

Increased frequency and intensity of extreme weather events, including heavy rainfall, heatwaves, and droughts, could disrupt operations directly or indirectly. Such events may affect logistics, utilities, and operational infrastructure.

Chronic physical risk:

Time frame: medium-long term

Long-term changes such as rising average temperatures and water availability constraints could affect operational efficiency and resource security over time.

Liability risks:

Time frame: short-medium term

Liability risks may arise if stakeholders perceive ARL's climate practices, disclosures, or compliance with applicable regulations and commitments as inadequate, potentially leading to reputational or legal impacts.

01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

Potential opportunities

Resource efficiency: Energy and resource efficiency remain core opportunities for ARL, enabling cost reduction, emissions mitigation, and improved operational resilience. Continued focus on reducing energy intensity and freshwater consumption enhances long-term competitiveness.

Energy source: Increasing the share of renewable and low-carbon energy in ARL's operational energy mix presents an opportunity to reduce lifecycle emissions and exposure to energy price volatility.

Use of liquid renewable fuel as blending component: Blending of Liquid renewable fuels, which are derived from biomass and waste feedstocks and include ethanol, biodiesel, renewable diesel and sustainable aviation fuel, could further reduce the life cycle intensity of the fuels. Because renewable fuels are sourced from biomass materials (e.g., plants and animal fats) the CO₂ released from combusting these fuels is part of the current carbon cycle and offset by the CO₂ recently removed from the atmosphere. As a result, combusting these renewable fuels does not increase net atmospheric CO₂ levels. The potential introduction of ethanol and other bio-based blending components offers an opportunity to reduce lifecycle carbon intensity of transportation fuels. In 2025, government initiatives toward ethanol blending remain under consideration, with expected gradual implementation subject to supply availability and regulatory approval. The government is expected to approve a plan that would allow petrol to be mixed with up to 5% ethanol.

Business strategy and climate-related scenario planning

The energy mix of the country is continually evolving to solve the complex issues of energy security and climate change. We conduct scenario planning to evaluate how differing future energy outcomes could affect our company. We continually evaluate the climate-related risks and opportunities associated with these different scenarios to understand where we should invest capital to strengthen our existing assets and where to invest in potential new growth opportunities.

Throughout this section, we provide detailed analyses of our business strategies against future scenarios.

It is important to remember that scenarios are hypothetical concepts; they are not sensitivity analyses. In this year's report, we apply the following hypothetical scenarios:

Business As Usual (BAU)/ Stated Policies (STEPS) Scenario: This scenario is designed to provide a sense of the prevailing direction of energy system progression, based on a detailed review of the current policy landscape. Whereas the APS reflects what governments say they will achieve, the STEPS looks in detail at what they are actually doing to reach their targets and objectives across the energy economy. The Business-as-Usual scenario is aligned with the IEA's Stated Policies Scenario (STEPS), which reflects only current and implemented government policies and does not assume the achievement of aspirational climate targets or commitments, including those outlined in Nationally Determined Contributions (NDCs). The STEPS is now associated with a temperature rise of 2.5 °C in 2100 (with a 50% probability). These levels are much higher than the targeted levels in Paris Agreement. Energy demand growth, infrastructure expansion, and slower-than-expected global decarbonization remain key characteristics.

The Current Policy Scenario (CPS): The Current Policies Scenario (CPS) presents the trajectory of the global energy system and emissions if only policies and measures that are already implemented and legally binding continue. Unlike STEPS, it excludes announced pledges, NDCs, or aspirational climate targets, reflecting a conservative baseline of current policy action. Under CPS, global energy demand continues to grow with significant reliance on fossil fuels, while decarbonization progresses slowly. The CPS is associated with a temperature rise of 2.9 °C in 2100 (with a 50% probability), emphasizing the gap between existing policy frameworks and the level of action needed to meet Paris Agreement

01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

objectives. CPS provides a baseline reference for understanding the risks associated with limited climate action and the urgency of accelerating policy implementation.

Low carbon Scenario

The IEA Announced Policies Scenario (APS) assumes that all long-term emissions and energy access targets and pledges in Nationally Determined Contributions (NDCs), including net-zero commitments, will be met on time and in full, even where policies are not yet in place to deliver them. Pledges made by businesses and other stakeholders are also considered where they add to the ambition set out by governments. The APS is associated with a temperature rise of 1.7°C in 2100 (with a 50% probability).

Note: The 2025 edition of the World Energy Outlook (WEO) does not include the Announced Pledges Scenario (APS).

The IEA Net-Zero Emissions by 2050 (NZE) scenario sets out a pathway for the global energy sector to achieve net-zero CO₂ emissions by 2050. This normative scenario portrays a pathway for the energy sector to help limit the global temperature rise to 1.5°C above pre-industrial levels in 2100 (with at least a 50% probability), with limited overshoot. The NZE Scenario also meets the key energy-related UN Sustainable Development Goals, achieving universal access to energy by 2030 and securing major improvements in air quality.

Climate Scenario Analysis for Refining in Pakistan:

Oil Demand Outlook in Pakistan:

Pakistan's oil demand remains structurally significant, though its sectoral composition is undergoing a gradual transition. Total petroleum product consumption during FY2024-25 increased by approximately 7.04% year-on-year, indicating that oil demand continues to be closely linked to economic activity, transport growth, and logistics requirements. The data indicate that growth in oil demand is not broad-based across the economy: the transport sector, which accounted for around 80% of total petroleum usage, continued to expand, while the industrial and power sectors saw significant declines in petroleum consumption, reflecting reduced reliance on oil in those segments.

Sectoral Oil Demand Patterns

1. Transport Sector (Primary Demand Driver)

The transport sector accounts for around 75–80% of total petroleum product consumption, making it the most critical determinant of refining demand in Pakistan. Growth in road freight, passenger vehicles, aviation fuel consumption, and economic connectivity continues to support demand for motor gasoline, diesel, and jet fuel. Under baseline and stated-policy scenarios, transport demand is expected to remain resilient in the medium term, particularly due to limited penetration of electric vehicles and continued reliance on internal combustion engines.

2. Power Generation Sector (Structural Decline)

Oil-based power generation, primarily furnace oil, has declined substantially, with consumption falling by approximately [77.68%](#) compared to historical levels due to a shift toward cheaper and cleaner power generation alternatives. A continued shift toward coal, LNG, hydropower, nuclear, and renewables is significantly reducing the role of oil in the power mix. This trend is expected to persist across all climate scenarios, including CPS and STEPS, and is expected to accelerate further under low-carbon pathways.

3. Industrial and Other Sectors

Industrial oil consumption shows stagnation or gradual decline, as industries increasingly substitute oil with gas, electricity, or efficiency improvements. Agricultural and other minor uses contribute marginally to overall demand and are not expected to offset declines in power-sector oil consumption.

The energy demands of a growing population who is seeking to improve their standard of living will continue to rely on the ability to access reliable and affordable sources of energy. Long-term energy security & sustainability must be achieved in parallel to carbon-reduction ambitions to better ensure economic and societal development. We believe energy supply and technologies will continue to grow, and we are excited to be engaged in its growth. We believe the disclosures and analyses in this report will help demonstrate that ARL is well positioned for the future, even in a carbon-constrained economy.

There are numerous possibilities for how the future energy system will evolve to address climate change and energy security. How the world decarbonizes is highly dependent on multiple factors, including technology innovation, geopolitical stability, and government policies and regulations.

Imports, Refining, and Trade Dynamics

Pakistan remains heavily dependent on imported crude oil and petroleum products, a key structural vulnerability highlighted in Pakistan's Energy Sector:

- Crude oil and petroleum product imports continue to dominate domestic supply, reflecting limited indigenous production.
- The majority of crude imports originate from the Middle East, particularly Saudi Arabia, the UAE, and Kuwait, exposing the refining sector to geopolitical and price volatility risks.
- With declining domestic demand for furnace oil, refineries are increasingly export-oriented, particularly for fuel oil and marine fuels, reshaping traditional refining business models.

From a climate-scenario perspective, this import dependency increases transition risk under low-carbon scenarios, where reduced fossil fuel demand could impact refinery utilization rates and profitability unless diversification or upgrading strategies are adopted.

Policy and Regulatory Landscape Shaping Scenarios

There are several policy developments and regulatory signals that need to be considered in the context of climate scenario analysis:

- Refinery Upgradation and Modernization Policies aimed at improving fuel quality (Euro-V standards), enhancing efficiency, and reducing emissions.
- Renewable Energy and Power Sector Reforms, targeting higher shares of renewables and reduced reliance on oil-fired generation.
- Electric Mobility and Transport Policies (including the National Electric Vehicle Policy 2025), which could gradually moderate long-term transport fuel demand under low-carbon and accelerated transition scenarios.
- Energy Security and Import Substitution Measures, emphasizing diversification of energy sources and reduction of foreign exchange exposure.

While these policies do not yet imply a rapid decline in oil demand, they signal a directional shift that becomes more pronounced under APS and NZE-aligned scenarios.

01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

Based on the overall assessment, Pakistan’s refining sector faces a gradual but uneven transition. While near-term oil demand remains resilient due to transport dependence, long-term climate scenarios indicate increasing exposure to transition risks, particularly from policy tightening, electrification, and declining power-sector oil use. Refiners’ ability to adapt through efficiency improvements, product diversification, and export optimization will be critical under evolving climate pathways. ARL is the only refinery operating on 100% indigenous local crude. Pakistan’s hydrocarbon production plunged to its lowest level in over two decades in FY25, with oil and gas output down sharply as surplus imported LNG in the system forced curtailment of domestic supply. Historical trends show a decline in the local oil production from 94,493 BBL/day in 2015 to 69,513 BBL/day in 2023, until and unless any major oil sources are discovered. With a similar trend, the future projections show a further decline in oil production to around 58,000-60,000 BBL/day in 2026. The declining trend may impact ARL profitability in the medium-long term. Presently ARL process crude from the northern part of the country but to cater the declining crude supplies, efforts are being made to ensure sufficient availability of crude oil from the southern part. Pakistan is importing approximately 40% petroleum products while ARL share of imports is only 8% in year 2025 (previous year was 10%). ARL is the only refinery in the country operating on indigenous crude oil. Moreover, ARL feed area is mostly in the northern part of the country; hence we foresee a very meagre effect on ARL’s operations in BAU & low carbon scenarios. However, in a low carbon scenario, the profitability may be affected.

Assessment of Resilience

ARL’s climate scenario analysis indicates that, in the absence of effective mitigation and adaptation measures, climate change may affect the Company to varying degrees through physical, transition, and liability-related risks. The nature and magnitude of these risks depend significantly on the pace, scale, and effectiveness of global and national actions to meet commitments under the Paris Agreement. Recognizing the criticality of climate-related risks to its long-term operations and enterprise value, ARL systematically assesses these risks across defined short-, medium-, and long-term time horizons to ensure timely and appropriate responses. This assessment enables the Company to identify vulnerabilities, prioritize actions, and enhance resilience under a range of plausible future climate outcomes.

ARL Strategic Response to Resilience

In managing, adapting to, and mitigating climate-related risks, ARL aims to contribute to long-term sustainability for present and future generations while safeguarding business continuity and value creation. The Company is accelerating efforts to address a significant portion of identified climate risks that are also aligned with national priorities and relevant Sustainable Development Goals (SDGs). ARL’s strategic response focuses on integrating climate considerations into operational planning, capital investment decisions, and environmental management systems, ensuring preparedness under both Business-as-Usual (BAU / STEPS) and Net Zero Emissions (NZE) scenarios.

Resilience to Transitional Risks in BAU & NZE Scenario

ARL supports the objectives of the Paris Agreement to limit the increase in global average temperature to well below 2°C and to pursue efforts to limit warming to 1.5°C above pre-industrial levels. The Company is striving to achieve net-zero Scope 1 and Scope 2 GHG emissions by 2050; however, the realization of this goal is closely dependent on national policies and priorities, with progress aligned to Pakistan’s pathway toward Net-Zero. Currently, we are more focused on applying a combination of operational decarbonization measures and the deployment of suitable nature-based solutions for hard-

01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

to-abate emissions. These targets are being developed in alignment with climate science and internationally recognized decarbonization pathways consistent with the goals of the Paris Agreement.

Recognizing the criticality of our core business, which is inherently based on fossil fuels, ARL places climate change considerations at the centre of its strategic decision-making. The Company does not view addressing climate change as a simplistic or binary choice that requires discontinuation of its operations. Instead, ARL is pursuing a responsible and strategic transition pathway that ensures the long-term sustainability of its business while contributing meaningfully to environmental protection, social development, and national climate priorities.

ARL's transition resilience strategy emphasizes the progressive decarbonization of refinery operations, reduction of routine leakages and flaring, and continuous improvement in energy efficiency. As an initial step, ARL is working towards establishing a robust GHG emissions baseline by 2027, which will support target setting, performance monitoring, and future investment planning under both BAU and NZE scenarios.

Under the Net Zero Emissions (NZE) scenario, ARL recognizes that achieving long-term climate objectives requires not only emissions reductions within its operations but also broader social resilience and a just transition, particularly in a climate-vulnerable and developing country context such as Pakistan. Accordingly, ARL's CSR initiatives are aligned to complement its NZE pathway, supporting climate adaptation, environmental preservation, and community well-being. These initiatives focus on water stewardship, clean air, plantation and ecosystem restoration, resource conservation, public healthcare support, skills development, and employment generation, acknowledging the interconnected nature of climate, environmental, and socio-economic challenges. By aligning operational decarbonization with targeted CSR actions, ARL seeks to create a broader and more durable impact, remaining responsive to national and international climate roadmaps while ensuring the continued sustainability of its business under evolving transition pathways.

Components of our net zero pathway

1. **Manufacturing:** Using the best available technologies, adopting green building concepts in our future designs, and improving the energy efficiency of our plants. After the approval of refining policy, the company is planning an upgradation project to produce environmentally friendly Euro-V-compliant products by 2030.
 - **Installation of flare recovery system to reduce routine flaring:** Through the installation of a flare recovery system to reduce routine flaring of gas by 2030, we will significantly reduce GHG Scope-1 emissions.
 - **Resource efficiency & implementation of Leak Detection and Repair (LDAR) program:** ARL has a self-declared ISO 50001 (Energy Management System) certification for the optimization of energy usage and is always looking for the procurement of energy-efficient equipment. Moreover, we are committed to implement an LDAR program to minimize leakages and hydrocarbon emissions.
2. **Operational Transformation:** Continuously working on improving our waste management procedures, increasing water conservation and recycling rates, which will help promote circular economy principles.
3. **CSR integration:** Community-focused initiatives, including investments in education, healthcare, and skill development programs, along with water conservation projects and creation/rehabilitation of green areas in refinery surroundings, supporting sustainable livelihoods and biodiversity.

01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

4. **Reputation:** Improving our climate data transparency efforts by sharing and diversifying our GHG emissions calculations.
5. **Carbon Crediting & Renewable Energy:**
 - **Renewable energy expansion:** Increasing solar power capacity across ARL facilities. A 2MW project is planned for 2026.
 - **Afforestation & ecosystem restoration:** Periodic plantation drives and rehabilitation of areas in and around the refinery to enhance carbon sequestration and biodiversity.
6. **Regulatory Compliance:** Compliance with relevant environmental regulations including emission standards and adopting voluntary frameworks for sustainability-related disclosures.

Resilience to physical risks (acute & chronic) in BAU & NZE scenario

Pakistan is among the countries most vulnerable to climate change despite contributing less than 1 % of global greenhouse gas emissions. The country is already experiencing multiple climate impacts, including increased heatwaves, erratic rainfall patterns, prolonged droughts, accelerated glacial melt, and more frequent and intense flooding. These changes threaten water security, agriculture, infrastructure, and public health. Recent extreme events, including the severe 2025 monsoon floods that affected millions, caused significant casualties, extensive displacement, and widespread damage across multiple provinces. The 2025 floods were marked by intense rainfall and disruption of social and economic activities, highlighting Pakistan's ongoing climate risk exposure.

Attock Refinery Limited (ARL) is located in Rawalpindi at an elevation of approximately 517 m above sea level. The principal climate-related physical hazards relevant to this location include varying precipitation, flash flooding, rising temperatures, and changes in seasonal groundwater availability. While ARL's refinery site is not directly exposed to these risks, regional climate extremes, particularly widespread floods affecting transport networks, could indirectly disrupt oil movement, constrain production capacity, and increase operational costs.

To counter any acute physical risk, ARL has an Emergency Response Procedure and plan, which is being implemented in the BAU scenario to ensure business continuity and crisis management. Continuous risk assessment is being done to review and update the vulnerability of core operated and non-operated assets and identify and assess the impact of physical risks on financial, operational risks and wider business.

To address rising temperature and subsequent effects on groundwater availability issues, ARL is planning multiple water conservation projects including but not limited to the "Planning and design of a tertiary water treatment plant and zero liquid discharge system." Moreover, rainwater harvesting at selected and feasible locations would also be evaluated.

ABOUT THIS REPORT

We are pleased to share the annual ESG report 2025 from Attock Refinery Limited (ARL), which depicts the progress of our sustainability journey for 2025.

Scope: This report reflects our commitment to public disclosure of every aspect of our non-financial performance, which is aligned with the following six aspects, which are:



Emissions & Energy



Natural Environment



Economic & Social Contribution



Workforce Diversity & Development



Workforce Diversity & Development



Security & Safety

The scope of this report covers all activities & operations of Attock Refinery Limited situated at Morgah, Rawalpindi. This report encompasses ARL’s efforts towards economic, social, and environmental performance. The report portrays ARL’s commitment to good governance, transparency, and describes the methodology for recognition and evaluation of stakeholder's needs/expectations and its transformation into actionable items. We consider the Sustainability Report as a tool for sharing ARL’s performance to all stakeholders.

Reporting period: The reporting period is from 01-Jan, 2025 to 31-Dec, 2025 for social and environmental data, while the financial data reporting period starts from 01-Jul, 2024 to 30-Jun, 2025. The content integrates information from the most recent published Annual Report and ESG Report. This year, the reporting is based on the guidelines & recommendations of the GRI Standard, TCFD (Task Force on Climate-Related Financial Disclosures), IFRS (International Financial Reporting Standards), the CSRD (Corporate Sustainability Reporting Directive) and the United Nations' Sustainable Development Goals (SDGs).

Report audience: We have identified investors, Board of Directors, Employees, Contractors, Community, Local administration, Banks, Union Councils, Employees Union and all other employees, utility suppliers like Sui Northern Gas Pipelines Limited (SNGPL), Water and Power Development Authority (WAPDA), Pakistan Telecommunication Limited (PTCL), crude oil suppliers like OGDCL, PPL, OPL, POL, MOL and MGCL, Government agencies like MoCC, PAF, Army, EPA-Punjab, Ministry of Labor, ILO, FBR, PSQCA, MEPD, OGRA, PNAC, SECP, OCAC, Rescue 1122, Adjoining Hospitals, Adjoining Educational Institutions, Refineries like PARCO, Pakistan Refinery Limited, Cnergyico, National Refinery Limited, Customers like Attock Petroleum Limited, Pakistan State Oil Company Limited, Shell Pakistan, Total PARCO, Q1 petroleum, be energy, community, students, External Auditors like SGS and Ferguson and all interested parties as our audience.

Difference from sustainability report 2024: This report is in accordance with GRI Standards, and we have also covered the Sustainability Accounting Standards Board (SASB) Standards with the industry-specific topics. We have updated our business sustainability issues as mentioned in the SASB, which are mandatory to be covered for a company lying in the “Oil & Gas – Refining & Marketing” category. The 2025 ESG Report includes details and data from the 2024 ESG Report, restated for evaluation and comparison purposes. The disclosure requirements of IFRS S1 and S2 have been mandated in Pakistan by the Securities and Exchange Commission of Pakistan (SECP) effective from June 2025. ARL is continuously working to align its sustainability and climate-related disclosures to ensure full compliance with these standards.

ESG REPORTING TEAM



Mr. M. Adil Khattak
CEO

M. Adil Khattak, has a firm commitment towards a far-reaching vision for sustainable development. He always encourages and emphasizes sharing company's progress with all stakeholders in a transparent way. He leads the ESG team, provides guidance and accords necessary approvals.

Mr. Anwer Saeed
HOD HSEQ

Mr. Anwer Saeed's role is to ensure two-way communication on all ESG matters, their immediate solutions and seeking approvals from top management. He develops and implements communication strategies to support initiatives and to involve key stakeholders (internal and external) on the subject. In addition, his key role is management of Health, Safety, Environment and Quality department activities. He is also a member of various management committees including risk management and Central Health, Safety & Environment Committee.



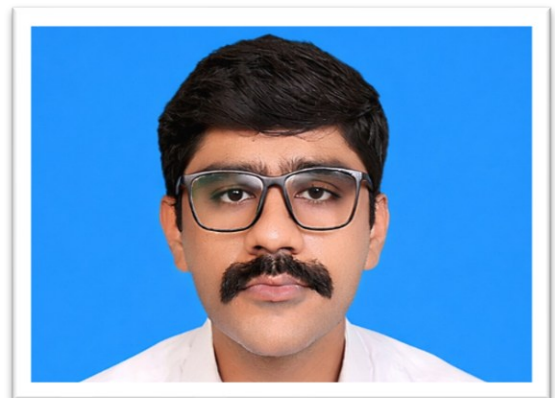
Mr. Muhammad Ayaz Khan
Deputy Manager (E&Q)

Mr. Muhammad Ayaz Khan plays a lead role in the process of data collection from different departments and reviewing the contents and data credibility as per IFRS & GRI Standards. He highlights ESG issues, reviews and identifies material topics with external stakeholders and maintains righteous relationship with internal and external stakeholders. He also leads the acceleration of sustainability integration into core business to set new strategies for sustainable growth of the company.



Mr. Muhammad Usman
Environment Engineer

Mr. Muhammad Usman drives the procedure of inter-departmental information assortment for the convenient compilation of ESG Report according to IFRS & GRI Standards, GHG Inventory Management, data analysis & interpretation, material issues identification, training of employees regarding sustainable practices and independent external assurance from certified consultant.



BOARD OF DIRECTORS



Mr. Laith G. Pharaon

Non-Executive Director
Chairman Attock Group of Companies



Mr. Shuaib A. Malik

Chairman/Non-Executive Director & Alternate Director to Mr. Laith G. Pharon



Mr. Wael G. Pharaon
Non-Executive Director



Mr. Abdus Sattar
Non-Executive Director



Mr. Shamim Ahmad Khan
Non-Executive Director



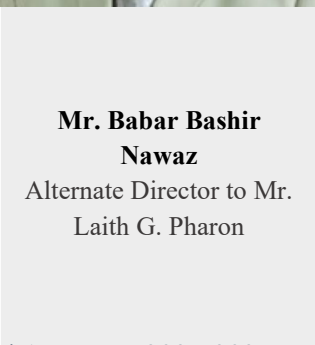
Mr. Mohammad Haroon
Independent Non-Executive Director



Mr. Tariq Iqbal Khan
Independent Non-Executive Director



Mr. M. Adil Khattak
Chief Executive Officer



Mr. Babar Bashir Nawaz
Alternate Director to Mr. Laith G. Pharon



**As per FY 2024-2025*

01

THE COMPANY

02

STAKEHOLDER ENGAGEMENT

03

CSR

04

HEALTH, SAFETY & ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY & GRI INDEX

BOARD COMMITTEES

Audit Committee

The Audit Committee’s primary role is to ensure compliance with the best practices of the Code of Corporate Governance, statutory laws, safeguard of the Company’s assets through monitoring of the internal control system and to fulfil other responsibilities under the Code.

Role of Sustainability Committee

The Audit Committee is also assigned the task of independently reviewing, on behalf of the Board, management’s actions to operate the Company as an environmentally and socially sustainable business. This includes overseeing the management of the Company’s impacts on the economy, environment and people including human rights while ensuring its ability to generate long-term value for all stakeholders.



Mr. Tariq Iqbal Khan
Chairman



Mr. Shuaib A. Malik
Member



Mr. Abdus Sattar
Member



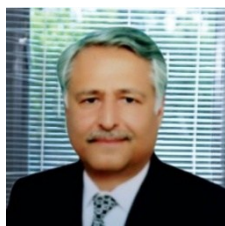
Mr. Shamim Ahmed Khan
Member



Mr. Babar Bashir Nawaz
Member (Alternate Director to Mr. Laith G. Pharon)

HR & Remuneration Committee

The prime role of the Human Resource & Remuneration (HR&R) Committee is to give recommendations to the Board on matters like human resource management policies, selection, evaluation, compensation (including retirement benefits) and succession planning of the CEO, CFO, Company Secretary, and Head of Internal Audit. The Committee also considers recommendations of the CEO on such matters for key management positions.



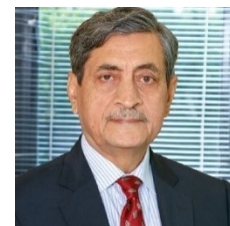
Mr. Mohammad Haroon
Chairman (Independent Director)



Mr. Shuaib A. Malik
Member



Mr. Babar Bashir Nawaz
Member (Alternate Director to Mr. Laith G. Pharon)



Mr. M. Adil Khattak
Member

**As per FY 2024-2025*

COMPANY INFORMATION

CHIEF EXECUTIVE OFFICER	Mr. M. Adil Khattak
CHIEF FINANCIAL OFFICER	Mr. Syed Asad Abbas
COMPANY SECRETARY	Saif Ur Rehman Mirza
AUDITORS	A.F. Ferguson & Co. Chartered Accountants
LEGAL ADVISORS	Ali Sibtain Fazli & Associates Legal Advisors, Advocates & Solicitors

REGISTERED OFFICE

The Refinery, Morgah, Rawalpindi
 Tel: (051) 5487041-5
 Fax: (051) 5487093, (051) 5406229
 Email: info@arl.com.pk
 Website: <https://www.arl.com.pk>

BANKERS

- AL BARAKA BANK PAKISTAN LIMITED
- ALLIED BANK LIMITED
- ASKARI BANK LIMITED
- BANK ALFALAH LIMITED
- BANK AL HABIB LIMITED
- FAYSAL BANK LIMITED
- HABIB BANK LIMITED
- HABIB METROPOLITAN BANK LIMITED
- JS BANK LIMITED
- MCB BANK LIMITED
- MEEZAN BANK LIMITED
- NATIONAL BANK OF PAKISTAN
- SONERI BANK LIMITED
- THE BANK OF PUNJAB
- UNITED BANK LIMITED

01

THE COMPANY

02

STAKHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

About the company

Attock Refinery Limited (ARL) was incorporated as a Private Limited Company in November 1978 to take over the business of The Attock Oil Company Limited (AOC) relating to refining of crude oil and supplying of refined petroleum products. It was subsequently converted into a Public Limited Company in June 1979, and its shares are quoted on the Pakistan Stock Exchange Limited. The Company is also registered with the Central Depository Company of Pakistan Limited (CDC).

Original paid-up capital of the Company was Rs. 80 million, which was subscribed by the holding company i.e. AOC, Government of Pakistan, investment companies, and general public. The present paid-up capital of the Company is Rs 1,066.163 million. ARL is the pioneer of crude oil refining in the country with its operations dating back to 1922. Backed by a rich experience of more than 100 years of successful operations, ARL's plants have been gradually upgraded/replaced with state-of-the-art hardware to remain competitive and meet new challenges and requirements.

It all began in February 1922, when two small stills of 2,500 barrels per day (bpd) came on stream at Morgah following the first discovery of oil at Khaur, where drilling started on January 22, 1915, and at a very shallow depth of 223 feet, 5,000 barrels of oil flowed. After discovery of oil in Dhulian in 1937, the Refinery was expanded in the late thirties and early forties. A 5,500 bpd Lummus Two-Stage-Distillation Unit, a Dubbs Thermal Cracker Lubricating Oil Refinery, Wax Purification facility, and the Edeleanu Solvent Extraction Unit for smoke-point correction of Kerosene were added. There were subsequent discoveries of oil at Meyal and Toot (1968). Reservoir studies during the period 1970–78 further indicated high potential for crude oil production of around 20,000 bpd. In 1981, the capacity of the Refinery was increased by the addition of two distillation units of 20,000 and 5,000 bpd capacity, respectively. Due to their vintage, the old units for lube/wax production, as well as Edeleanu, were closed down in 1986. Another expansion and an upgradation project were completed in 1999, with the installation of a Heavy Crude Unit of 10,000 bpd and a Catalytic Reformer of 5,000 bpd. In 2000, a Captive Power Plant with installed capacity of 7.5 megawatt was commissioned. The latest Expansion/Upgradation Project completed in November 2016 comprised the following:

- Diesel Hydro Desulphurization (DHDS) unit: This has reduced sulphur contents in the High-Speed Diesel to meet Euro II and Euro III specifications;
- Pre-flash unit: This has increased refining capacity by 10,400 bpd;
- Light Naphtha Isomerization unit: This has enhanced production of Premium Motor Gasoline by about 20,000 M. Tons per month;
- Expansion of existing Captive power plant by 18 MW.

ARL's current nameplate capacity stands at 53,400 bpd and it possesses the capability to process lightest to heaviest (10- 65 API) crudes. The Company is ISO 9001, ISO 14001, and ISO 45001 certified. ARL laboratory is ISO/IEC 17025 accredited. It is the first refinery in Pakistan to implement ISO 50001 (Energy Management System)

01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

THE MANAGEMENT

Management committees

Various Management Committees have been formulated to look after the day to day operational and financial matters of the Company. These committees are directly overlooked by the Chief Executive Officer (CEO). The main purpose of these committees is to achieve the predefined objectives by exchanging ideas and working collectively as a team. These committees also cover various aspects of Environment, Social and Governance including the community engagement activities, training programs worker's welfare and the assessment of relevant risks which are associated with the business continuity.



CEO Committees

- CEO Committee
- Management Committee
- Risk Management/Strategic Plan Committee



Technical Committees

- Technical Committee-A
- Technical Committee-B
- Central HSE Committee
- Quality Council
- Process Chemicals & Additive Appraisal Committee



Statutory Committees

- ARL Staff Provident Fund
- ARL General Staff Provident Fund
- Pension Fund
- ARL Management Staff Gratuity Fund
- Worker's Participation Fund Board
- Worker's Management Council



Special Committees

- Attock Sahara Foundation-Executive Committee
- Junior Model School-Board of Governors



Commercial Committees

- Econo-tech Committee
- Budget Committee
- Pricing Committee
- Bid Evaluation 'A' /Asset Disposal /Inventory Control Committee
- Bid Evaluation Committee-'B'
- Information Technology Committee



HR & Admin Committees

- Appraisal Committee/Rewards Committee
- Succession Planning & Career Management Committee
- Training Steering & Scholarship Committee
- Employees Relation Committee
- Standing Committee for Gender Justice
- Value & Ethics Committee
- Morgah Club Executive Committee
- Elliot Club Management Committee
- ARL Diner Management Committee
- Estate Management Committee
- Continuous Improvement Program Committee

01

THE COMPANY

02

STAKHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

ARL Management Team



M. Adil Khattak
Chief Executive Officer



Syed Asad Abbas
Assistant General Manager
(Finance & Corporate Affairs)



Arshad Hayee Khan
Assistant General Manager
(Operations)



Asif Saeed
Assistant General Manager
(Commercial and Materials
Management)



Saleem Anwar
Assistant General Manager
(Coordination)



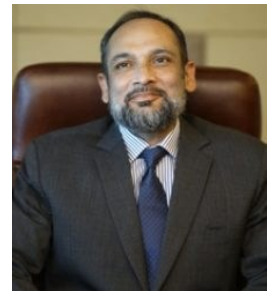
Khalid Mahmood
Assistant General Manager
(Technical Services, Planning
& Development)



Nadeem Nazir
Senior Manager
(Human Resources &
Administration)



Usman Ali Khan
Senior Manager
(Maintenance)



Saeed Uddin Faruqi
Manager
(Engineering)



Anwer Saeed
Manager
(Health, Safety, Environment
and Quality)



Usman Ishaq
Manager
(Business Review &
Assurance Department)

**As per FY 2024-2025*

01

THE COMPANY

02

STAKHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

A network diagram consisting of several green pushpins connected by yellow string on a green background. The pushpins are arranged in a roughly circular pattern, with some connected to multiple others, forming a web-like structure. The text "STAKEHOLDERS ENGAGEMENT" is overlaid in the center in white, bold, uppercase letters.

STAKEHOLDERS ENGAGEMENT

STAKEHOLDERS ENGAGEMENT

One of the important aspects of corporate sustainability is stakeholder engagement**, ** and ARL has various stakeholder groups. ARL strives hard to create an optimal balance among the mutual responsibilities of its stakeholders. Our stakeholder engagement process comprises the identification of material issues relevant to Environmental, Social, and Governance (ESG) and their analogous impacts on its partners and ARL’s business. Stakeholders having similar interests and needs are grouped together. We consider the need for thoughtful interactions on climate and energy-related matters with our stakeholders. It can help to improve our Company’s progress on sustainability-related business objectives and contribute to sustainable economic growth. We therefore engage effectively with our stakeholders to discuss their reservations and interests to incorporate them in our policies so that we can all work together towards creating a better future.

Employees

Regular employees, Contract employees, Employees Representative groups like CBAs, and Third-party contract employees.



Customers

Major Oil Marketing Companies (OMCs) including Pakistan State Oil, Attock Petroleum Limited, Total Parco Marketing Company Limited, Shell Pakistan Limited, Hascol Petroleum Limited, Puma Energy Pakistan Private Limited, Bakri Energy Private Limited, Byco Petroleum, Quality 1 Petroleum Private Limited, Pakistan Air Force, etc.



Stakeholders

Institutional Shareholders: Banks, Financial Institutions, Non-Banking Financial Institutions, Insurance, and Investment Companies, Joint Stock Companies, Associate Companies, etc.

Private Shareholders: Private and small investors



Government Agencies

Ministry of Energy (Petroleum Division), Pakistan Standards and Quality Control Authority (PSQCA), Directorate of Labor, Federal Board of Revenue (FBR), Securities and Exchange Commission of Pakistan (SECP), Pakistan Stock Exchange, EPA, Rescue 1122, and other similar organizations, National Highway Authority, Directorate of Apprentices, EOBI, Ministry of Climate Change, NDMA, Civil Aviation, Social Welfare Department, OGRA, etc.



Suppliers & Contractors

Pakistan Oilfields Limited, Pakistan Petroleum Limited, Ocean Pakistan Limited, MOL, Oil and Gas Development Company Limited, Mari Petroleum Company Limited, WAPDA, SNGPL, PTCL, and general order suppliers, Services, and Human Resource Contractors.



Local Community & Civil Society

Neighbourhood, Local Schools, Masjids, Residential colonies, neighbouring organizations and industry, union councils, employees’ families, Community development organizations, Local municipal administration, visitors, transporters, etc. Universities, Foundation, NGOs, Research Institutes, Technical Training Institutes, Colleges, Students, etc.



CUSTOMERS

EXPECTATIONS & INTERESTS

Quality and quantity of products, timely delivery, technical assistance and financial compliance, after sales services, customer satisfaction, asset safety and security.

MODE OF ENGAGEMENT

- Customer site visits.
- Joint testing of product quality.
- Quarterly customers feedback.

RESPONSE

- Timely delivery of products and quantity compliance, response to queries, and administrative complaints are addressed by the Oil Movement Section of ARL Operations Department.
- Quality assurance and end-user customer satisfaction, technical assistance in testing and quality-related matters are addressed by the Environment & Quality Section of HSEQ Department.
- Timely billing, reconciling, and financial coordination are addressed by the Invoicing and Receivables Management Section of F&CA Department.
- Customer liaison & satisfaction, compliance of sales agreements are addressed by the Sales Section of C&MM Department.
- Asset safety and security are ensured by HSEQ Department and Security Section of HR&A Department.



01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

EMPLOYEES

EXPECTATIONS & INTERESTS

Market competitive salaries, career growth, training and development, safety and security of employees, conducive and friendly working environment, sharing of information, residence, medical facilities, sports and recreational facilities.

MODE OF ENGAGEMENT

- Human Resource Policies.
- Planning and Career Management Committee Meetings.
- Career Development Sessions.

RESPONSE

- Training programs, employee meetings, annual and quarterly family festivals, conducting regular employee satisfaction survey, formal agreement of CBAs, administrative assistance, residence and medical facilities, employee engagement through training sessions, team-building activities and annual sports are managed by the HR&A Department.
- Safe and secure working environment, provision of PPEs and handling of emergencies at the workplace are being addressed by the HSEQ Department.
- Health facilities through Attock Hospital Limited.
- Timely payment of salaries and bonuses is managed by the F&CA Department.



01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

GOVERNMENT AGENCIES

EXPECTATIONS & INTERESTS

Compliance with the Code of Corporate Governance, compliance with quality of products and services, Legal and PEQS compliance, tax deduction and deposit, development of policy framework, infrastructure development, safe procedures and workers' welfare.

MODE OF ENGAGEMENT

- Fortnightly product allocation meetings.
- Sharing of daily sales figures to Ministry of Energy (Petroleum Division).
- Monthly and Annual coordination with FBR for taxation.

RESPONSE

- Compliance with the Code of Conduct by Business Review and Assurance Department.
- Coordination with Ministry of Energy for crude pricing and discounts, Petroleum Development Levy, FBR for excise duty and sales tax by Oil Movement Section, F&CA, and C&MM Department.
- FBR for monthly/annual return of withholding, income, and personal tax by Payroll and Employees Fund Section.
- Dealing with the Stock Exchange, SECP, and financial institutions by Corporate Affairs Section.
- Liaison with local government labour departments and EOBI by HR&A Department.
- Dealing with PSQCA, Civil Aviation, EPA, Rescue 1122, OGRA, NDMA, and District Disaster Management Authorities by HSEQ Department.



01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

SHAREHOLDERS & INVESTORS

EXPECTATIONS & INTERESTS

Maximum throughput of the refinery, timely payment of dividends & bonus shares, sharing of social, environmental, and financial statements for compliance with the Code of Corporate Governance and materiality principles, increasing value of market share, safe operations of the refinery, value addition, and transparency.

MODE OF ENGAGEMENT

- Quarterly Board of Directors meetings and Shareholders general meetings.
- Refinery Management Committees.

RESPONSE

- Safe operations of the plant and value addition of products are ensured by Operations & Technical Service Department.
- Compliance with the Code of Corporate Governance, compliance with materiality principle, coordination with third-party auditors, routine review, and internal audits by Business Review and Assurance (BR&A) Department.
- Transparency in dealing, preparation of quarterly and annual financial reports, sharing of financial statements, liaison with financial institutions for investments, timely payment of dividends and bonus shares to shareholders by F&CA Department.
- Succession planning for key managerial positions & hiring of talented staff to keep the refinery operation smooth and trouble-free by HR&A Department.
- Ensuring safe operations in compliance with environmental regulations and sharing social and environmental performance of company by HSEQ Department.
- Arrangement of board and shareholders meetings by Company Secretary.



01

THE COMPANY

02

STAKHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

SUPPLIERS & CONTRACTORS

EXPECTATIONS & INTERESTS

Timely bill payments, prompt response to queries, safety and security of personnel and assets, conducive working environment, facilitation, compliance with contract agreement, technical assistance and feedback, compliance with the Code of Corporate Governance.

MODE OF ENGAGEMENT

- Joint testing of crude oil, direct coordination with WAPDA, SNGPL, PTCL and general order suppliers, and visit to contractors & suppliers' sites, as and when required.

RESPONSE

- On-time payment to crude oil suppliers by Oil Movement Section of Operations Department.
- Crude oil analysis, personnel, and asset safety, technical assistance by HSEQ Department.
- Payments to contractors by F&CA Department.
- Facilitation to contractors by HR&A and Operations Department.
- Evaluation of crude and other raw materials/services by HSEQ, Technical Services, C&MM, and other relevant departments.



01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

LOCAL COMMUNITY & CIVIL SOCIETY

EXPECTATIONS & INTERESTS

Infrastructure development, provision of facilities and funding to schools, health facilities, better living standards, safety and security, provision of utilities, sports and recreational facilities, a clean environment, employment, policy lobbying, and community awareness & support. Industrial-academia relationship, industrial tours, research and development with research institutes, medical camps, internship and training, joint celebrations with different institutes, sharing of information and technical support.

MODE OF ENGAGEMENT

- Meeting with nearby communities.
- Participation and sponsoring in school events.
- Organizing Conferences & Seminars.
- Apprenticeship & senior management trainee programs.

RESPONSE

- Financial and administrative support is being offered through the F&CA Department.
- Health facilities are provided by Attock Hospital Limited.
- Safety seminars, environmental activities, and promotion of cleaner technologies by HSEQ Department.
- Recruitment with preference to local communities on a merit basis by HR&A Department.
- Provision of free utilities and drinking water to neighbourhood including masjids, schools, and awareness campaigns organised by HR&A Department.
- Tree plantation & provision of ARL's playgrounds for sports by HR&A Department.
- Liaison with educational institutes regarding research facilitation in order to create shared values by the Human Resource and Administration Department.
- Sharing technical information and research assistance are provided by different concerned departments.
- Resource provision and sponsoring of events by HR&A and finance departments.
- Medical camps with NGOs at different locations through Attock Hospital Limited.
- Providing safety training by HSEQ Department



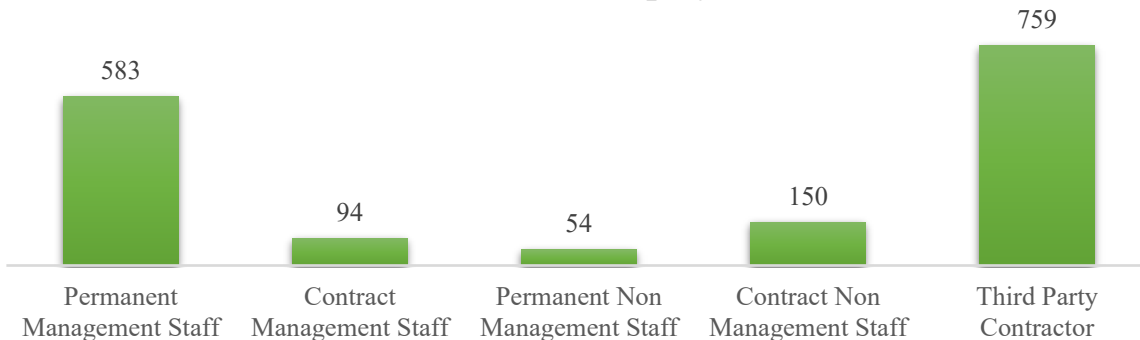
HUMAN CAPITAL DEVELOPMENT

Human resources are regarded as a fundamental asset of the Company. ARL ensures that all employees are treated with dignity and respect by fostering an environment of mutual understanding, inclusivity, and open communication. The Company operates within an ecosystem based on empowerment, encouraging social interaction, teamwork, and motivation to create an engaging and positive workplace. ARL has a well-defined Human Resource Policy aimed at achieving the highest standards of professionalism across the organization. As a signatory to the United Nations Global Compact, the Company supports and respects internationally proclaimed human rights principles and endeavours to ensure that its operations and business relationships are not complicit in human rights abuses or violations. ARL is an equal opportunity employer and recognizes its human capital as a critical driver of sustainable growth. The Company continually strengthens this asset by promoting best-in-class human resource practices, with a strong emphasis on attracting, engaging, and retaining the best talent.

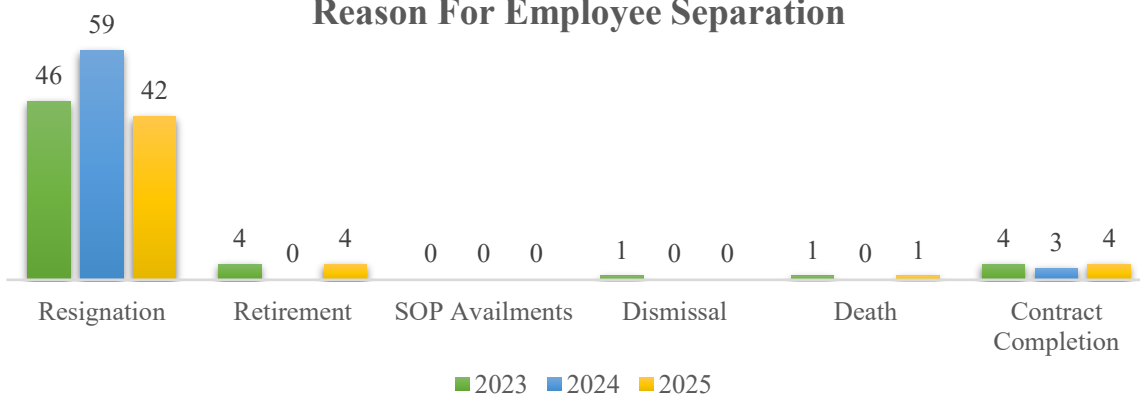
Recruitment & Hiring

The Company follows a merit-based policy for the induction, development, and promotion of employees. ARL is located at Morgah, Rawalpindi, and, where possible, gives preference to candidates from Rawalpindi District and surrounding areas. Currently, approximately 23% of the Company’s total workforce comprises of local employees. The Company’s workforce structure spans all organizational levels, ranging from entry-level engineers and finance graduates to heads of departments and senior management. The data presented below for GRI Disclosures 2-7 (Employees) and 2-8 (Workers who are not employees) is based on headcount. Workers who are not employees are engaged in non-core and non-essential services, including labour, janitorial, horticulture, and catering services (such as cooks and waiters).

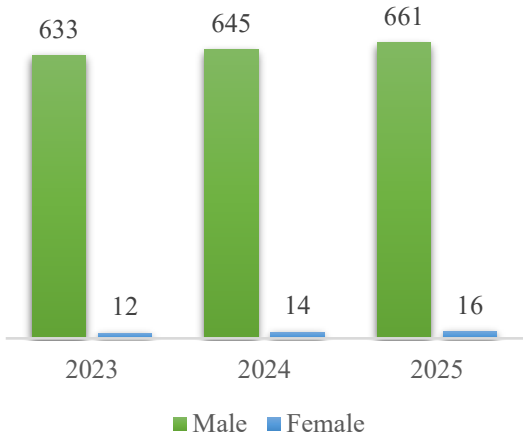
Total No. of Employees



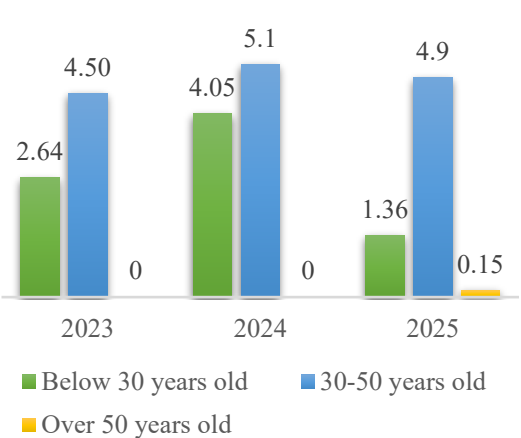
Reason For Employee Separation



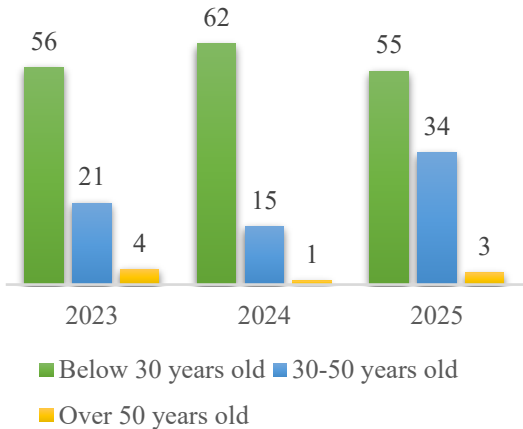
No. of ARL Employees by Gender



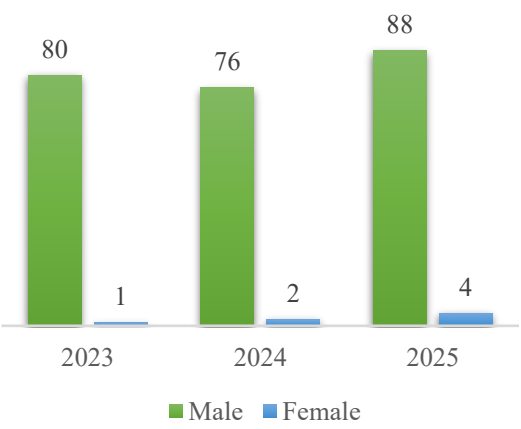
Employee Turnover By Age Group



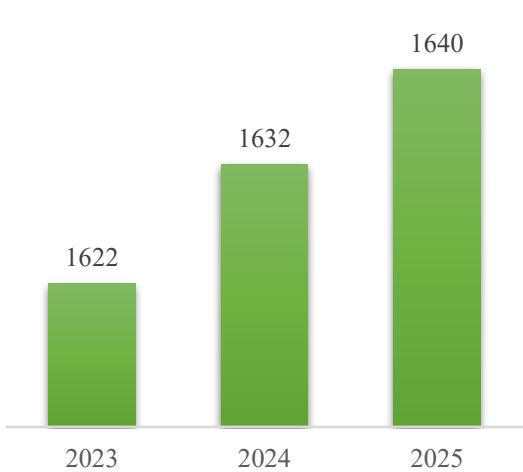
Employees Hired by Age Group



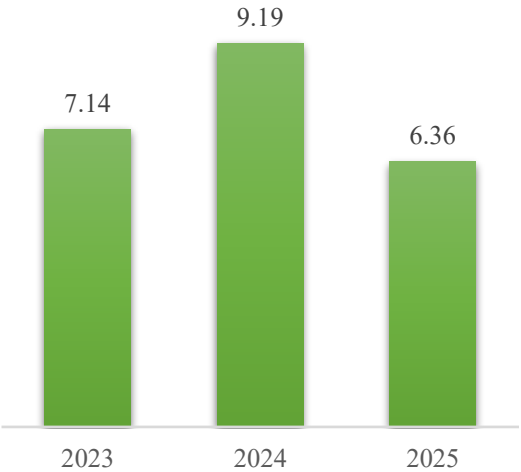
Employees Hired By Gender



Total Employees



Employee Turnover Rate



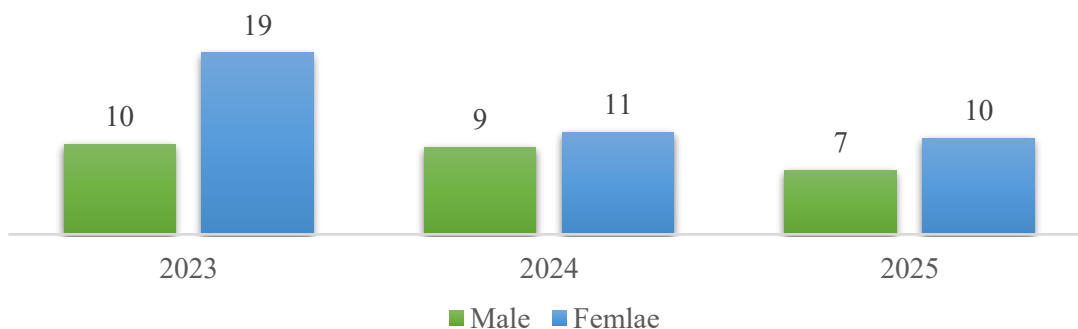


EMPLOYEE DEVELOPMENT & TRAINING

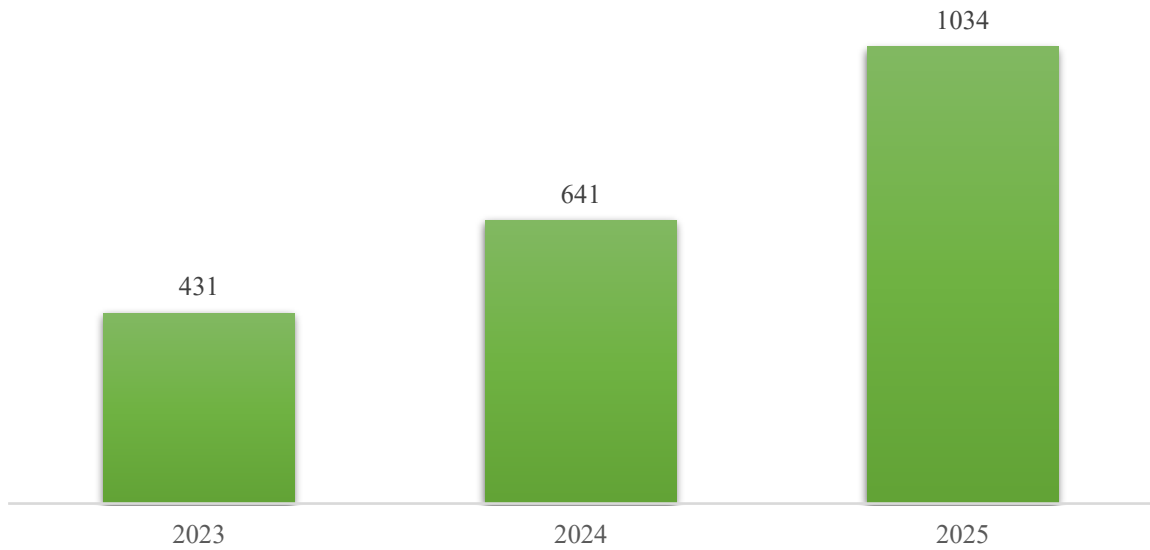
Company has a well-developed corporate culture for human resource development. Trainings & development of employees are ensured on continuous basis considering training need assessment, technical requirements & competencies. ARL established a Training & Development Centre for planning & arranging in-house/and outside technical & soft skill trainings. Training plan forms a part of our performance management strategy and is formulated on the basis of training need assessment, staff career plans, succession plan and other organizational requirements. We are continuously striving to enhance employees' technical and managerial competence through in-house technical, soft skill trainings and periodic learning tours to foreign countries.

ARL HSEQ department provides a 40-hour training programme on Health, Safety & Environment to all newly inducted staff including trainees & apprentices. ARL has become the first organization in country's oil refining sector to acquire customized Operator Training Simulator (OTS), a tool which creates a real-time environment identical to control room for operators to learn / practice operation of plants. The OTS has been engineered by M/s Schneider Electric (Invensys). It has been of great use for manpower training prior to commissioning of new units. Additionally, reducing the low skill-level issue of relatively inexperienced workforce arising out of high employee turnover. This has helped in safe and smooth operation of the new and existing units, thereby ensuring sustained profitability for the company. The Skills Development Initiative (SDI) program leads to skills management and lifelong learning that supports the continued employability and assists in career progression. The Company provides a good working environment, which, in turn, makes it possible for employees to put in their best effort.

Average Training Hours By Employee Gender



No. of Employees Trained



Training Hours per Employee-by Employee Category Year (2025)

Category	Avg. No. of Employees	Man Hours	Avg. Training Hours
Top Management (Manager & above)	41	773	18.85
Mid Management (AM to DM)	254	2053	8.08
Executives (Grade 3 & 4)	365	2447.5	6.71
Junior Management	374	1887	5.05

Performance Review of Management and Non-Management Staff by Gender and Category

100%

Employee Performance Review

Every employee has the opportunity to realize their potential and develop a successful career. Performance evaluation and assessment of employees is also carried out on a periodic basis. There are also biannual evaluation & review of performance appraisals to gauge the employee’s efforts.

Employee Motivation and Encouragement

To encourage employees to achieve their optimum level of performance, ARL organizes regular quarterly award ceremonies to recognize outstanding performers across all departments. Star performers are acknowledged through commemorative shields and cash awards. These performance awards are conferred in key areas, including core operational performance, safety, and housekeeping. In addition, the Company recognizes exceptional individual contributions through the CEO’s special appreciation letters and cash awards, further reinforcing a culture of excellence and motivation



“Employee Quarterly Performance Award Ceremony”

ORGANIZATIONAL DEVELOPMENT

Succession Management Strategy Succession

Succession management is one of ARL’s key human resource initiatives. The primary objective of implementing a formal succession management strategy is to ensure leadership and management continuity across the organization, particularly for strategically critical positions. This approach ensures that capable successors are identified and prepared to assume key roles at short notice, while also fostering the development of individuals with the capacity to take on greater responsibilities. Through targeted development and training, succession management enhances technical competence and expands managerial capabilities, supporting long-term organizational resilience and sustainability.

Cultivation of Learning Culture

Learning and innovation are among ARL’s core values, fostering a strong culture of continuous learning both within and beyond the organization. Employees are encouraged to share knowledge and expertise through active participation in conferences, as well as by presenting technical papers and publications. In parallel, ARL pursues a well-structured training and development framework for its employees. The Company places particular emphasis on developing internal trainers and has rolled out an enhanced technical skills development initiative, which has achieved considerable success in strengthening internal capabilities and promoting knowledge transfer.

Japan Cooperation Centre Petroleum (JCCP)

Japan Cooperation Centre Petroleum (JCCP) offer training courses to its member organizations to ensure continuity of learning opportunities for the participants. Four management staff members were selected from ARL for different courses by JCCP in 2025.



HUMAN RIGHTS AND LABOR PRACTICES

Human Rights

ARL endorses and complies with all applicable legal requirements and obligations related to human rights. The Company recognizes and respects the inherent dignity and rights of every individual. Accordingly, 100% of outsourced employment agreements include human rights clauses, and all employees receive briefings from the Human Resources Department on ARL’s human rights policies and procedures during orientation. As a result, 100% of employees are sensitized to human rights principles applicable within the organization.

ARL demonstrates a strong commitment to ethical conduct and good work practices through its Values and Ethics Committee, which is responsible for investigating reported violations of the Company’s core values, codes of conduct, and related policies, and advising the Chief Executive Officer (CEO) on appropriate actions. The Company recognizes that a transparent legal system is fundamental to a healthy society and a growing economy and therefore supports strong enforcement mechanisms to protect employees against any abuse of power.

ARL takes pride in being a signatory to the Ethics Policy of the Oil Companies Advisory Committee (OCAC), alongside other members of Pakistan’s oil and gas sector. Through this commitment, the Company strives to uphold the highest ethical standards, comply with applicable industry regulations and national laws, conduct business with integrity and honesty, treat all stakeholders fairly, and communicate in an open, responsive, and accountable manner.

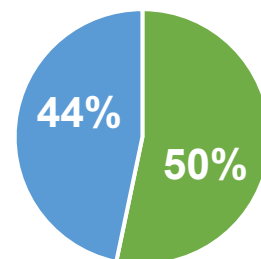
In line with its commitment to inclusivity and respect for diversity, ARL supports its non-Muslim employees by facilitating visits to their places of worship. Employees belonging to minority communities are also provided financial assistance, through a transparent balloting process, to enable visits to their sacred places.

ARL ensures a safe, conducive, and dignified working environment for all employees and contractors, with due consideration to health and safety requirements. Continuous training and development of security personnel is a key priority, and heads of relevant departments regularly conduct interactive sessions with security staff to enhance awareness of human rights policies, gender justice, and respectful workplace conduct.

Non-Discrimination

The Company has defined procedures that enable our human resource team to recruit, hire, develop, and retain employees based on job-related attributes, including experience, qualification, and other criteria. No incident in the reporting year has been reported that involved discrimination or prejudicial treatment based on colour, religion, or gender. All employees are treated equally, and organizational policies and practices do not allow the promotion of any kind of inequality and injustice. ARL has adopted the code of gender justice at workplace to create a conducive working environment for men and women, free of any harassment, abuse, and intimidation. The Code of Conduct for Protection Against Harassment at Workplace is available on the Attock Refinery Limited website.

Security Staff And Training Percentage
Total staff 307



- Direct Employees
- Indirect security personnel hired through third party

Involvement of Collective Bargaining Agreement

ARL considers its workforce at all levels as the true partner in sustainable development and does not make any decision without the involvement of the CBA and workers union. The minimum number of weeks’ notice typically provided to employees and their elected representative prior to the implementation of significant operational changes that could substantially affect them is decided with mutual discussion between ARL management and CBA representatives. The notice period and provision for consultation and negotiation are specified in collective agreements with mutual consent.

Union/Collective Bargaining

ARL gives credence to a collaborative work environment which benefits all involved parties, including employees, contractors, and shareholders. ARL abides by all the rules and applicable laws including national labour laws. The Company periodically schedules meetings and collaborates with the CBA in formal and informal settings. We respect the workers’ right to associate with the CBA and right to vote in CBA referendums. Therefore, the Company does not infringe upon or disrupt freedom of association, and no incident regarding the violation of rights has been reported. More than 94% of non-management permanent staff is covered under the CBA, while less than 6% are not covered being essential non-management staff.

Child/ Forced/ Compulsory Labor

ARL is committed to abiding by all national and international laws for the abolition of child labour and denounces all forms of forced or compulsory labour. ARL neither engages in the employment of children nor supports child labour. The Company adheres to the International Labour Organization (ILO) convention regarding the minimum age of employees. ARL pays heed to all local laws and regulations regarding age requirements for workers. The Company strictly complies with the Factories Act 1934 and the Bonded Labour System (Abolition) Act 1992. Being a signatory of UNGC, ARL strictly adopts the effective abolition of child labour and supports the elimination of all forms of forced or compulsory labour. At ARL, no operation is identified as having a significant risk for incidents of child and forced labour. We have a commitment to restrict employment below the age of 18 years and consider it a serious violation of labour laws. The contractors of ARL also observe and abide by minimum age and compulsory laws prohibiting the hiring of underage employees and the company's policies and practices truly reflect this approach. The Company sensitizes its members and staff on these important aspects through various means such as group discussions, meetings, and seminars.

YEAR	2024	2025
Number of total employees covered under CBA	25	57
%of employees covered under CBA to total employees	1.50%	3.39%

Compensation & Benefits

ARL does not make any discrimination on the basis of gender in offering compensation packages including basic salary and other collective bargaining agreements to male and female employees. ARL sustains employee compensation to meet local market standards and comply with legal requirements as per labour laws. Fair compensation is provided to all employees taking into consideration factors such as business needs, economic conditions, individual job responsibilities, and personal performance. Besides career development, pension, and other employee benefit plans are monitored by ARL for relevance, compliance, and suitability. ARL provides full-time employment and does not offer part-time employment. Similar terms and conditions are offered to regular and contract staff except provident fund membership and Leave Fare Assistance, which are offered only to regular staff.

Life insurance, healthcare facilities through self-run Attock Hospital Pvt. Ltd (AHL) and outside hospitals on ARL panel for employees and their families, disability coverage for employees, parental leave (maternity) for female employees, retirement provisions, etc. are being provided to all employees. The standard entry-level wage to minimum wage ratio is 1:1.12. The ratio has been calculated using the minimum wage of third-party employee (standard entry-level wage) and ARL employee wage. The significance of the invested agreements is based on the cost of the project and approval from the Board of Directors (BOD). However, all non-significant investment agreements, including external employment agreements, are included with relevant human rights clauses and bound with our Whistle Blowing Policy.

Parental Leave

Female Who Entitled to Parental Leave		
Year	2024	2025
Female Who Entitled to Parental Leave	2	0
Return to Work rate	100%	100%

Diversity & Equal Opportunity

There is no discrimination in hiring on the basis of religion, colour, and gender. We have a blended workforce comprising different age groups, genders, and religions. Equal opportunities are provided to each group at appropriate forums. We are an equal opportunity employer and take it as a competitive edge in the market.

Category	Male	Female	<30 Years	30-50 Years	>50 Years
Number of individuals within the organization governance bodies	9	-	-	1	8
Number of individuals in organization management committee	12	-	-	2	10

Refer To Statement of Compliance Section for Further Detail

01

THE COMPANY

02

STAKHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

DEFINED BENEFIT PLAN OBLIGATION

Employee Retirement Benefit Plans

The main features of the retirement benefit schemes operated by the Company for its employees are as follows:

Defined Benefit Plan

The Company operates an approved pension fund for its management staff and an approved gratuity fund for its management and non-management staff. The investments of pension and gratuity funds are made through approved trust funds, while gratuity is deductible from pension. Management staff hired on and after January 1, 2012, are only entitled to benefits under the gratuity fund. Contributions are made in accordance with actuarial recommendations. Actuarial valuations are conducted by an independent actuary, annually, using the projected unit credit method (related details of which are given in the financial statements in Annual Report 2025 at Attock Refinery Limited). The obligation at the statement of financial position is measured at the present value of the estimated future cash outflows. All contributions are charged to the statement of profit or loss for the year. Actuarial gains and losses (re-measurement gains/losses) on employees’ retirement benefit plans are recognised immediately in other comprehensive income, and past service cost is recognised in the statement of profit or loss when they occur. Calculation of gratuity and pension requires assumptions to be made of future outcomes, which mainly include increase in remuneration, expected long-term return on plan assets, and the discount rate used to convert future cash flows to current values. Calculations are sensitive to changes in the underlying assumptions.

Defined Contribution Plan:

The Company operates an approved contributory provident fund for all employees. Equal monthly contribution is made both by the Company and the employee to the fund at the rate of 10% of basic salary.

Value In PKR “000”	
EOBI	29,505
Staff Gratuity and Pension Benefits	70,999

ARL POLICIES & PRACTICES

1. Human Resource Policy

ARL corporate policy on human resources is to attain the highest standards of professionalism throughout the organization by recognizing and revealing individual capabilities, productivity, and believes that the continued progress and success of the Company depend to a great extent on its personnel, that only with a carefully selected, well-trained, achievement-oriented, and dedicated employee force, the Company can maintain its leadership in the refining industry.

- Employ the best-qualified persons available, recognizing each person as an individual thus affording equal opportunity.
- Pay just and responsible compensation in line with the industry standards.
- Help employees to attain their maximum efficiency and effectiveness through a well-rounded training and development program.
- Provide and maintain comfortable, peaceful and orderly working conditions.
- Promote and provide opportunities for growth and promotion.
- Treat each employee with fairness and respect.
- Encourage each employee to improve and develop him/herself and thereby prepare him/her for positions of higher responsibility.
- Recognize and reward efficiency, teamwork, discipline, and dedication to duty and responsibility.
- Exhaust all means to resolve Labor-Management differences, if any, promptly and amicably.
- Provide a wholesome and friendly atmosphere for harmonious Labor-Management relations.

2. Code of Conduct

Our Code of Conduct provides guidance about how employees, contractors, and anyone else interacting on the platform of ARL must behave to live up to our business principles. The Code of Conduct covers safety, anti-bribery and corruption, fair competition, human rights, and other important areas. The Management encourages a whistle-blowing culture in the organization and has adopted a culture to detect, identify and report any activity which is not in line with the Company policies, any misuse of Company's property, or any breach of law which may affect the reputation of the Company. All employees have signed a code of conduct and the Company takes any deviation very seriously.

3. Code of Conduct for Protection Against Harassment at Workplace

Attock Refinery Limited (ARL) is dedicated to providing a working environment that ensures that each and every employee is treated with respect, dignity, and afforded with equitable conduct. The Company is committed to encouraging a positive professional work atmosphere that is essential for the professional growth of its staff, and it also promotes equality of opportunity. Harassment, therefore, has no place at ARL. This policy affirms ARL's zero tolerance for harassment on the basis of race, colour, origin, gender, religion, age, or any physical attributes. The policy also assures employees the right to employment in a place of work that is free from harassment and intimidation in accordance with the spirit and theme of "Protection Against Harassment of Women at Workplace Act, 2010" (the Act). Harassment is not necessarily confined to the behaviour of seniors toward juniors; it can take place between colleagues at the same level or involve staff behaving inappropriately towards more senior staff. The Company views harassment to be among the most serious breaches of workplace decorum. Consequently, appropriate disciplinary or corrective action, ranging from a warning to termination, can be expected if such a situation arises and demands it. This policy applies to all employees who work in the Company; that includes Senior and Junior management employees and office staff members including internees, apprentices, or trainees. The Company will not tolerate harassment whether it is by fellow Employees, junior, or senior staff members

All the policies are available at the Attock Refinery Limited website.

01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

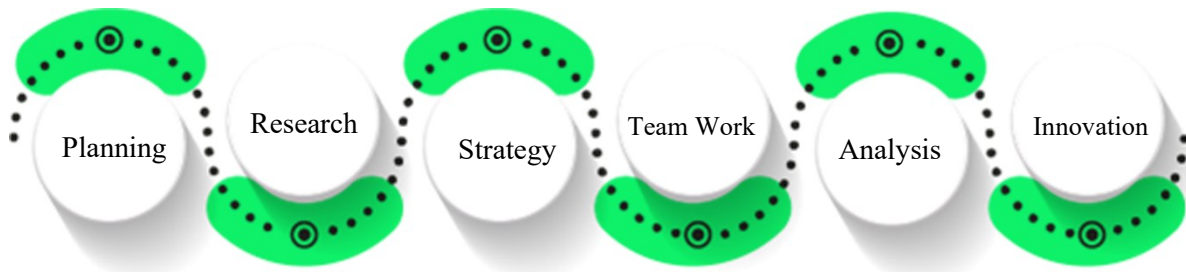
CREDIBILITY
& GRI INDEX

Corporate Social Responsibility



STRATEGIC PRINCIPLES

Being considered a pillar for sustainable development, Social Responsibility is one of our core values. Since the inception of the company, we are highly sensitive to the needs of the stakeholders and carry out our social contribution activities regularly in a sustainable manner. ARL's CSR strategy always remains at the forefront to address all the concerns for achieving par excellence in the business ecosystem and prove to be contemporary for the sustainable development of the organization. ARL's core value of social responsibility drives its strategic objective of sustainable development and accelerates its growth to achieve the mission by carrying out its obligations as a responsible corporate entity and creating shared values for its customers, employees, shareholders, communities, and environment. We respond to community requests through corporate actions in a transparent and sincere way. We always stand side by side with the community, offering consistent and long-lasting support. The Company has a long history of supporting and investing in local communities. The mapping of our social initiatives with the United Nations Sustainable Development Goals (UN-SDGs) has been disclosed in this report.



Local Communities

The local Community is engaged directly or indirectly (100%) in all plans and programs after assessing the impacts. The Company actively implements a range of corporate social responsibility (CSR) initiatives that address key community priorities, including education, poverty alleviation, environmental protection, skills development, employment generation, sports and recreational facilities, access to safe drinking water, maintenance of parks, and infrastructure development. Wherever possible, these initiatives are carried out with active community participation. ARL strives to avoid operations that could result in adverse impacts on local communities. Accordingly, no significant direct or indirect economic, social, cultural, or environmental impacts were identified during the reporting year. To proactively manage potential risks, Environmental Impact Assessments (EIA), Initial Environmental Examinations (IEE), and risk assessment studies are conducted periodically, and appropriate control and mitigation measures are implemented to prevent any harm to the community. Furthermore, community engagement is ensured through public hearings and consultations prior to the initiation of any new project, reinforcing ARL's commitment to transparency, stakeholder inclusion, and responsible development.



“Annual Sports Gala 2025”

IDENTIFICATION OF SOCIAL CHALLENGES



Community Engagement

We consult a variety of forums for the identification of social programmes using our materiality assessment. We remain in contact with our neighbours without any discrimination, and keep periodic liaison with all stakeholders to get their views on our social activities. Dedicated staff members interact closely with local communities and work with technical and management staff to meet their expectations and address their concerns. These include meetings with concerned union councillors, school and college administrations in the locality, district coordination office, local fire club members like 1122, National Disaster Management Authority (NDMA), social welfare department, EPA, suppliers, and customers, etc. ARL always intends to further strengthen and open new doors of relationships with communities. This approach helps ARL in visualising and formulating effective strategies into actionable social objectives and plans.

Communication Forums

Over the years, ARL’s commitment towards social aspects and programmes is communicated for community awareness through announcements, display of banners and boards at prominent locations, and often the arranging of seminars/conferences to get involvement of the maximum number of community members. Apart from these, the general public is invited to the public hearing for Environmental Impact Assessment (EIA) studies via newspapers. The feedback received from these forums (Meena Bazar, medical camps, and awareness sessions) is discussed and translated into social action plans for the future.

Community Organizations

To keep our social initiatives in line with the needs of the community, ARL-sponsored community organizations (i.e. Attock Sahara Foundation & National Cleaner Production Centre) are playing a pivotal role in identifying and enhancing the social and economic aspects of the surrounding community. In recognition of transparent working and commitments, Attock Sahara Foundation (ASF) was certified by the Pakistan Centre of Philanthropy (PCP) in the areas of internal governance, financial management, and programme delivery. Green Care Associates, a project of the British High Commission in Pakistan, has declared ASF as a champion NGO in the areas of governance, project management, and financial management. In addition to creating awareness, NCPC provides training and arranges workshops for capacity building. In the health sector, ARL’s Attock Hospital Limited (AHL) is making tremendous contributions by providing standard healthcare facilities at a reasonable cost, awareness to the community, and free medical treatment to the poor segment of society.

Social Challenges

Major direct and indirect social challenges identified through above forums are as under:

➤ Women skill development and empowerment	➤ Direct and indirect jobs to locals
➤ Infrastructure development	➤ Scholarships for deserving students of the community
➤ Recreational and sports facilities	➤ Epidemic diseases, including coronavirus and dengue
➤ Young locals and capacity building	➤ Rural development
➤ Drinking water supplies to the community	➤ Industry-academia relationships
➤ Medical facilities and assistance	➤ Industrial relations and workers' welfare
➤ Schools and mosques utility assistance	➤ Enhancement of facilities and quality of education at schools

Solutions and Performance

Our philosophy is based on capacity building instead of a donor-beneficiary relationship, that is why we address the social challenges identified with an approach to involve the local community in the development projects focusing on capacity building.

ARL provided continuous support to the local community in a number of ways, i.e. free of cost supply of drinking water continued through its overhead water reservoirs to the areas of Morgah, Kotha Kalan, Jhamra, and various welfare organizations like SOS village, Deaf & Dumb school, and other local schools & mosques. Free water supplies to the local community and other essential services are being provided to more than 50,000 people.

ARL continued its support for education over and above the reliance of its workforce on it. ARL provided the opportunity of continuing education to the students of the local areas. In this connection, the company borne most of the expenses incurred on the company-constructed Junior Model School in the ARL colony area of Morgah, and only a minimal fee is charged to the students.

Apart from this, the Punjab Workers Welfare Board has constructed two model schools at Morgah with the active assistance of the company. Moreover, the Company initiated the provision of scholarships from the primary up to post-graduation and doctorate level for employees' children studying in top-rated institutions of Pakistan. The Company also provided a number of internship and apprenticeship opportunities to the nearby community for training and capacity building.

For rural development and capacity building, our company also continued the annual grants & support to the Union Councils of the area to run their affairs smoothly & efficiently.

01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX



GLIMPSES OF CSR



01

THE COMPANY

02

STAKEHOLDER ENGAGEMENT

03

CSR

04

HEALTH, SAFETY & ENVIRONMENT

05

ECONOMY

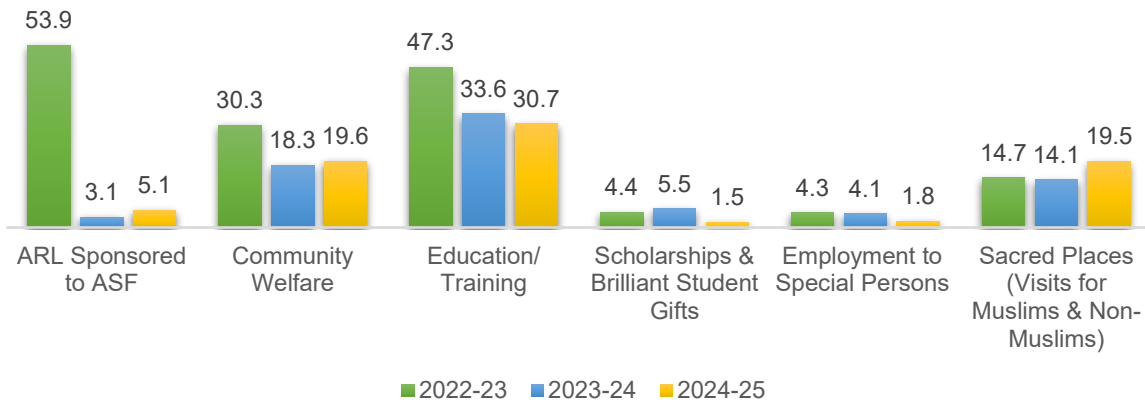
06

SUPPLY CHAIN

07

CREDIBILITY & GRI INDEX

CSR Investments (Million PKR)



PHILANTHROPY AND CORPORATE INVESTMENT

Attock Refinery Limited (ARL) has been contributing to Corporate Social Responsibility (CSR) since its inception in 1922. CSR forms an integral part of the Company’s core values and long-term commitment to sustainable development. Over the past century, ARL has undertaken extensive initiatives in this domain and continues to explore meaningful ways to contribute to community welfare and social development. During the reporting year, a range of CSR activities were carried out by the Company as well as by organizations operating under the Company’s umbrella. Key CSR initiatives undertaken during the year are outlined below.

1. Attock Sahara Foundation (ASF)

- ASF is a registered Non-Profit Organization (NPO), sponsored by ARL. ASF has also been certified by the Pakistan Centre for Philanthropy (PCP). The main objective of ASF is to help and support the poor segment of the community through various welfare programmes/schemes.
- During the year, various programmes/schemes were conducted, which mainly included Skill Enhancement and Capacity Building for womenfolk, Apprenticeship Programme, Scholarship Scheme, Marriage Support Fund, Poor Patient Fund, Collection & Distribution of Zakat. Workshops were also conducted to create awareness on dengue prevention, kitchen gardening, and tree plantation.
- ASF has a well-equipped Industrial Order & Stitching Section which not only serves as its main source of income but also helps to train less privileged women by enhancing their skills to enable them to become earning hands for their families.



2. Attock Hospital Private Limited



Attock Hospital (Pvt) Limited was originally established in 1930 as a primary healthcare facility for employees of Attock Refinery Limited (ARL). In 1998, it was upgraded and restructured into a private limited company with the objective of providing equitable, affordable, and quality healthcare not only to Attock Group employees but also to the surrounding communities of Morgah and nearby areas. AHL is a wholly owned subsidiary of ARL and is registered and licensed by the Punjab Healthcare Commission (PHC), ensuring compliance with national healthcare standards.

Major Services Offered by AHL:

- **Outpatient Department (OPD):** Specialist consultant clinics providing outpatient consultations across specialties including Internal Medicine, Paediatrics, Obstetrics & Gynaecology, Dermatology, Orthopaedics, Nephrology, Neurology, Otorhinolaryngology (ENT), Urology, Ophthalmology, Cardiology, Physiotherapy, and Clinical Psychology.
- **Inpatient Department (IPD):** Well-maintained Male and Female Wards, Semi-Private and Private rooms, supported by 24-hour nursing and medical care.
- **24/7 Emergency Services:** Round-the-clock emergency care with trained staff and a fully equipped High Dependency Unit (HDU).
- **Surgical Services:** General & Plastic Surgery, Gynaecology & Obstetrics, Orthopaedic Surgery, Urology Surgery, Neuro Surgery, and ENT surgeries performed in modern operation theaters.
- **Dialysis Unit:** Dedicated dialysis unit providing supervised haemodialysis services for renal patients.
- **Diagnostic Services:** Comprehensive Laboratory and Imaging facilities including X-ray, Ultrasound, Echo, ETT, Endoscopy, and Pathology services.

Community Support & Social Welfare Initiatives

AHL actively contributes to community welfare through free medical camps, blood donation drives, and vaccination campaigns. The hospital has organized large-scale free medical camps, including flood relief camps, providing free consultations, diagnostic services, and medicines to underprivileged

01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

populations. During the COVID-19 pandemic, AHL operated as an approved vaccination centre, serving both employees and the general public. Additionally, free and subsidized dialysis services, as well as other medical treatments, are provided to non-affording patients through the Poor Patient Fund. AHL also continues to promote public health awareness through initiatives such as dengue prevention programs and community outreach activities.

3. Community Welfare

The Company supports and arranges multiple community welfare activities. Details of some of the activities are given below:

- The Company maintains play grounds for various sports including hockey, cricket, football etc. This promotes healthy activity among employees and youth living in the vicinity. The Company also patronizes parks and provides potable drinking water and health care to the surrounding communities.
- The Company takes care of schools and places of worship in the surrounding area. The Company also provided financial assistance to an NGO working for the betterment of the visually impaired persons.
- The Company provides annual grants to adjoining Union Councils of Morgah and Kotha Kalan for betterment of the community.

4. Campaign to Dengue Control

Dengue fever has remained a challenge for the health of people living in the surrounding area. The Company formed special teams in collaboration with District Management and Health Department to ensure taking of effective precautions against dengue. In this respect, awareness sessions/walks are conducted to create awareness among the community. Fumigation was also carried out over a large area for eradication of dengue larva.



5. Industrial Relations/Workers Welfare

ARL ensures cordial industrial relations through its Collective Bargaining Agreement (CBA). An agreement with CBA was signed during the year for the period 2022-23 to 2023-24. The Company extends various facilities to its workers. Some of the facilities are described below:

- Provision of highly subsidized food and wheat flour.
- The Company gives quarterly Good Performance and Safety Awards to its workers for their motivation and Long Service Awards to acknowledge their long association with ARL.

01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

- Free pick and drop facility are provided to the school going children of the workers.
- Every year the Company selects through balloting four workers for Hajj and five workers for Umrah along with a spouse or dependents on the Company’s expense. The Company also nominates one non-Muslim worker along with spouse or dependent, for visiting their sacred places in Pakistan.

6. Green Environmental Initiatives

- The Company in collaboration with its parent Company, the Attock Oil Company Limited, has established Attock Institute of Horticulture (AIH). This institute promotes the art & practice of horticulture and imparts knowledge and training to domestic gardeners. Courses include kitchen gardening and horticulture training duly recognized by Technical Education & Vocational Training Authority (TEVTA) Punjab.
- The Company has established Morgah Biodiversity Park to conserve the indigenous biodiversity of the Potohar region. Under Morgah Biodiversity Park Project, the Company has initiated several CSR activities which include production of natural honey, growing of different fruits including peach, grapes, citrus, papaya, olives, and organic vegetables. Ecological sustainability measures like water conservation, kitchen waste water recycling, rainwater harvesting for irrigation, and solar powered drip & sprinkler irrigation systems are also being observed.
- ARL plants 10,000 to 12,000 saplings each year including around 2,000 fruit plants. Tree saplings are also donated to various educational institutions and local communities to enhance the vegetation cover, improve the environment, and conserve natural ecosystems for future generations.
- The 76th Annual Flower Show was organized by Morgah Club in April 2025. Employees of Attock Group of Companies residing in the ARL colony participated in the bungalow lawn competitions. Competition among companies’ lawns was also organized to recognize the efforts made by gardeners for beautification of the office lawns.



“76th Annual Flower Show

01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

7. Employment of Special Persons

ARL not only provides equal employment opportunities to special persons but takes an extra step to help them to earn a respectable living.

8. Education/Training

- The Company is operating an extensive management training program of 1 to 2 years for fresh graduates and student internships for students during summer vacations.
- The Company offers scholarships from class 6 to PhD level to employees’ children. During the year, 21 scholarships were awarded to the brilliant students amongst employees’ children who were recognized by awarding prizes.



“Welcome Connect Program 2025”



" Scholarship recipients and participants at the Scholarship Award Ceremony"

9. Business Ethics and Anti-Corruption Measures

The Company has voluntarily adopted United Nations Global Compact (UNGC) principles in its business practices including fighting against corruption in all its forms, including extortion and bribe.

10. Development and Impact of infrastructure

Availability of potable water is a big issue in this region. To facilitate the local community in this regard, ARL continued with its policy of providing potable water to the surrounding population in the villages of Morgah, Kotha Kalan, Jhamra and to welfare organization like SOS village, Deaf & Dumb School, other schools, mosques and churches.

ARL, being a socially responsible company, conducts anti-viral spraying at Morgah to address current health issues and help prevent the spread of the dengue virus. ARL is paying an annual contribution of Rs 45,000 to Union Council Morgah and Kotha Kalan other than provision of free of cost electricity and gas connections to the area.

Local community is also benefitted by ARL's efforts to ensure cleanliness of the area and upkeep of roads in appropriate condition. The famous Morgah Biodiversity Park, developed and maintained through ARL support, provides a picturesque look to the area besides preserving the natural habitat. Similarly, through pursuing its green plan, ARL has planted thousands of trees in the adjoining areas.

11. Positive and indirect economic impacts

The Company's annual contribution to the national exchequer in the form of taxes and duties amounted to over PKR 130,118 million (PKR 126,927 million in 2024) while foreign exchange savings of US \$ 265 million (315 million in 2024) were achieved through import substitution and exports. All the raw materials produced in Pakistan are treated as local. The Refinery processed 1.644 million tonnes (June 2024: 1.833 million tonnes); 100% of the crude oil was received from northern oilfields. Further, the entire indigenous crude production from the northern region including enhanced production from certain fields continued to be processed at the Refinery.

Economic Performance	Amount in Rs "000"
Revenues	301,329,807
Operating costs	291,592,115
Employee wages and benefits	3,822,146
Payments to providers of capital	-
Payments to government	122,511
Community investments	122,104
Economic value retained	12,033,328

01

THE COMPANY

02

STAKHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

ATTOCK INSTITUTE OF HORTICULTURE

Attock Refinery Limited (ARL) in collaboration with Attock Oil Company (AOC) has established an Institution for the promotion of the art and practice of horticulture in general and to impart knowledge and training to gardeners and horticultural professionals in particular.

The objective of this institute is to achieve excellence in the domains of Horticulture including floriculture and landscaping on a non-profit basis, to train human resources by building their capacity in the field of horticulture and enable them to seek employment through awarding certificates/diplomas.

The institute operates under the ambit of Attock Sahara Foundation (ASF) registered as a Non-Profit Organization (NPO) and acts as a centre for training of horticulture and awareness about utilization of modern technologies in this field. Horticulture plays an important role in overcoming adverse environmental effects like air & water pollution, climate change, acid rain, urban sprawl, waste disposal, ozone layer depletion etc. To overcome the impacts of these challenges, ARL has established a Horticulture Section responsible for the development and maintenance of landscapes and plantations.



ARL has also established Organic Vegetable and Fruit Farms comprising Olives, Peach, Grapes, Citrus, Guava, and Almond over an area of more than 40 acres furnished with solar powered drip irrigation systems. The fresh and healthy organically grown farm products including natural honey, fish, vegetables and fruits are being provided to the ARL dining facility as well as to the employees on subsidized prices.

Various training programs are being offered with affiliation of relevant organizations including Universities, Floriculture Department Punjab and Technical Education & Vocational Training Authority (TEVTA). All trainings in the facility are being conducted by qualified instructors through a fine mix of theoretical classroom training and practical field work.



“Glimpses of Training Sessions”

BUSINESS ETHICS AND ANTI-COMPETITIVE MEASURES

Business Review & Assurance department (BR&A) keeping in view its vision “The catalyst for improvement” strives to identify, evaluate and report potential risks and vulnerabilities to management by analysing risks related to bad practices & corruption. The risk-based reviews encompass controls assessment, material misstatement and risk of frauds and errors at different levels. The purpose is achieved by conducting process reviews, compliance reviews and follow-ups throughout the year. International Standards for Professional Practice of Internal Auditing through Standard 2120 (Risk Management) requires that internal audit must evaluate the potential for the occurrence of fraud and how the organisation manages fraud risk. Keeping in view the above requirement, section-wise fraud risk assessment had been conducted by BR&A in coordination with concerned management. On the basis of this assessment, sections which are more vulnerable to fraud were identified and ranked as high risk and are taken up for detailed reviews and probing in a phased manner.

The company pursues an elaborate policy of Ethics and Business Practices and every employee is bound to adhere to it, hence 100% of operations are assessed for risk on this aspect. If an employee is found culpable or involved in other malpractices, he/she is exposed to strict disciplinary action which can result in termination/dismissal from employment. No person has been terminated for being involved in malpractices contrary to company’s policy of ethics and business practices in the reporting period.

ARL also has a Whistle Blowing Policy to address any type of malpractice in all of its activities. No case of anti-competitive behaviour, antitrust and monopoly practices was identified. All employees and other stakeholders have been communicated about the organization's anti-corruption policies and procedures through Annual Sustainability/ESG Reports and ARL’s website etc., informally. All the members of the governance body are trained on anti-corruption. All the employees have been imparted training on organizational core values with special emphasis on integrity and ethics and they also sign the code of conduct on an annual basis to keep it fresh. Regarding anti-corruption measures, ARL is also a signatory of UNGC. There was no case reported by the public or contractors on account of corruption by any employee of the organization.

Public Policy

ARL has signed the Ethics policy on the Platform of Oil Companies' Advisory Committee (OCAC) along with other members from the oil and petroleum sector to abide by the highest ethical standards, observe regulations applicable to the industry and laws of the country. ARL provides support in public policy development and lobbying where required directly or through the forum of OC.





HEALTH
SAFETY
ENVIRONMENT
ENERGY

HEALTH, SAFETY, ENVIRONMENT & QUALITY (HSEQ) POLICY

ARL is committed to provide the best quality products in the market, endeavours to protect the environment and to ensure the health and safety of its employees, contractors and customers, and to work for continual improvements in health, safety, environment and quality (HSEQ) systems. ARL is committed to comply with all applicable Health, Safety, Environment and Quality laws and regulations. The policy shall be used to demonstrate this commitment through:



Health & Safety



ARL ensures that every employee or contractor works under the safest possible conditions. It is our firm belief that every effort must be made to avoid accidents, injuries to people, damage to property and the environment. ARL believes that practically all accidents are preventable by carrying out risk assessments and reducing identified risks by appropriate controls. ARL is committed to ensure the participation and consultation of workers and their representatives in health and safety matters.

Environment



ARL is committed to prevent pollution by the efficient use of energy throughout its operations, recycle and reuse of the effluent wherever possible and use of cost-effective cleaner production techniques that lead to a preventive approach for sustainable development

Quality



ARL recognizes employees' input towards quality by emphasizing skills development and professionalism. ARL must be customer driven, cost effective and continuously improve its services, works and products to meet requirements of the market. ARL conducts periodic audits and risk assessment of its activities, processes and products for setting and reviewing its objectives and targets to provide assurance, to improve HSEQ standards and loss control. ARL is committed to share all pertinent information related to HSEQ with all concerned parties.

ENERGY POLICY

As a responsible corporate entity, Attock Refinery Limited (ARL) is cognizant that natural energy resources are not only scarce but also very precious and need to be optimally utilized. Ever-increasing environmental consciousness as well as market competition demands enhancement of energy efficiency and energy conservation where possible. Energy conservation positively impacts the environment and goes a long way in reducing greenhouse gases and other hazardous emissions. ARL is committed to produce quality petroleum products by employing economical energy efficient processes and equipment. It is our goal to reduce energy consumption where possible by regular monitoring and up-gradation. We believe that energy efficiency and optimization is the key to sustainable development. In our economic and development strategies, we focus on initiatives that will use energy resources more efficiently.

To further enhance energy management, ARL has set the following energy objectives:

1. Use of Robust, Scientifically Sound Technology

This will enable the optimization of the existing resources and the use of energy efficient equipment while protecting the environment.

2. Energy Management

ARL believes in setting realistic targets pertaining to energy efficiency and conservation and review them periodically to ensure sustainable growth.

3. Responsible Development

ARL is committed to comply with all applicable legal requirements in respect of energy efficiency, conservation and its reporting.

4. Energy Conservation Awareness

To keep abreast with the latest development in energy conservation technologies and inculcate an energy conservation culture in all our activities



01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

SUSTAINABILITY MANAGEMENT SYSTEM

Environmental Management

Prevention of pollution in operations and care for the environment are integral components of ARL’s HSEQ Policy. To reinforce our commitment to sustainable development, the company continued to make investments during 2025 aimed at improving environmental performance.

We focus on the prevention and minimization of negative impacts on the social, environmental and economic aspects through the implementation of appropriate measures, procedures and technologies. In this context, we continued our initiatives for improving the production processes, energy optimization, solid waste management and resource conservation etc.

The systematic integration of technological advancements into ARL’s operational processes, along with strict compliance with environmental legislation and active participation in consultation forums, significantly supports the alignment of ARL’s strategy with the pursuit of sustainable development. These efforts are further reinforced through targeted environmental investments and the implementation of a comprehensive environmental management system.

Materiality Analysis to Identify Sustainability Issues

Materiality principles have been applied to identify significant ESG issues, including those related to the environment. Based on their relative significance, these issues have been categorized into short-, medium-, and long-term priorities. This structured approach enables the development of focused, effective, and sustainable solutions.

Environmental issues have been identified through a comprehensive review of environmental impact and risk assessment studies, applicable legal and regulatory requirements, and feedback from customers. The process also incorporates best available environmental management practices, input from employees, local communities, and ongoing coordination with regulatory authorities, including the Federal and Punjab EPAs, as well as relevant local government bodies.



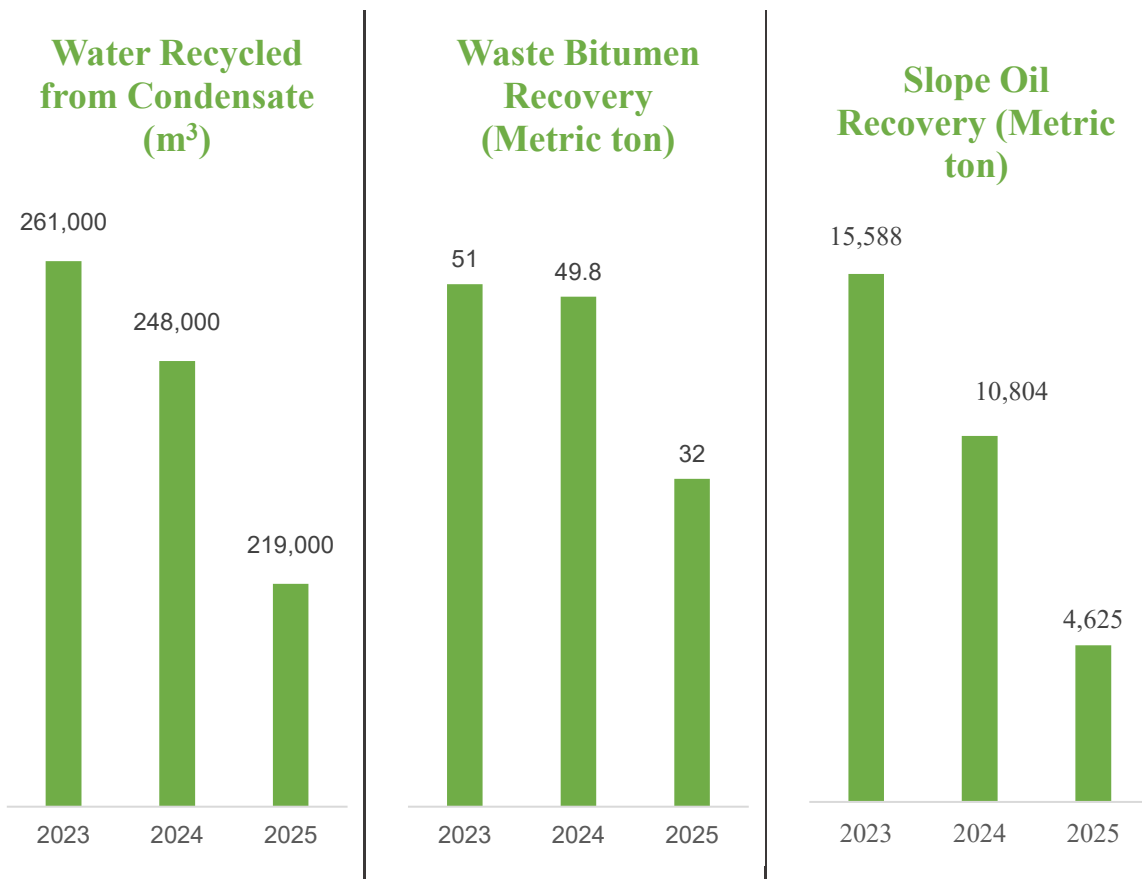
Resource Materials

The company has self-implemented ISO 50001 (Energy Management System) in order to optimize its resource requirements. The below table represents the total amount of basic and auxiliary material resources directly used by ARL to continue its operational activities.

Material		Unit	2022	2023	2024	2025
Non-Renewable	Crude Oil	M. Tons	1,897,414	1,867,711	1,816,368	1,649,865
	Electricity	kW	73,417,739	71,606,195	69,967,716	71,334,176
	Fuel Oil	Bbl.	257,481	293,532	293,834	274,371
	Fuel Gas	MSCF	1,445,237	1,473,295	1,507,788	1,627,925
Renewable	Steam	tons	488,947	489,996	521,014	519,373
	Water	m ³	1,378,000	1,424,000	1,352,000	1,378,000

Resource Recycling/Reuse

Water, bitumen and slop oil are recycled in different refinery operations to enhance resource efficiency and reduce the carbon footprint.



ENERGY MANAGEMENT

ARL believes in a systematic and structural approach for the effective operation and management of significant energy users. In order to monitor & optimize the energy consumption, ARL is following the guidelines of ISO 50001 since 2012. ARL management’s goal is to protect the environment and naturally existing resources through increasing the awareness of energy efficiency.

Energy Week Celebration

ARL observes Energy Day annually on October 22 and the current year was no exception. The Company successfully celebrated Energy Day as part of its Energy Week initiatives, with the objective of educating, motivating, and raising awareness among employees on responsible energy use. The activities focused on promoting the efficient use of electricity and water, highlighting best practices for energy conservation, and sensitizing employees to the impacts of inefficient energy use. ARL recognizes that natural energy resources are finite and steadily depleting; therefore, their conservation and efficient utilization are essential for long-term sustainability and responsible operations.



‘Glimpses of Energy Week 2025’

Energy Awareness Session

ARL organized Energy awareness sessions throughout the organization to ensure maximum participation of all the employees. The aim of the sessions was to achieve maximum participation of employees for greater effectiveness and understanding among them.

No. of Training Hours **200**

Renewable /Alternate Energy Projects

ARL has installed on-grid solar panels that are fully operational and currently generating renewable energy. Moreover, as a part of ARL continual improvement initiatives, the installation of an additional 48 kW solar project is in progress during FY 2025-26.

Budget Items

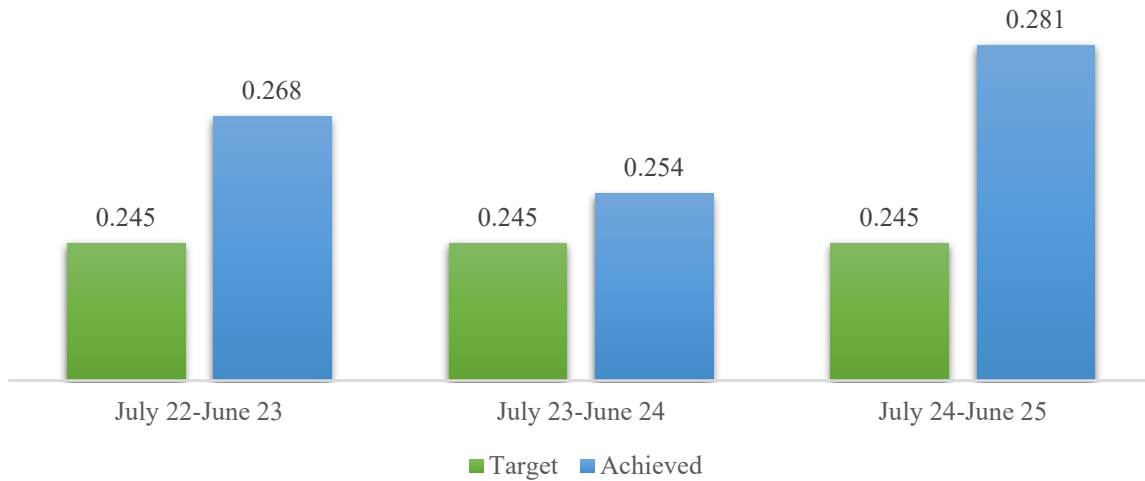
Budget Items	Cost (PKR Million)
Procurement of energy efficient motors & pumps	405.290
HVAC	28.9
On- Grid Solar Panel System Installation	7.1



Energy Intensity

Energy Intensity is defined as “the energy consumed in MMBtu per Barrel of Crude Processed”. Energy Intensity indicates the total energy consumed within the organization. Energy Intensity is 0.281 MMBtu/bbl. of crude as an average of months from July-2024 to June-2025. Overall energy consumption per barrel is higher with respect to the baseline FY2024-25, and there is a marginal increase due to variation in throughput of process units.

Energy Intensity (MMBtu/bbl. Crude Processed)



Energy Intensity target for the year 2024-25 is to maintain the value of 0.245 MMBtu/Bbl. of Crude Processed.

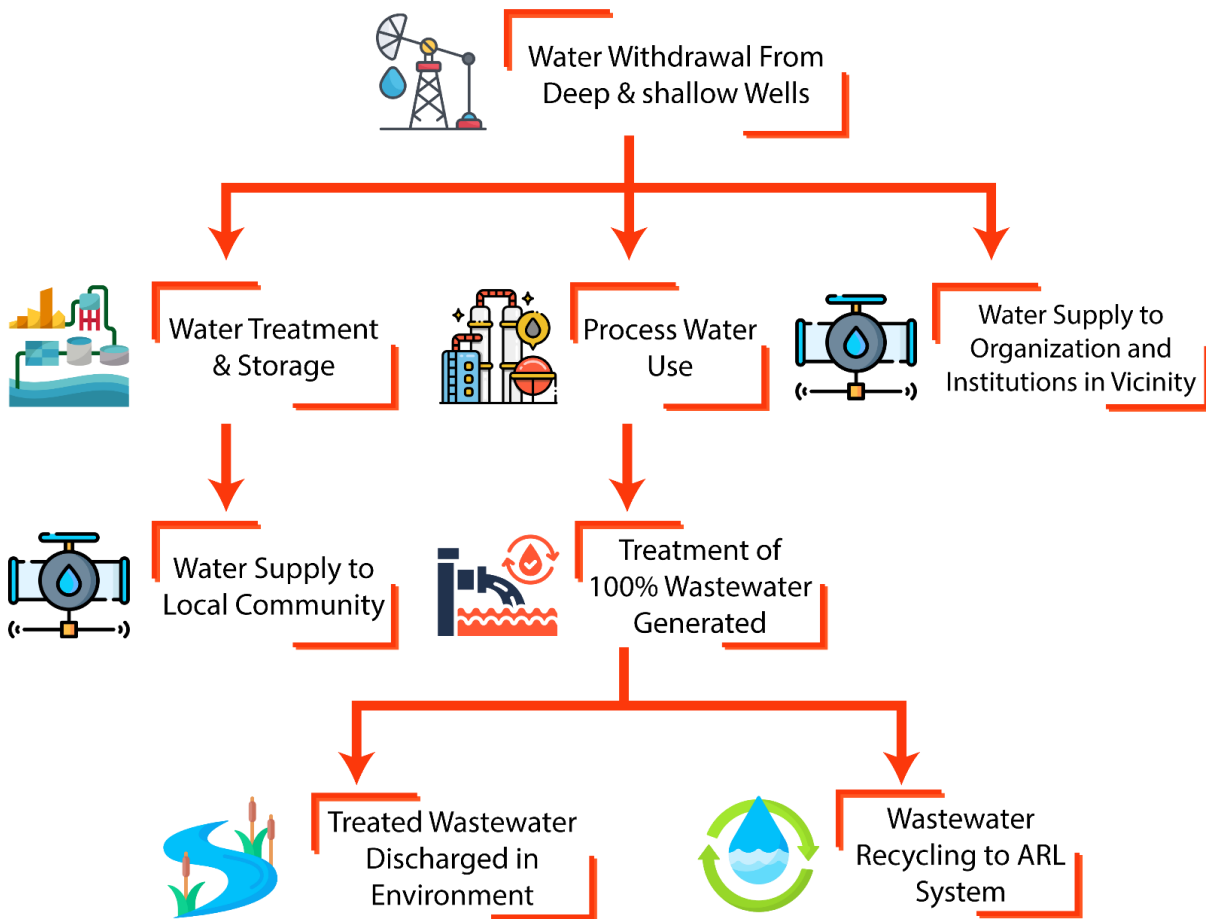
Energy Consumption from Renewable Energy		
Source	Unit	Quantity
Solar	MMBTU	990
Biofuel	-	Nil
Biomass	-	Nil



WATER MANAGEMENT SYSTEM AT ARL

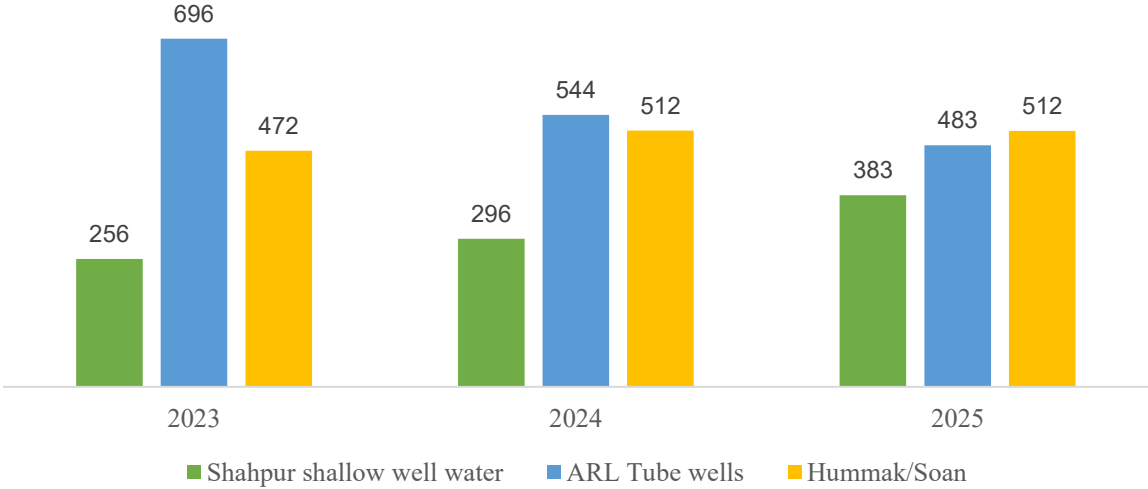
Recognizing that water is a scarce and increasingly limited resource, ARL adopts a shared-resource approach to water stewardship. The Company utilizes water for its operational requirements while also providing treated potable drinking water to neighbouring communities free of cost, reinforcing its commitment to responsible water management and community well-being. ARL receives water from 11 shallow wells in Shahpur and Sohan areas and four deep tube wells on ARL owned land at Morgah, Rawalpindi. ARL has three tube wells at Hummak as well, whose water is pumped to ARL via Sohan pumping station.

Provision of safe drinking water is an essential basic human right. ARL is providing safe drinking water to the local community of Morgah and Kotha Kalan. ARL is creating a positive impact in terms of clean drinking water provision to the local community. ARL is positively contributing to the “Clean Water & Sanitation” Sustainable Development Goal by providing a significant portion of the extracted water for drinking purposes. Following is the water cycle which ARL is following for sustainable water management.

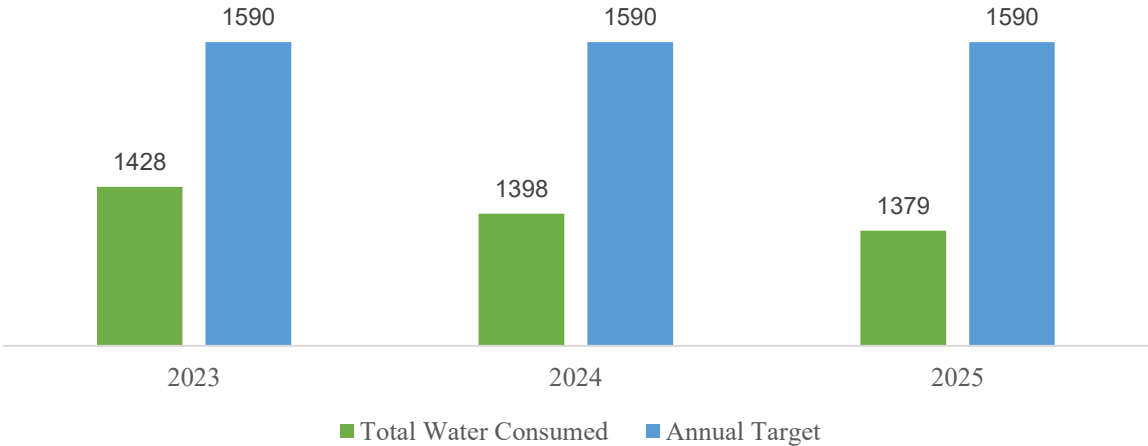


Sufficient supply of water to ARL, being a material aspect, is very critical for smooth refinery operation. In dry months (April–June), water supply from sources (shallow wells/tube wells) is naturally reduced. As the supply/demand gap widens, a fraction of treated effluent water from the Effluent Treatment Plant (ETP) is recycled in process water, after testing by the laboratory. Considering water as a highly important utility, ARL always sets corporate targets for consumption & availability of water. The company has taken a number of steps for water conservation, which resulted in meeting last year’s corporate target of water consumption. In addition to daily water supply, a good quantity of water is kept as an emergency water bank to meet emergencies.

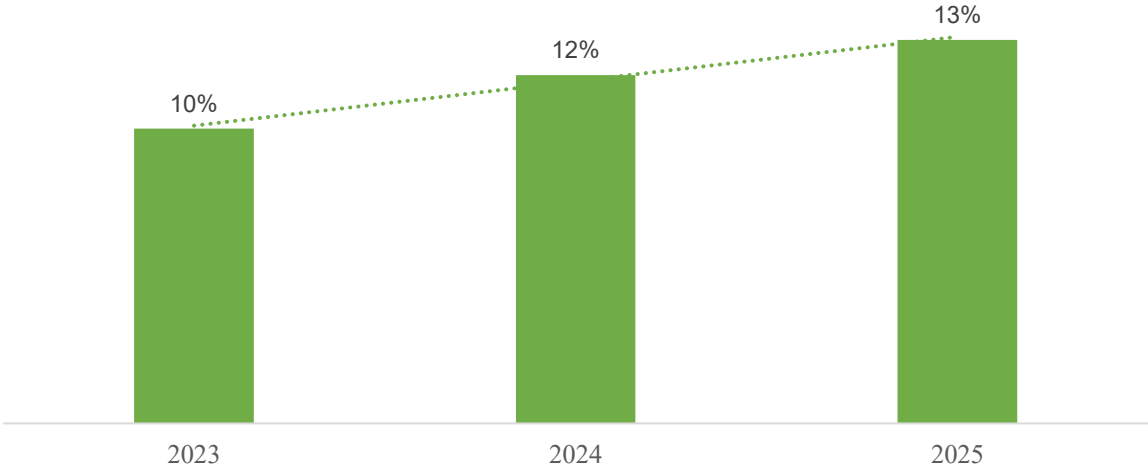
Water Withdrawn from Source (m³) Values in "000"



Water Consumption Against Annual Targets (m³) Values in "000"



Water Conserved Against Annual Target



Wastewater Discharge

ARL uses water for a variety of purposes in the production process, and as a result, the water is partly polluted. Therefore, the production wastewater is treated to reduce the pollutants to acceptable limits, prescribed by the Punjab Environmental Quality Standards (PEQS), before discharge into the River Sohan. All the discharges are within PEQS limits and are regularly reported to the EPA Punjab. Further details of the results are available at page # 88 of this report. Water recycling is less than the previous years because steam was used in old B.H., resulting in lower recovery from old B.H.

Water Recycling (m ³) at ARL Values in “000”			
Source	2023	2024	2025
Water Recycling from ETP	4	0	2
Water Recycling from Condensate	261	248	219
Total Water Recycling	265	248	221
Percentage of Water Saved using Recycling	19	18	16



BIODIVERSITY

Planet Earth supports an extraordinary diversity of life. Biodiversity encompasses the wide variety of animals and plants, their genetic diversity, and the ecosystems and habitats in which they exist. This rich biological diversity underpins human well-being by providing essential resources such as food, clothing, energy, shelter, and medicines. Beyond these direct benefits, biodiversity delivers critical ecosystem services: it purifies air and water, supports soil formation and protection, regulates climate, maintains balanced food chains, and sustains biogeochemical cycles essential for life on Earth.

Tragically, Earth's biological diversity is being lost at a rate unprecedented in human history. This accelerating loss of plant and animal species is largely driven by human activities, including habitat destruction and fragmentation resulting from agricultural expansion, industrial development, and other forms of infrastructure and land-use change.



The biodiversity of Pakistan is of exceptional importance, as three of the world's six biogeographical regions are represented within the country. However, biodiversity loss has already reached alarming levels, with less than 5% of the country's land area remaining under forest cover. The situation is particularly critical in the Potohar region, where habitat degradation and ecosystem decline are increasingly evident. Recognizing this urgency, the Company was motivated to initiate and implement a model project aimed at protecting and conserving the biodiversity of the Potohar region, reinforcing its commitment to environmental stewardship and sustainable development.

Mitigating the Environmental Challenges

The development of the Morgah Biodiversity Park (MBP) represents one of the most significant CSR achievements of Attock Refinery Limited. The concept of biodiversity conservation under the Morgah Biodiversity Project was initiated with the objective of ex-situ conservation, through the establishment of a biodiversity park spanning a core area of approximately 28 acres. The initial master plan of MBP included the development of key conservation components such as a nursery, botanical garden, aviary, butterfly farm, and a pond to support local aquatic life and fisheries. Collectively, these features form the "core" area of the park. As the project evolved, its scope expanded to include the conservation and promotion of plant and animal species threatened by urbanization and industrial development. MBP was envisioned as a living conservation and education space where such species could be preserved and showcased, recognizing that while entire ecosystems may not be transferable, critical elements of biodiversity can be conserved and sustained through carefully designed interventions.

01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

Activities Under the Project

The demonstration project aims to develop a model Bio-diversity Park in Morgah through a public-private partnership. The park is to promote conservation of biodiversity of the Potohar plateau of Pakistan while alleviating poverty of neighbouring communities. The park enables:

- Ex-situ conservation of endangered and threatened flora and fauna of the Potohar region of Pakistan in a core area.
- A partnership joint venture to develop, operate and maintain the Morgah Biodiversity Park (MBP) for conservation of biodiversity of the Potohar region.
- A sustained source of income to poor households in the community through trainings and employment opportunities.
- Improved vegetation covers under green plan and access to biodiversity in the two union councils and adjacent communities.
- Enhanced institutional capacities for the protection of biodiversity and exchange of information and expertise for conservation in the Potohar region.
- Solid waste management at ARL premises and development of compost at park from organic waste for growing medicinal herbs and organic vegetables and fruits over an area of about 44 acres.
- Established as a public awareness point regarding biodiversity, its importance, role in human lives and need to conserve.
- Biogas generation through organic waste has been successfully installed and operated.
- A model biodiversity park has been established for replication elsewhere.



01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

ENVIRONMENTAL MANAGEMENT

GHG Inventory Management

To better manage ARL’s input in the global climate change issue, GHG inventory management is essential for taking effective corrective actions. The emissions of greenhouse gases have a major environmental impact which cannot be completely avoided, despite all environmental protection measures. We calculate the Scope-I emissions using a Tier-2 approach for GHG emission calculations. Global warming potential used for carbon dioxide, methane and nitrous oxide is given in the table. Below are the uncertainties associated with the approach for GHG emissions calculations:

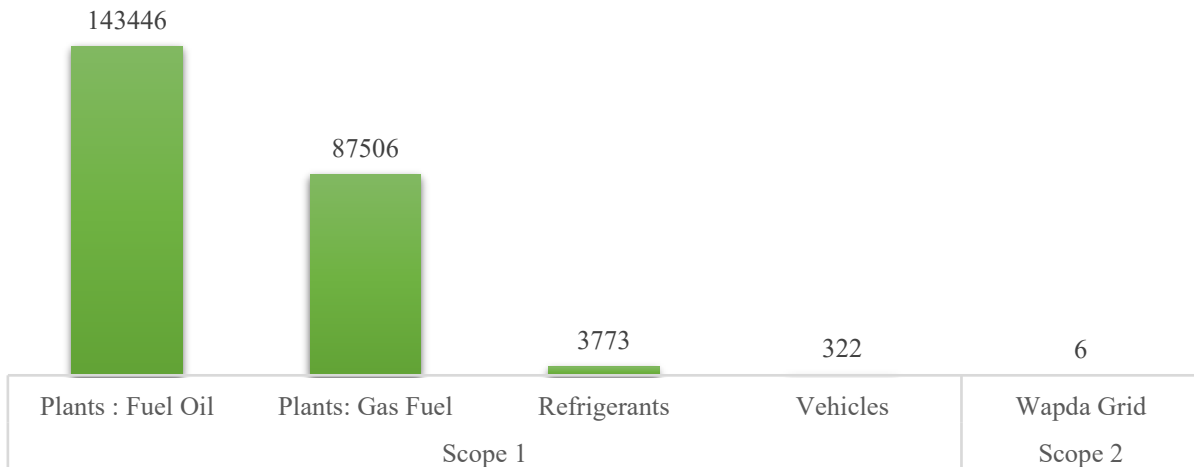
- Uncertainty is associated with all methods to calculate GHG emissions.
- No emission factor for LP gas used in distillation plants as a fuel, therefore, it is added to fuel gas as a whole.
- Currently, this emission inventory is not evaluated by any third-party auditor.

Greenhouse Gas	Chemical Formula	Anthropogenic Source	Anthropogenic Lifetime Years	GWP (100 Years Time Horizon)
Carbon dioxide	CO ₂	Fossil Fuel Combustion, Land use conversion, Cement Production	~100	1
Methane	CH ₄	Fossil fuels, rice paddies, Waste Dumps	12	27
Nitrous Oxide	N ₂ O	Fertilizers, Industrial Processes, Combustion	114	273

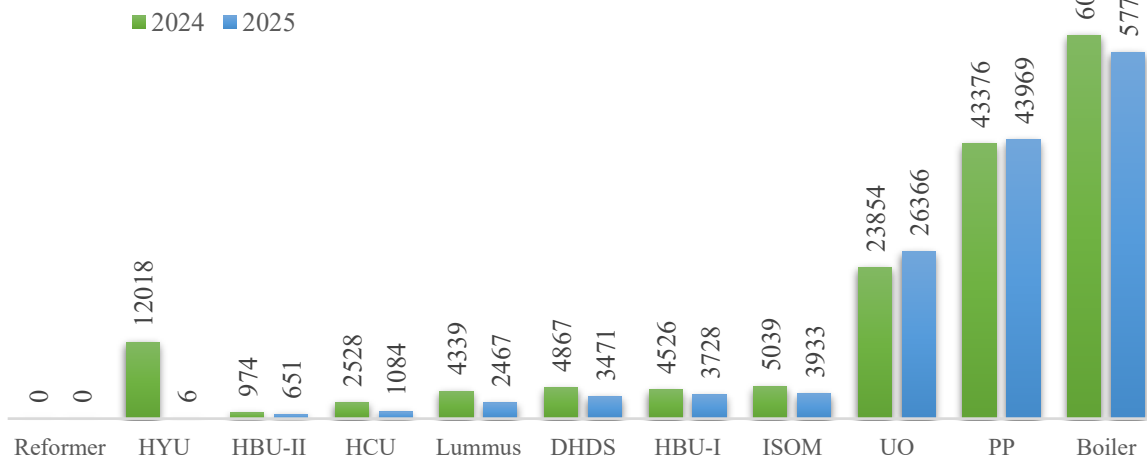
Greenhouse Gas Emissions CO ₂ e (Metric ton /Year)			
Scope I Emissions		Scope – II Emissions	
Plants (Fuel type: Gas)	87506.0	WAPDA ARL Grid Purchased Electricity	6.4
Plants (Fuel type: Oil)	143445.7		
Refrigerants	3772.6		
Vehicles	322	Total CO ₂ e (Scope-II)	6.4
Total CO ₂ e (Scope-I)	235046.3		
Total CO₂e	235052.6		

The methodology used for the computation of GHG Emissions is “Fuel Analysis Method” prescribed by U.S. EPA Centre for Corporate Climate Leadership – GHG Inventory Guidance & Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004)

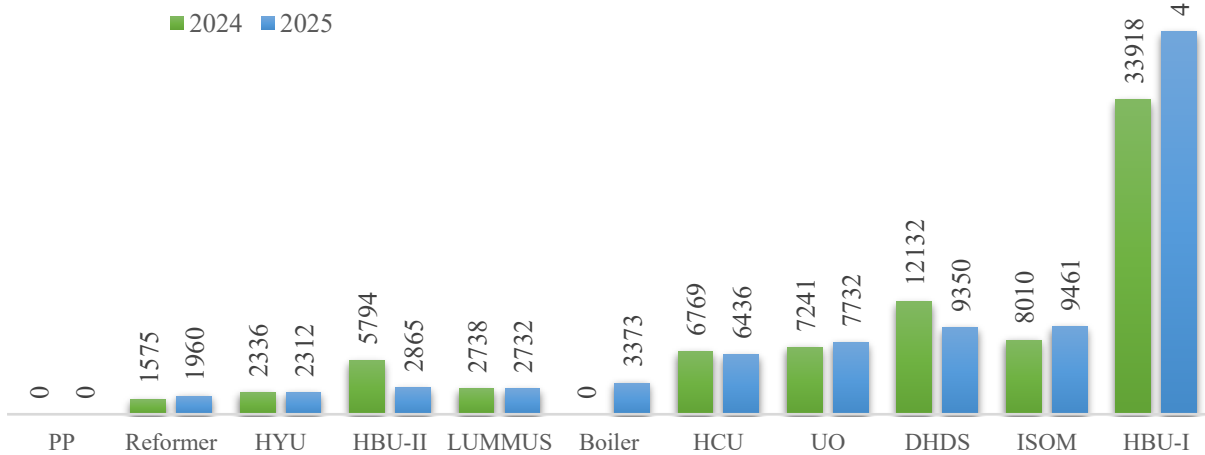
GHG Emissions (Metric Ton/year)



Yearly Comparison of Metric Ton of CO₂e Fuel Type: Fuel Oil



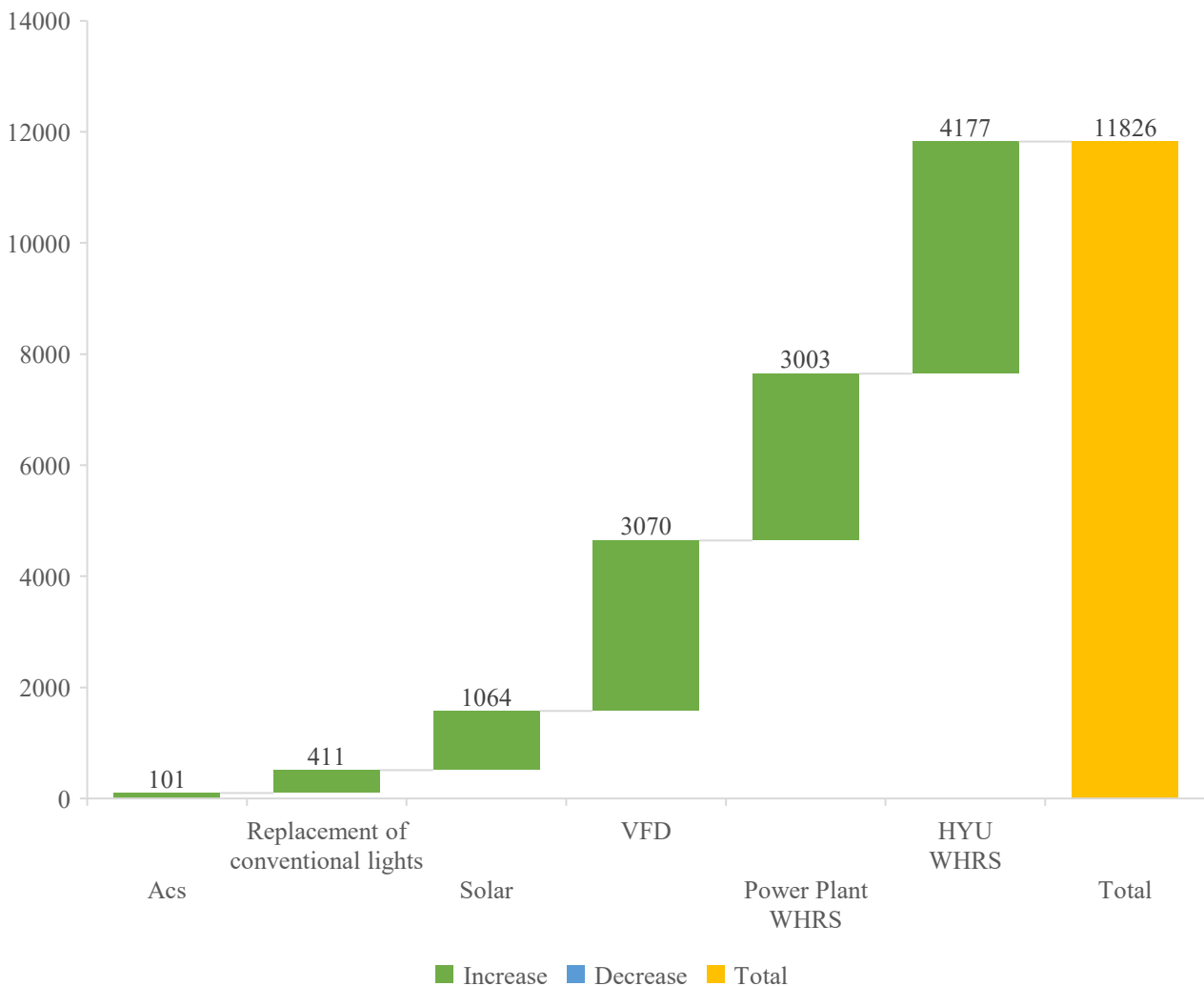
Yearly Comparison of Metric Ton of CO₂e Fuel Type: Gas Fuel



GHG Emission Reduction

- In 2025, Attock Refinery Limited (ARL) achieved carbon offsets amounting to 11,826 metric tonnes of CO₂, with additional sequestration contributions from ARL owned green spaces and the annual plantation of 10,000–12,000 saplings further enhancing its overall carbon offset impact.
- **Hummak pipeline project:** Previously, water from Hummak was being transported in bowsers in the dry season. The Hummak pipeline was commissioned in December 2018 resulted in reduction in fuel consumption ultimately reducing carbon emissions.
- **Installation of Multi Media Filter (MMF):** Drinking water was being used as Reverse Osmosis (RO) plant feed. MMF was commissioned on 1 January 2019 and RO plant was started being fed from Reservoir #3, saving energy incurred on producing drinking water.
- Installation & commissioning of a Burner Management System.
- Implementation of ISO 50001 (Energy Management System) and extending its scope to all processing units.
- Policy approval for the replacement of conventional lights and split ACs.
- Water Conservation Schemes.

Metric Tons of CO₂e Offsets - 2025



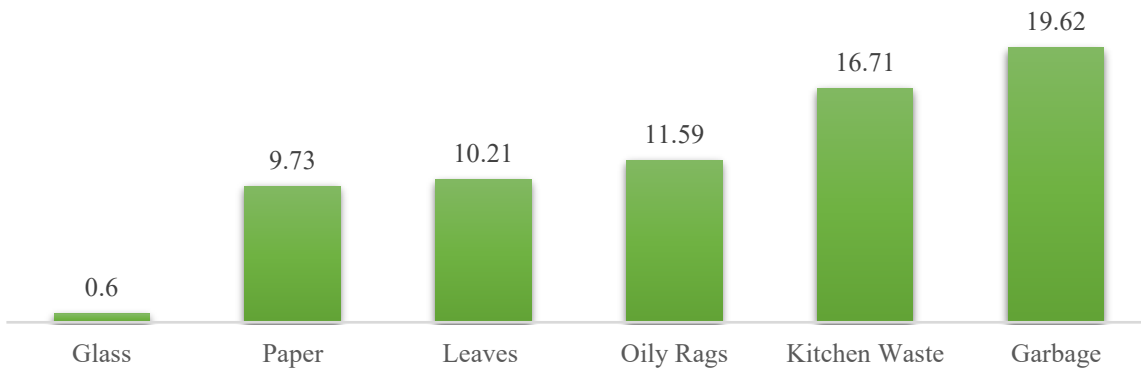
Solid Waste Management

Waste management is based on an integrated process covering all stages in the lifecycle of the waste in one of the following ways: recycling, recovery and final disposal. The main aims of the solid waste management program are:

- Reduction of waste quantities produced at the source.
- Separation of hazardous and non-hazardous waste at source wherever possible.
- Safe transportation and final disposal.

Solid waste is segregated at source in different categories. These categories are paper, oily rags, glass, plastic, different types of metals and leaves. A waste collection schedule has been implemented to ensure proper disposal. Inventory levels are closely monitored, and waste is managed through certified third-party contractors who comply with all relevant legal regulations. Hazardous waste is safely sent to an incineration facility, while non-hazardous waste is disposed of in company-owned landfills.

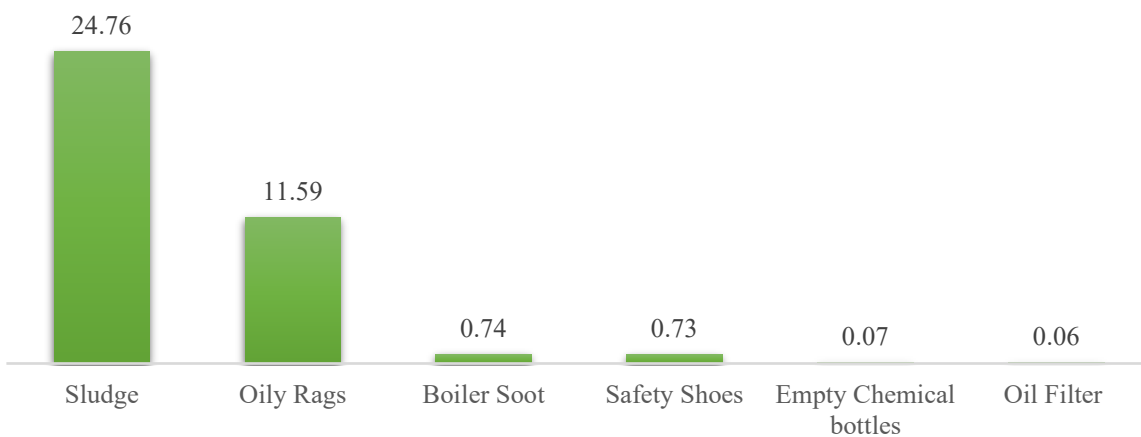
Metric tons of Solid Waste Generation-2025



Hazardous Waste

Hazardous wastes are properly handled at the source and then handed over to an EPA-certified contractor for proper treatment and disposal. We ensure that our hazardous wastes are properly disposed of through monitoring and random on-site inspections.

Metric tons of Hazardous Waste Generated - 2025



Non-Hazardous Waste

Type of Non-Hazardous Waste	Disposal Method	Quantity (Metric Tons)		
		2023	2024	2025
Paper	Incineration	2.4	3.6	9.7
Garbage	Landfilling	33.0	56.4	19.6
Glass waste	Sold for recycling	14.4	0.2	0.6
Leaves	Compost	25.0	14.8	10.2
Plastic scrap	Sold for recycling	5.8	7.1	1.75
Kitchen Waste	Landfilling	23.3	30.2	16.7
Wood	Sold	23.4	31.0	5.28
Metallic Scrap	Sold for recycling	95.1	118.6	80.71
Tyres/Rubber	Sold for recycling	4.4	-	2.56
Total		226.9	261.8	147.1

**In 2025, plastic scrap, metallic scrap, rubber, and wood waste were sold in lots; therefore, their individual weights were not recorded, resulting in a lower total compared to previous years.*

Environmental Investments

Activity	Investments (Million PKR)	
	2024	2025
Environmental Monitoring & Testing	2.3	2.16
EMS Audits from Third Party	0.12	0.17
Effluent Treatment Plant Operation	28.55	34.2
Annual Green Plan Budget	5.0	6
Safe Disposal of Waste	1.3	1.6
Drinking Water Treatment Plant Operation	17.52	19.71
Environmental Reporting	2.2	2.35
TOTAL	56.99	66.19

01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

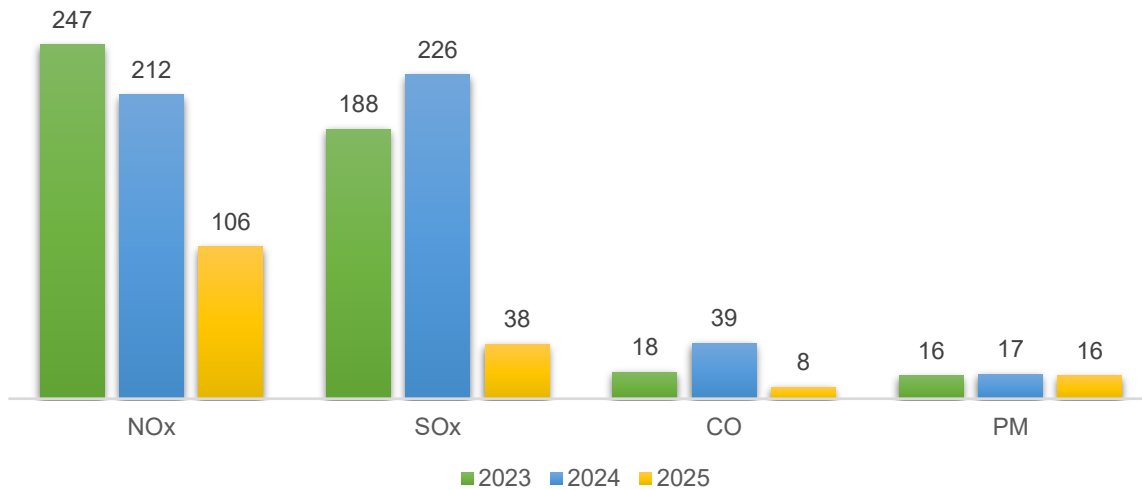
07

CREDIBILITY
& GRI INDEX

Environmental Monitoring and Compliance

We report our environmental performance each month to the EPA Punjab regularly. Gaseous emissions of Carbon Monoxide (CO), Sulphur Dioxide (SO₂), Nitrogen Oxides (NO_x) and Particulate Matter from the stacks of different heaters and boilers remain in compliance with the Punjab Environmental Quality Standards (PEQS) throughout the year. Oil & Grease, pH, Flow, Temperature, TSS, BOD, COD, and phenol exiting from the refinery are monitored regularly and remained in compliance with the Punjab Environmental Quality Standards (PEQS) throughout the year. Moreover, the conditions of compliance status reports which have been given in the Environmental Approvals are being fulfilled. During 2025, the average flow was 30 m³/hr., pH was 8.2 and the annual average phenol concentration in the effluent was 0.04 mg/L.

Emissions Data



Effluent Data



Green Transportation

ARL pool vehicles are monitored after every two years by an outside agency for vehicular emissions. Following parameters are tested to confirm vehicle condition & need for maintenance as per PEQS requirements:

- Smoke
- Carbon monoxide
- Hydrocarbons
- Noise

The vehicular emission report shows a detailed analysis of the required parameters and also gives recommendations for further maintenance of the vehicle. All vehicles have been monitored by a third party as per PEQS.

Spill Management and Control

Spill management procedures are available and in case of any oil spillage, proper control measures are taken to mitigate its adverse impacts. However, during the year 2025, 1 chemical and 7 oil spillage incidents were reported inside the refinery except for a few minor spills. A spill of less than 10 L is considered to be a minor spill. In case of any oil spillage during transportation of crude and other petroleum products, bioremediation of oil spillage is done on site.

Penalty on Non-Compliance

Ensuring 100% compliance with PEQS is a key corporate target for ARL. As a result of ARL efforts for the environmental preservation and stringent voluntary commitments, there were no reported cases in the year under review where ARL failed to comply with applicable laws, regulations, or voluntary codes related to environmental protection. Consequently, ARL did not incur any fines or non-monetary penalties for non-compliance in 2025.

Environmental Grievance Mechanism

In case of any environmental complaint from stakeholders, ARL has an environmental grievances mechanism in place where complaints regarding negative environmental impacts of operations can be filed. The Environment section inside the refinery and administration section outside the refinery deals with such complaints and necessary actions are taken as per requirement.

Similarly, complaints can also be filed through the HSEQ Management System. The complaints received through Pakistan Citizen's Portal has also been added in our environmental grievances mechanism to identify and mitigate negative impacts (if any).

Environmental Impact of Product & Services

ARL has an internal procedure to forbid and/to ensure suitable environmental management of hazardous substances, raising awareness about their impacts among the staff and service providers. Safety data sheets and labelling instructions convey safety information about the chemical products used and their dangers. Some of the initiatives taken by ARL in this regard are as follow:

- ARL took an initiative to purchase non-asbestos material instead of Asbestos sheets in March 2014.
- There is no use of the ozone-depleting substance at ARL. Purchase of all equipment using ozone-depleting substances is discontinued since September 3, 2004, as a matter of policy.
- Green purchasing is being ensured where availability of alternate environment friendly materials is confirmed and economically viable.

01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

National Cleaner Production Centre (NCPC)

National Cleaner Production Centre (NCPC) aims to introduce and promote Cleaner Production (CP) techniques and processes for pollution prevention at source along with integrated waste management. It was established by the United Nations Industrial Development Organization (UNIDO) in 1999 with collaboration of the United Nations Environment Programme (UNEP), the United Nations Development Programme (UNDP), the EPAs, the Ministry of Climate Change (MoCC) and the Ministry of Petroleum and Natural Resources (MNPR). We hold membership in the Global Network for Resource Efficient and Cleaner Production (RECPnet) (UNEP & UNIDO). We have MoUs with top universities from all over Pakistan like Fatima Jinnah Women University–Rawalpindi, University of Engineering and Technology–Taxila, Lahore College for Women University–Lahore, Government College University–Lahore, Pakistan Institute of Engineering and Applied Sciences–Islamabad, Quaid-e-Azam University–Islamabad, Mirpur University of Science and Technology–AJK, International Islamic University–Islamabad, University of the Punjab–Lahore, Abbottabad University of Science and Technology–Abbottabad, Mir Chakar Khan University of Technology DG Khan, Shaheed Benazir Bhutto University, Sheringal and Pakistan Girl Guides Association, who support our activities and share their knowledge. NCPC has achieved the following important milestones during its journey.

- Member of Global Network for Resource Efficient and Cleaner Production RECPnet (UNEP)
- Energy Services Company (ESCO) Certification by ENERCON (NECCA)
- Environment Consulting Company by the Pakistan Ministry of Environment
- Environmental Laboratory Certification from Pak EPA and Punjab EPA
- Hazardous Waste Management Company Certification from Pak EPA
- ISO 14001:2015 Certification of Environmental Management System (EMS)
- Non-Profit Organization Certification from Pakistan Centre for Philanthropy (PCP)
- Non-Profit Organization Certification from Federal Board of Revenue (FBR)
- Hazardous Waste Incinerators Certified from Punjab EPA
- Site for Bioremediation and Composting Activity
- Biodiversity Park
- Solar Energy Development Facility
- Biogas Plants
- Honey Bee Farming Facility
- Organic Vegetable Farming Facility and Plant Nurseries
- More than 500 Clients
- Network with multi-sectors

NCPC has carried out a large number of activities for community development with different sectors of society. The details and glimpses of them are as follows:

01

THE COMPANY

02

STAKHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

1. Pilot Projects for Universities (Phase VII and VIII)

Pilot Projects Phase 8, a total of fourteen projects has been funded across leading universities of Pakistan, focusing on environmental sustainability, renewable energy and climate change mitigation. The projects span institutions such as Quaid-e-Azam University Islamabad, PMAS Arid Agriculture University Rawalpindi, University of Veterinary and Animal Sciences Lahore, Forman Christian College Lahore, University of Agriculture Faisalabad, University of the Punjab Lahore, Bahria University Karachi, Hamdard University Karachi, Federal Urdu University Karachi, Mehran University Jamshoro, BUIITEMS Quetta, and AJ&K University Bhimber. The key themes include carbon capture, biofuel and bio-plastic production, waste-to-energy conversion, avian and animal health monitoring and groundwater vulnerability assessment. Innovative solutions such as biomass-derived electrodes, fungi-based biofuels, biochar composites for wastewater treatment and floating wetlands are being developed to tackle pollution and climate impacts. Marine and coastal resources are also explored through projects on seaweed utilisation and shellfish by-product valorisation. Additionally, forest resource conservation through ex-situ approaches (ex-situ conservation involves cultivating them outside their natural environment, like nurseries) and community participation in nursery development highlights the focus on biodiversity. Smart technologies such as IoT-based (Internet of Things) gas leakage detection systems, which monitor air quality in real time and instantly alert users to potential hazards, enhance safety and prevent accidents, and mobile health apps further expand the scope towards digital environmental management. Overall, these projects emphasise sustainable development, circular economy practices and scientific innovation to address pressing environmental challenges.



A Sustainable Use of Indigenous Resources, Bahria University Karachi



Development of Mobile App for Animal Health Monitoring for Real-time Air Quality Alerts and Health Tracking- UVAS, Lahore

2. Tree Plantation Program

Almost 16,000 trees were planted during the Spring and Monsoon tree plantation Program. Tree plantation activities on ownership basis were performed at different educational sectors like Schools, Colleges, Universities, Housing Colonies like Divisional Public School, Al-Aleem Grammar School, Government Girls High School AOC Morgah, Viqar Un Nisa School, Gordon College, Rawalpindi Medical Staff Colony, Askari XIV, Kashmir Colony, Mira Kalsi Village AJK Muzaffarabad, District Poonch AJK, GHQ Residential Colony, DHA, Bahria Town, ARL, Gulshanabad, Muslim Colony, Agosh Housing Society, OPF Housing Society, Bureau Veritas, Qasim Base 503 Workshop, 21 Signal Battalion, 44 Corp Battallion, Heavy Mechanical Complex, Gulshan e Sehat, Railway General Hospital, Poly Clinic Hospital, Haq Bahu Memorial Hospital Ghora Deri, NGOs like AHKMT, Akhuwat Foundation, Sultana Foundation, Khan Memorial Trust, Anjuman, Memorial Trust Westridge- 3, Falah Social Trust AJK, Alkhidmut Foundation, Perma Culture Centre, Government Offices EPA, OGDCL, IESCO, Pakistan Girl Guides and Boy Scouts Association, Hospitals, Banks, Parks, Offices etc.



3. Kitchen Gardening

More than 200 packets of seeds were distributed in different communities of Pakistan.

4. International Observance Days

International observance days related to the environment, as marked by United Nations are being observed with resilience.



5. Awareness Sessions/ Trainings/ Workshops/ Walks/ Stalls

- Environmental awareness session at The Smart School System.
- Climate Change awareness session Govt. Secondary School of Special Education, Rawalpindi.
- Environmental session at Allied School 6th Road Rawalpindi.
- Environmental session on Single Use Plastic at Quest School & College Rawalpindi.
- No Littering Campaign at Ayub National Park, Rawalpindi.
- Smog and Dengue Awareness Walk and Session in collaboration with EP&CCD.
- Awareness session on Dengue at Junior Model School Morgah, Rawalpindi.
- Participated in awareness Seminar for Prevention of Single-Use Plastic organized by EP&CCD.
- Environmental awareness session Noreen Zindagi Welfare Trust, Ghauri Town.
- Session on climate change at Hope for Children Orphanage in Islamabad.
- Environment awareness session with Dareecha Community (Transgender), Rawalpindi.
- Session on 3 Rs of Waste Management at Govt Primary School Goqpi, Gilgit Baltistan.
- Awareness session on Waste Management at Sooner Public School Khaplu, Gilgit Baltistan.
- Awareness session on Climate Change at Fauji Foundation College Rawalpindi.

01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

- Stall at ASF Meena Bazaar.
- Session on “Flood Precautionary Measures and the importance of rainwater harvesting at Nishan-e-Haider School and Academy.
- Environment awareness session at Fauji Foundation School Choa Saidan Shah, Chakwal.
- Climate Change awareness session at Islamabad Model Postgraduate College, H-8, Islamabad.
- Environment awareness session and Tree Plantation at Bestway Foundation School Tatral.
- Climate change adaptation and mitigation awareness session organized at Islamabad Model College for Boys, Hummak.
- Environment awareness session at Bait-e-Mariam Orphanage and School Rawalpindi.
- Environment awareness session and Tree Plantation at EFA School System Basharat Campus.



6. Model Projects

NCPC has provided electric water coolers, segregated waste bins, first aid boxes, cloth bags, bird water bowls and fire extinguishers to a large number of Educational Institutions, temples (Mandirs), Girl Guides Associations, Police Stations, Oil Fields, Madrassas, Orphanages, Old age homes, Special Education Institutes and transgender communities.



7. Eco-Internship Program

In 2025, internships have been provided to a large number of students from the top leading institutes of Pakistan.



8. Door to Door Campaigns:

Door to door campaigns regarding Plastic Pollution, Tree Plantation, Kitchen Gardening and Waste Management in different areas of Pakistan.

9. IESCO Green Grid Station

More than three thousand trees were planted at IESCO Grid Stations



01

THE COMPANY

02

STAKHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEM

ARL has implemented a Safety Management System (SMS) based on the Plan–Do–Check–Act (PDCA) cycle. It aligns with the Occupational Health and Safety Management System standards ISO 45001 and ISO 14001, and has been designed to take an integrated approach to managing the health and safety of employees. ARL has established an Occupational Health and Safety (OHS) management system for the systematic assessment of operational risks and is committed to protecting employee health by minimizing accidents. This system is implemented to comply with all applicable legal and other requirements. The HSE Department currently oversees the OHS management system, which is operated by ARL’s trained personnel. The ARL HSE Management System promotes continuous improvement through ongoing learning, incident reporting, and proactive measures to prevent future incidents and accidents. ARL’s Health, Safety, and Environment (HSE) Policy Statement, endorsed by the CEO, is communicated to all employees through induction programs and regular internal communications. ARL is committed to ensuring the participation and consultation of workers and their representatives in all health and safety matters. ARL delivers a comprehensive health and safety program focused on the well-being of everyone involved in and affected by its operations, including employees, clients, contractors, and surrounding communities.

Risk Assessment

ARL has a long-standing safety culture, supported by comprehensive reporting on process and plant safety to prevent and mitigate occupational health and safety impacts directly linked to its operations and business relationships. ARL’s occupational health and safety practices, including hazard identification, risk assessment, and control, are aligned with the ISO 45001:2018 standard.

ARL systematically identifies work-related hazards and assesses associated risks for both routine and non-routine activities. It applies the hierarchy of controls through a range of risk and hazard mitigation tools, including:



ARL has established a defined methodology for calculating risk based on the following parameters:

- **Frequency of Exposure:** The rate at which an individual is exposed to a hazard.
- **Incident Probability:** The likelihood that exposure will result in a loss, rated on a scale from 1 to 4.
- **Potential Consequences:** The severity of the resulting loss, also rated on a scale from 1 to 4.

The degree of risk is calculated as:

$$\text{Frequency of Exposure} \times \text{Incident Probability} \times \text{Consequences}$$

A rating scale for the Degree of Risk has been developed to determine risk classification and corresponding actions. Risk assessment is formally incorporated into the OHS Hazard Identification, Control, and Risk Assessment Form, which is part of ARL’s integrated management system aligned with ISO 45001:2018.

Hazard Identification

All ARL employees are encouraged to identify occupational health, safety, and environmental hazards. Hazard identification processes are aligned with the ISO 45001:2018 standard.

- Employees and workers are encouraged to communicate hazards through multiple channels, including Health, Safety, Environment, Quality, and Energy (HSEQ) reporting cards, the Microsoft Outlook messaging system, walkie-talkies, and telephone communication.
- Upon receiving hazard-related information, facility in-charges assess the significance of the identified hazard or aspect. If deemed significant, it is incorporated into the facility’s OHS Hazard Identification, Control, and Risk Assessment Form.
- The Engineer (OHS/IMS) ensures the quality and consistency of these processes by coordinating with the concerned area in-charges to update the relevant risk assessment sections.
- Area in-charges, in consultation with workers, prepare the Hazard Identification, Control, and Risk Assessment Form by identifying potential hazards and risk factors associated with activities that may have significant health and safety impacts. This process takes into account the history of near misses, incidents, and accidents. The form is then integrated into the department’s occupational health and safety documentation.
- The hazard identification procedure is reviewed every three years, or earlier in case of significant process changes, installation of new facilities, or findings from internal or external audits.
- ARL employees and workers are encouraged to log action items in the HSEQ management system, which provides protection against reprisals.
- Employees and workers have the authority to stop work if they perceive a task or job as hazardous.

To further eliminate hazards and minimize risks, continuous training sessions, safety talks, and awareness programs are conducted throughout the year to ensure process quality and the competence of personnel. Work permit evaluations and management safety audits further support the assessment and enhancement of individual competency. Key performance indicators (KPIs) related to occupational health and safety are reviewed on a monthly basis in management meetings. Additionally, ARL has established seven distinct systems for effectively addressing non-conformities.



Safety Week 2025

Attock Refinery Limited proudly launched its Safety Week 2025 celebrations on April 28, 2025, marking a significant milestone, over two decades of dedicated Safety Week observances. The celebrations aligned with the International Labour Organization’s (ILO) World Day for Safety and Health at Work 2025 theme: “Revolutionizing Health and Safety: The Role of AI and Digitalization at Work.”

Our management’s steadfast commitment to employee safety continues to drive innovation, ensuring that we not only meet industry standards but consistently exceed them. This year’s focus on AI and digitization underscores our dedication to integrating cutting-edge technologies to protect our people and processes.

Throughout Safety Week, safety talks were organized to engage shop floor level employees and gather their feedback on hazards associated with their workplace. Moreover, classroom sessions were conducted on topics such as Behaviour Based Safety, Operational Safety, Digital Technologies in Plant Safety, and Contractor’s Safety, aimed at enhancing the safety culture within the refinery. ARL also collaborated with National Highway & Motorway Police and Rescue 1122 to facilitate an interactive session on Road Safety and Role of Emergency Services in the Community.



Occupational Health Services

ARL's Occupational Health and Industrial Hygiene services are designed to safeguard the health of our employees through the early identification, assessment, and control of potential health risks in the workplace. The company ensures strict confidentiality of all employees' medical and personal records. Employees are nominated for medical testing by their respective in-charges in coordination with the HSEQ department. Transport facilities are provided when required, and testing may be conducted during working hours or on weekends, depending on the type of assessment. The Section Head of Health and Safety hold overall responsibility for the committee, while the Engineer (OHS/IMS) serves as its secretary. The Occupational Health & Safety Advisor oversees the development, implementation, and monitoring of the company's occupational health programs. OHS committee ensures continuous improvement of the OHS health services and meets on a monthly basis. The following topics essentially form the agenda for the meeting:

- Review of previous meeting action items
- Review of policies and procedures
- Review and recommendation of actions to improve the effectiveness of the health and safety programme
- Audiometry tests of employees, food handlers' medical tests etc.
- Occupational health and safety related surveys i.e. noise surveys, ergonomic surveys, obesity surveys etc.
- Training of refinery staff related to occupational health and safety i.e. first aid, diseases related to occupational health and safety
- The review output/decisions taken in meetings are converted into action items and are appropriately assigned to the concerned department



01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

Worker participation

The presence of workers in HSE committees is ensured at all levels. The CBA President is a member of the Central Health, Safety & Environment Committee (CHSEC) headed by the CEO. To review the performance of health, safety and environment, the CHSEC committee meets on a monthly basis. The CBA President communicates workers' inputs and concerns to management and vice versa.

Every ARL employee and contractor is required to be an active participant in managing the safe execution of work. We are focused on improving our safety performance through monitoring key indicators, holding leaders accountable and empowering all employees.

Worker Training

Health and Safety Programs Success of a good HSE Management System depends on the safety mindset of workers and contractors. To promote the safety culture at ARL, following initiatives have been taken:

- Monthly Basic HSE Induction Training Programme
- Monthly live fire practice
- Scenario-based emergency drills
- ERP on site refinery staff training
- Behaviour Based Safety awareness & surveys
- Monthly meetings of area safety & environment in-charges to discuss and present HSE aspects, performance and KPIs.
- Monthly health, safety, and environmental walk to identify areas of improvement
- Quarterly safety awards for employees to reward and recognize their efforts in improving safety culture
- Delegating responsibility to line management for compliance with safety in their concerned areas
- Involvement of shop-floor-level workers in health and safety through Safety Stewards Forum
- Arranging HSE conferences at national level on alternate years
- Celebration of Annual Safety Week etc.
- Health & safety awareness sessions including ergonomics, obesity, First Aid and CPR by the OHS advisor



01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

Monthly Basic HSE Induction Training

The safety training module is designed to give key aspects of the refinery regarding safety. Monthly basic training occurs over a period of 3 days and, at the end of the third day, a test is conducted to assess the capabilities of the participants. Since a majority of the workforce speaks and understands Urdu, the training is usually presented in Urdu. Training is provided free of charge and occurs during working days. It is mandatory for participants to attend this training. Training is evaluated through discussion and a written test with the participants.

Topics Include:

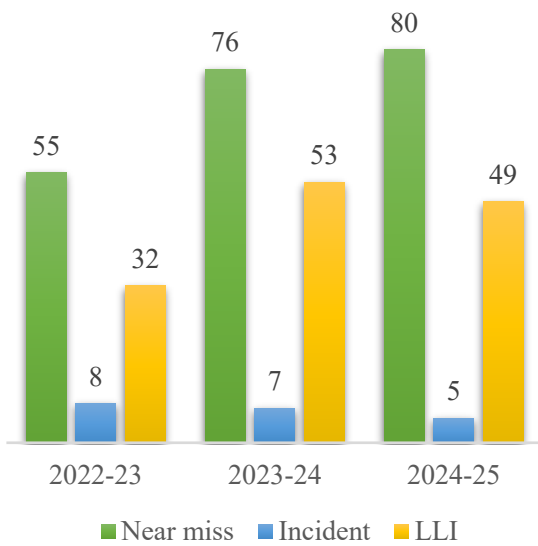
Process Safety Management	Emergency Response Plan	Office Safety / Behaviour-Based Safety
Permit to Work System	Personal Protective Equipment	Integrated Management System
H ₂ S Safety	NH ₃ Safety	Chemical Handling
First Aid / Drowning	ISO 50001	Hazard Identification and Risk Assessment

Prevention and Mitigation of Occupational Health and Safety Impacts Directly Linked by Business Relationships

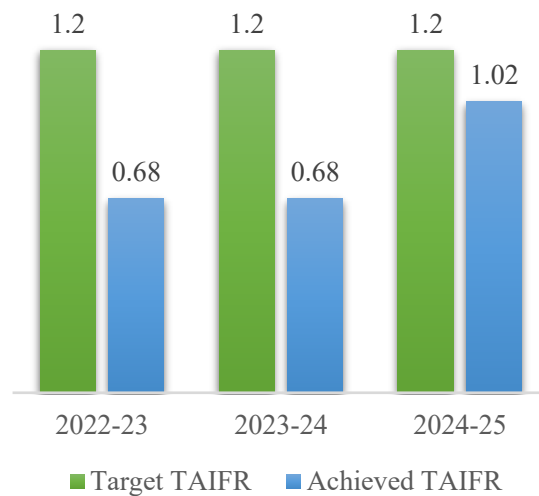
ARL ensures that it provides a safe working environment not only for its employees but also prevents/mitigates occupational health and safety impacts by following government guidelines on quality fuel. ARL ensures continuous improvement of its processes and systems through up-gradation. ARL occupational health, safety & environmental hazard identification follows the ISO 45001 standard to mitigate its risks and hazards.

Monthly HSE Trainings	
No. of Training Man Hours	7850
No. of Participants	314
Emergency Response Trainings	
No. of Training Man Hours	1051
No. of Participants	2103
Scenario Based Emergency Drills	
No. of Training Man Hours	340
No. of Participants	340
Monthly Live Fire Practice	
No. of Training Man Hours	640
No. of Participants	640

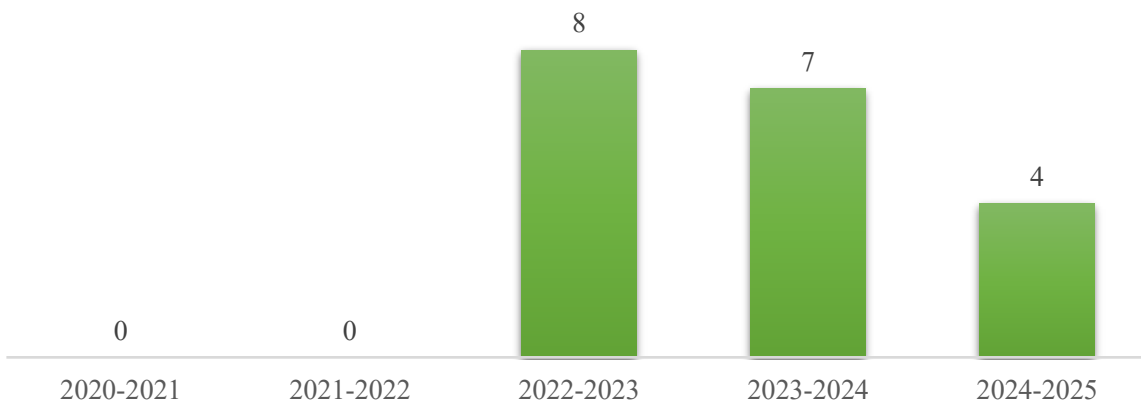
Incident, Near Misses & LLI



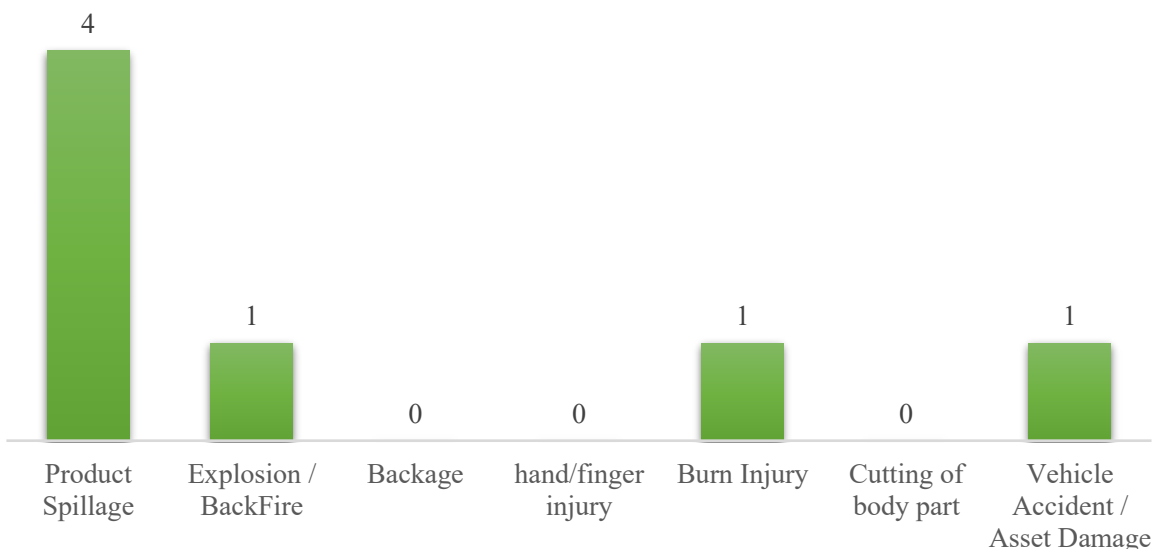
Total Accident Incident Frequency Rate (TAIFR)



5 Years Incident Analysis



No. of Accidents By Categories



Contractors Safety

- All contractors before being put into any contract with ARL are required to follow the Occupational Health and Safety Requirements of Attock Refinery Limited.
- Moreover, regular monitoring of Contractors Equipment fitness, Personal Protective Equipment is ensured. Training is also imparted to contractor's staff.
- The safety of contractor is being ensured and constantly monitored by ARL HSE Staff.

Promotion of worker health

Employees' health is an integral part of the company's safety policy. Scheduled medical checkups of employees are ensured. It helps to optimize healthcare facilities and to increase productivity, performance and motivation at workplace. ARL has two state-of-the-art ambulances operating 24/7 inside refinery for shifting of employees to attached hospital where medical services are provided.

OHS Activities

Occupational health and safety are of major importance for Attock refinery Limited. Different activities for Occupational Health and safety include:



Medical Service

Attock Hospital Limited provides round the clock facilities to facilitate employees and neighbouring communities and has well equipped operation theatres, laboratories, dialysis, radiology facilities and pharmacy.

Prevention and Mitigation of Occupational Health

Trainings are conducted on various safety topics which are a clear signal to improve workplace safety. During the year, trainings were provided to workers on CPR, first aid, drowning, ergonomics, obesity, food handling, rescue and firefighting in addition to work related hazard.

Confidentiality of Worker Health

AHL maintains the confidentiality of worker/employee health through a worker/employee file and AHL has its own software through which it maintains its data. Access of data is only allowed to medical professionals such as doctors or employees/workers themselves.

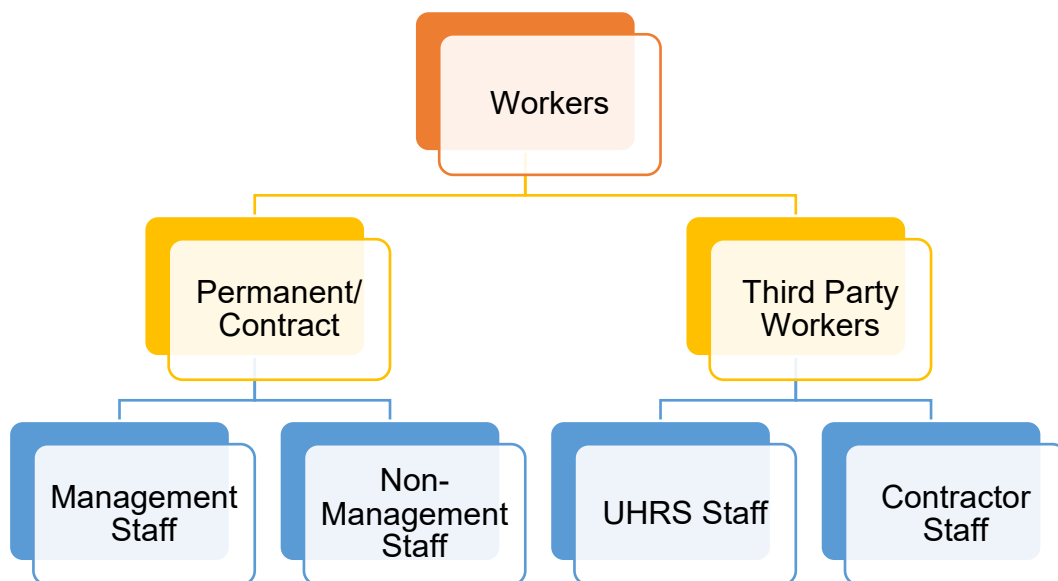
Work Related Injuries & Ill Health

All first aid cases and injuries are regularly reported. The fatality and injury rates for company and contractor are calculated by taking into consideration the number of recordable injuries multiplied by 1000000 and divided by Man-hours worked.

Workers Covered by an Occupational Health and Safety Management System

ARL defines workers as either permanent, contract or third-party workers/employees, which are further classified into sub-categories.

ARL occupational health and safety management covers the entire area of the refinery, including all workers working inside the refinery whether they are permanent/contract or third party. The HSEQ department including section in-charges has the overall responsibility to enforcing the Occupational Health and Safety Management System.



ARL ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOALS (SDG'S)



SDG 1: No Poverty

1.2 Reduce poverty in all forms: ARL provides essential services and access to basic needs for surrounding communities, reducing socio-economic vulnerability. The company also prioritises employment opportunities for individuals from local communities.

1.4 Access to basic services & economic resources: Housing for employees and safe transport improves livelihood security and economic participation.



SDG 2: Zero Hunger

2.1 End hunger & ensure access to safe, nutritious food: ARL's collaboration with Attock Sahara Foundation supports vulnerable populations with basic needs, indirectly improving food security and community resilience. ARL also manages its own organic vegetable farms and the produced products are sold to the ARL employees at subsidized rates.



SDG 3: Good Health and Well-being

3.8 Universal health coverage: ARL organises free medical camps and health awareness programs in collaboration with Attock Hospital Ltd. and ASF.

3.9 Reduce illnesses from pollution: Operational controls and wastewater treatment reduce pollution exposure, benefiting surrounding communities.



SDG 4: Quality Education

4.3 Equal access to technical, vocational, tertiary education: ARL offers internships, collaborative research, and scholarships to the school, college and university students. ARL also supports nearby schools that provide education to underprivileged children at subsidized rates.

4.4 Skills for work & employment: Employee training and skill development programs strengthen professional capacity. The Attock Institute of Horticulture provides basic kitchen gardening training to enhance horticulture skills, while the ARL Apprenticeship Program offers technical training to young individuals, supporting their professional development.



SDG 5: Gender Equality

5.1 End discrimination: Gender diversity and anti-harassment policies prevent workplace discrimination.

5.5 Women's full participation in leadership: Gender justice committee promotes inclusive participation for all genders.



SDG 6: Clean Water and Sanitation

6.1 Safe & affordable drinking water: Free water supply to ~50,000 community members, schools, and mosques.

6.3 Improve water quality: DWTP: ARL operates an advanced Drinking Water Treatment Plant that treats and supplies potable water in compliance with the Punjab Environmental Quality Standards. Additionally, advanced wastewater treatment ensures that discharged water has minimal environmental impact.

6.4 Water-use efficiency: Corporate water targets optimise resource consumption and strength sanitation across its operations.

6 (B) improving water and sanitation management: ARL has a dedicated sanitation team that provides sanitation services in nearby communities.



SDG 7: Affordable and Clean Energy

7.2 Increase renewable energy share: On-grid solar power system (approx. 2MW) and planned expansions.

7.3 Energy efficiency: ISO 50001 energy management system improves efficiency and reduces operational emissions.



SDG 8: Decent Work and Economic Growth

8.5 Productive employment & fair wages: Ethical employment practices, fair compensation, and safe working conditions are upheld at ARL, with equal and fair wages provided to both male and female employees.

8.7 End forced & child labour: Policies strictly prohibit child labour and forced labour.

8.8 protect labour rights & safe workplace: ARL adheres to the International Labour Organisation (ILO) standards, the Factories Act, 1934, and the Bonded Labour System (Abolition) Act, 1992, which prohibit underage hiring. Moreover, the Whistle Blowing Policy further protects workers' rights.



SDG 9: Industry, Innovation and Infrastructure

9.4 Upgrade infrastructure & retrofit industries for sustainability: Low-Sulphur diesel production and cleaner fuel technologies reduce environmental impact while strengthening industrial capacity. Further ARL upgradation project to produce Euro-V Compliant Fuels will enhance business sustainability.



SDG 10: Reduced Inequalities

10.2 Empower & promote social/economic inclusion: Inclusive employment policies ensure equitable opportunity. Inclusive employment policies and a commitment to Diversity, Equity, and Inclusion (DE&I) ensure equitable opportunities and promote a fair and respectful workplace for all employees.

10.3 Ensure equal opportunity & reduce inequalities: ARL offers opportunities without any discrimination and hiring is done based on the relevant criteria, experience, aptitude, and ability.



SDG 11: Sustainable Cities and Communities

11.1 Housing & basic services: Employee housing and essential service provision.

11.2 Safe & sustainable transport: Safe transportation for employees' children

11.4 Protect heritage: Industrial Museum preserves historical equipment.

11.7 Safe & inclusive public spaces: Morgah Biodiversity Park offers inclusive green space for community use.



SDG 12: Responsible Consumption and Production

12.2 Efficient use of natural resources: Water and energy efficiency programs.
12.5 Reduce waste: Operational optimisation and waste management.
12.6 Sustainability reporting & management: ARL’s ESG reporting ensures sustainable practices are systematically monitored, measured, and disclosed, encouraging responsible resource use and operational sustainability.



SDG 13: Climate Action

13.2 Integrate climate measures into policies & planning: Energy efficiency initiatives and the production of cleaner fuels reduce greenhouse gas emissions. ARL also adopts IFRS sustainability and climate-related reporting standards, including climate scenario analysis, which is reflected in its policies and planning.
13.3 Improve education, awareness, and institutional capacity on climate change mitigation: ARL conducts awareness and capacity-building sessions for employees and surrounding communities on key aspects of climate change, including environmental stewardship, energy efficiency, water conservation, and the sustainable management of natural resources.



SDG 14: Life Below Water

14.1 Prevent marine pollution: Advanced wastewater treatment minimises impact on aquatic ecosystems downstream.



SDG 15: Life on Land

15.1 Conserve terrestrial ecosystems: Morgah Biodiversity Park and ex-situ conservation projects protect natural habitats.
15.5 Reduce degradation & loss of biodiversity: Annual tree planting (>10,000 trees/year) supports habitat restoration.



SDG 16: Peace, Justice and Strong Institutions

16.6 Effective, accountable & transparent institutions: Transparent governance, ethical conduct policies, and compliance with labour & industrial laws.



SDG 17: Partnerships for the Goals

17.16 Enhance global partnerships: Collaboration with national and international institutions including UNGC.
17.17 Promote public-private partnerships: Strategic partnerships strengthen sustainable development initiatives in Punjab.

Sustainable Development Plan

SHORT TERM PLANS (1-3 Years)

1. 100% Compliance of Punjab Environmental Quality Standards (PEQS) for effluent and emissions.
2. Green plan for plantation of saplings (10–12 thousand) in Morgah and Kotha Kalan areas.
3. Replacement of all conventional split ACs with inverter type ACs.
4. ARL's Operation carbon footprint calculation and optimization.
5. Expanding the scope of training at AIH, collaboration with other relevant departments.
6. Replacement of undersized and oversized motors at plants and off-site areas.
7. Provision of internships and apprenticeships to neighbouring community.
8. Provision of management training programme to fresh graduates.
9. Registration of ASF current vocational curriculum with Punjab Vocational Board.
10. Awareness of local community on health and social issues.
11. Maintenance of infrastructure like roads, playgrounds, Morgah Biodiversity Park etc.
12. Provision of gymnasium & sports coaching facilities for employees and students of local schools.
13. Coordination and collaboration with colleges & universities to get benefit of refinery technical facilities.
14. Third party certification of Energy Management System ISO 50001:2018.
15. Replacement of all conventional street lights (inside and outside refinery) with LEDs.
16. Conducting steam system survey of ARL for minimisation of steam consumption and conservation of energy.

MEDIUM TERM PLANS (3-5 Years)

1. Development of Environmental Inventory and Accounting System.
2. Construction of wetland at Morgah Biodiversity Park.
3. Installation of energy meters as per ISO 50001 for monitoring of energy performance indicators.
4. Planning and designing of tertiary treatment plant and Zero Liquid Discharge to reuse effluent of refinery in place of process water.
5. Establishment of world-class Attock Oil Polytechnic Institute to cater for serious shortage of skilled manpower in Pakistan.
6. Rainwater harvesting at selected and feasible locations.
7. Solarisation of Effluent Treatment Plant.

LONG TERM PLANS (5-10 Years)

1. Upgrading polytechnic institute to college and to get foreign university affiliation.
2. Establishment of Paramedic training institute affiliated with Punjab Medical Faculty.
3. Upgradation of Model School in Morgah to intermediate level in coordination with Punjab Workers Welfare Board.
4. Model Health, Safety, Environment and Quality facilities for training of oil and gas sector of Pakistan.
5. Recovery of refinery flare gases.
6. Morgah Club swimming pool heating.

01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

E C O N O M Y

STATEMENT OF COMPLIANCE

Statement of compliance with listed companies
(Code of Corporate Governance) Regulations, 2019

Name of Company: Attock Refinery Limited

Year ended: June 30, 2025

The Company has complied with the requirements of the Regulations in the following manner:

1. The total number of directors are seven (8) as per the following:

Gender	Number
Male	8
Female	Nil

This includes seven elected directors and one Chief Executive Officer of the Company.

2. The composition of the Board as at June 30, 2025 is as follows:

Category	Name
Independent Directors	Mr. Tariq Iqbal Khan
	Mr. Mohammad Haroon
Other Non-Executive Directors	Mr. Laith G. Pharaon (Alternate Director: Mr. Shuaib A. Malik)
	Mr. Wael G. Pharaon (Alternate Director: Mr. Babar Bashir Nawaz)
	Mr. Shuaib A. Malik
	Mr. Abdus Sattar
	Mr. Shamim Ahmad Khan
Executive Director	Mr. M. Adil Khattak (Chief Executive Officer)
Female Director	Nil

A Constitutional Petition was filed by the Company before the Sindh High Court, wherein Company has challenged compliance with, inter alia, the provision of regulation 7 of the Code/law relating to appointment of female director. The matter is still pending adjudication. The law officer of Securities and Exchange Commission of Pakistan has also made a statement before the Court that no action contrary to the law would be taken against the Company.

3. The directors have confirmed that none of them is serving as a director on more than seven listed companies, including this company;
4. The Company has prepared a Code of Conduct and has ensured that appropriate steps have been taken to disseminate it throughout the Company along with its supporting policies and procedures;
5. The Board has developed a vision/mission statement, overall corporate strategy and significant policies of the Company. The Board has ensured that complete record of particulars of the significant policies along with their date of approval or updating is maintained by the Company;

6. All the powers of the Board have been duly exercised and decisions on relevant matters have been taken by Board/Shareholders as empowered by the relevant provisions of the Act and these Regulations;
7. The Meetings of the Board were presided over by the Chairman and, in his absence, by a director elected by the Board for this purpose. The Board has complied with the requirements of the Act and the Regulations with respect to frequency, recording and circulating minutes of meetings of Board;
8. The Board has a formal policy and transparent procedures for remuneration of directors in accordance with the Act and these Regulations;
9. In terms of Regulation 19 of the Code, companies are encouraged that all directors on their board have acquired the prescribed certification under Directors Training Program (DTP) by June 30, 2022. Presently, five (5) directors of the Company meet the exemption requirement of the DTP, while two (2) directors have already completed this program. Further, one alternate director and the Chief Executive Officer (CEO) of the Company have also completed DTP;
10. The Board has approved appointment of Chief Financial Officer (CFO), Company Secretary and Head of Internal Audit, including their remuneration and terms and conditions of employment and complied with relevant requirements of the Regulations;
11. Chief Financial Officer and Chief Executive Officer duly endorsed the financial statements before approval of the Board;
12. The Board has formed committees comprising of members given below:

Committees	Composition/Name
*Audit Committee	Mr. Tariq Iqbal Khan (Chairman)
	Members:
	Mr. Shuaib A. Malik
	Mr. Abdus Sattar
	Mr. Shamim Ahmad Khan
	Mr. Babar Bashir Nawaz (Alternate Director to Mr. Wael G. Pharaon)
HR & Remuneration Committee	Mr. Mohammad Haroon (Chairman)
	Members:
	Mr. Shuaib A. Malik
	Mr. Babar Bashir Nawaz
	Mr. M. Adil Khattak


During the year, the Board assigned the responsibilities of the Sustainability Committee to the Audit Committee. Accordingly, the terms of reference of the Audit Committee were revised to incorporate these responsibilities. No meeting of the Sustainability Committee was held during the year.

13. The terms of reference of the aforesaid committees have been formed, documented and advised to the Committee for compliance;
14. The frequency of meetings of the committees was as per following:

Meetings	Frequency
Audit Committee	Four (4) quarterly meetings were held during the financial year ended June 30, 2025.
HR & Remuneration Committee	One (1) meeting was held during the financial year ended June 30, 2025.
Sustainability Committee	No meeting of Sustainability Committee was held during the year.

15. The Board has set up an effective internal audit function who are suitably qualified and experienced for the purpose and are conversant with the policies and procedures of the Company;
16. The statutory auditors of the Company have confirmed that they have been given a satisfactory rating under the quality control review program of the Institute of Chartered Accountants of Pakistan and registered with Audit Oversight Board of Pakistan, that they and all their partners are in compliance with International Federation of Accountants (IFAC) guidelines on code of ethics as adopted by the Institute of Chartered Accountants of Pakistan and that they and the partners of the firm involved in the audit are not a close relative (spouse, parent, dependent and non-dependent children) of the Chief Executive Officer, Chief Financial Officer, Head of Internal Audit, Company Secretary or Director of the Company;
17. The statutory auditors or the persons associated with them have not been appointed to provide other services except in accordance with the Act, these regulations or any other regulatory requirement and the auditors have confirmed that they have observed IFAC guidelines in this regard;
18. We confirm that all requirements of regulations 3, 6, 7, 8, 27, 32, 33 and 36 of the Regulations have been complied with. Please refer paragraph 2 above of the Statement. However, fraction (0.67) contained in one-third number for independent directors has not been rounded up as one, as the existing independent directors have the requisite skills, knowledge and diversified work experience to take independent decision in the interest of the Company; and
19. Explanation for non-compliance with requirements, other than regulations 3, 6, 7, 8, 27, 32, 33 and 36 is below. Furthermore, refer paragraph 18 above of the statement.

Committee	Reg. No.	Explanation
<p>Nomination Committee: The Board may constitute a separate committee, designed as the nomination committee, of such number and class of directors, as it may deem appropriate in its circumstances.</p>	29 (1)	The responsibilities as prescribed for the nomination committee are being taken care of at board level as and when needed, so a separate committee is not considered to be necessary.
<p>Risk Management Committee: The board may constitute the risk management committee, of such number and class of directors, as it may deem appropriate in its circumstances, to carry out a review of effectiveness of risk management procedures and present a report to the Board.</p>	30 (1)	Risk Management Committee (RMC) at the level of the Company’s management is already in place which is headed by the CEO. The CEO briefs the Board about the Committee’s findings and recommendations for consideration and approval of the Board.


Shuaib A. Malik
 Chairman

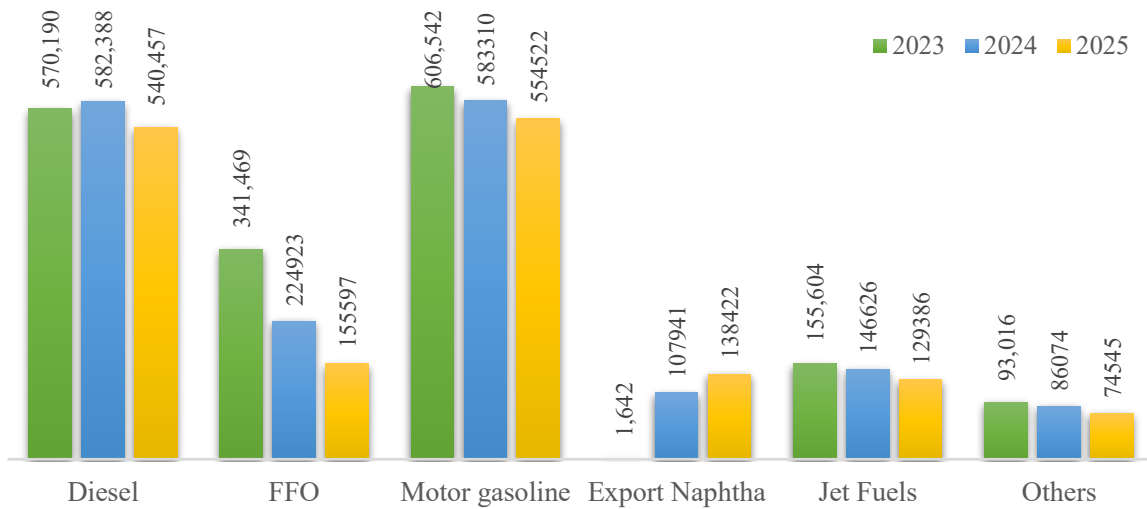

M. Adil Khattak
 Chief Executive Officer

ECONOMIC IMPACTS ON LOCAL COMMUNITIES

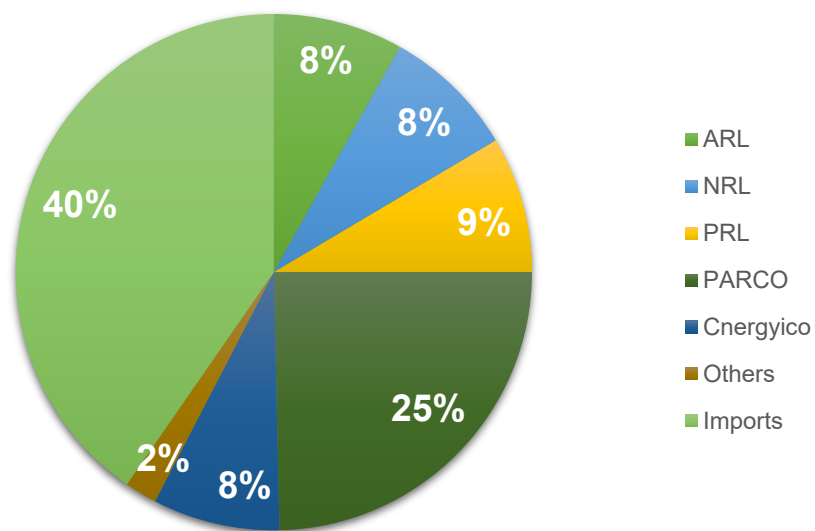
Availability of potable water is a big issue in this region. To facilitate the local community in this regard, ARL continued with its policy of providing potable water to the surrounding population in the villages of Morgah, Kotha Kalan and Jhamra, and to welfare organisations such as SOS Village, Deaf & Dumb School, other schools, mosques and churches. ARL, being a socially responsible company, to address the current health issues, conducts anti-viral spraying to prevent dengue virus in Morgah. ARL is paying an annual contribution to the Union Councils of Morgah and Kotha Kalan, in addition to the provision of free electricity and gas connections to the area.

Economic Highlights

Sales By Product Type (Metric ton)



Industry Share 2024-2025



AWARDS & RECOGNITION

Awards



Accreditations & Certifications





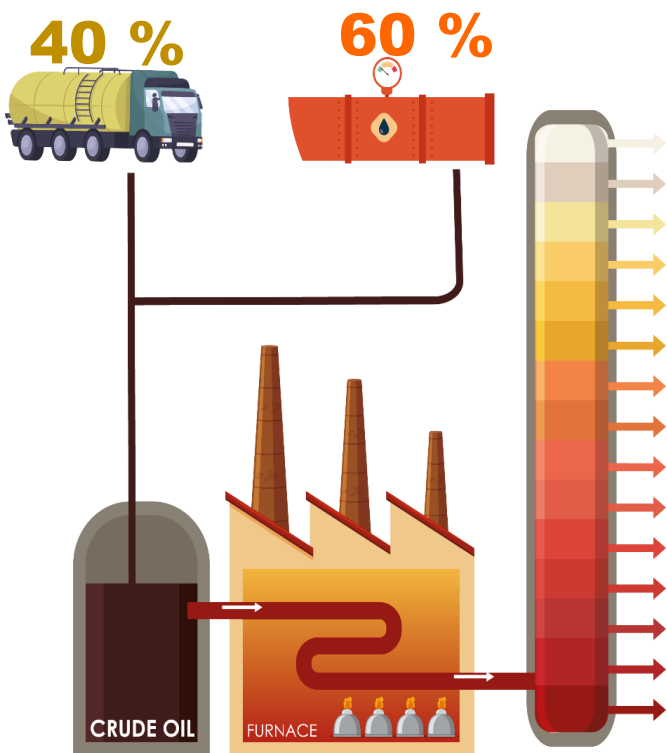
SUPPLY CHAIN

OPERATIONAL CONFIGURATION

Suppliers



Sources	Unit	2023-24	2024-25
Electricity	kW	69,967,716	71334176
Steam	tons	521,014	519373
Fuel Gas	MSCF	1,507,788	1,627,925
Fuel Oil	BBL	293,834	274,371



Production (Metric ton)		
Products	2023-24	2024-25
LPG	38	0
PMG	579,187	546,465
Export Naphtha	28,989	0
JP-1	117,835	97,083
JP-8	30,420	29,044
Solvent	0	0
MTT	5,711	5,459
Kerosene	25,511	207,66
HSD	580,487	533,837
DFO	8,454	5,525
JBO	1,296	645
FFO	311,401	290,954
Bitumen	49,112	36,023
Cut Back-MC-70	491	126
Cut Back-RC-250	251	95
Total	1,739,183	1,566,022

Buyers



01

THE COMPANY

02

STAKEHOLDER ENGAGEMENT

03

CSR

04

HEALTH, SAFETY & ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY & GRI INDEX

SUPPLY CHAIN MANAGEMENT

Supply chain management at ARL is the management of supply chain activities to maximise customer value and to achieve a sustainable competitive advantage. Supply chain activities start from sourcing of raw materials, product manufacturing, operations, logistics and services, as well as the information systems needed to coordinate these activities. Our supply chain is “linked” through physical and information flows.

Physical Flows: Physical flows involve the transformation, movement and storage of goods and materials. It is the visible part of our supply chain.

Information Flows: Information flows allow ARL’s various supply chain partners to coordinate their long-term plans and to control the day-to-day flow of goods and materials up and down the supply chain. We put every effort to produce environment-friendly petroleum products whilst also taking end users’ health and safety into consideration. The principal parameter for ARL’s sustainable business is the uninterrupted and continuous supply of crude oil, which is being ensured with the support and coordination of our suppliers. The crude oil is supplied 40% through bowsers and 60% through pipeline. While the products are supplied to the customers through a multi-product pipeline (approximately 80% of the products are being dispatched through pipeline). All suppliers (excluding crude oil suppliers) are thoroughly assessed for performance and credibility prior to enlisting them for providing quotation for any services and/or material supplies. ARL ensures uninterrupted procurement by following the below criteria while selecting/registering suppliers.

Supplier Assessment Process

Foreign Supplier

Foreign suppliers have to testify their credibility, fulfilment of legal requirements, accountable associations and performance by providing the following documents:

- Memorandum and Articles of Association.
- List of products dealing / dealt with (Copies of Letters of Credit / Purchase Orders and Bills of Entry to be provided).
- Details of experience of the firm for last 5 years, work in hand with estimated cost and certificate.
- Type of business (with proofs):
 1. Manufacturer
 2. Stock exchange-listed company / trading entity

Local Supplier

Local suppliers have to satisfy below-mentioned requirements before starting business:

- Copy of National Tax Registration Certificate
- Tax paid certificates for the last 3 years
- Sales Tax Registration Number
- Type of firm / supplier / organisation (Memorandum and Articles of Association)
- List of products dealing / dealt with (copies of purchase orders to be attached)
- Details of experience of the firm for last 5 years, work in hand with estimated cost and certificate.
- Undertaking on Rs. 50/- stamp paper that firm is not blacklisted by any company and/or involved in litigation.
- Bank certificate and financial / bank statement for last one year.

01

THE COMPANY

02

STAKHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

Contractor Selection Criteria

Civil, Mechanical, Electrical & Instrumentation contractors are short-listed through contract section:

- Pre-qualification of all contractors.
- Preparation of ITB documents, bids evaluation and finalisation of contracts.
- Preparation of standard rates applicable to work order issued inside ARL. The performance of all contractors is evaluated periodically after a defined period of time.

Opportunities for Local Suppliers

ARL procures all products/equipment which are environment-friendly and energy-efficient wherever possible from local suppliers. Furthermore, ARL encourages and provides support to local industry by purchasing locally manufactured materials first, if they meet the requirements. All purchases that are procured from within the country are made on the basis of five important factors:

- Supplier repute/standing
- Quality (specification)
- Quantity
- Delivery (time & location)
- Price

These are listed depending upon preferences, as supplier is a significant factor because their reputation and quality of purchases affect the company's repute. Quantity is also a critical parameter and cannot be compromised. After that, the time taken in delivering goods and the supply location play an important role in making purchases. Our total procurement from local suppliers for year 2023–24 is Rs. 1207.71 million, while the total procurement expenditure is Rs. 12,575.54 million. The registered local suppliers are 409 in year 2023–24. The percentage share of local procurement for the reporting year is 9.6%. The total number of suppliers increased from 463 to 661.

Procurement Review Process

The procurement process is under continuous review by the Business Review & Assurance (BR&A) Department at various levels for maintaining integrity and transparency. These reviews are carried out in the following manner:

- Sealed quotations for all purchases above Rs. 50,000 are opened in the presence of a representative of the BR&A department. This is done to ensure confidentiality of quoted rates. Every item above Rs. 1 million is recommended for purchase by Bid Evaluation Committees, which comprise members from different departments, including a member from the BR&A department.
- BR&A representatives also witness public opening of quotations carried out for major projects in the presence of bidders.
- Detailed review of the purchase cycle is also carried out at regular intervals, in which purchase controls are checked for compliance and design improvements.

Apart from the above, all (100%) new and existing suppliers are screened using labour practices, environmental and social criteria. However, this is not the only criterion for assessment.

01

THE COMPANY

02

STAKHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

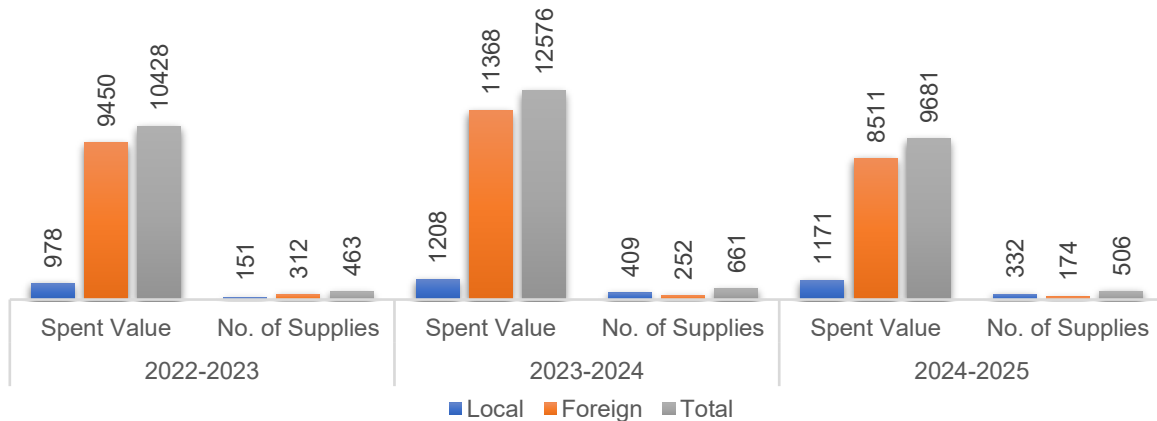
06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

Procurement Review



PRODUCT STEWARDSHIP & CUSTOMER SATISFACTION

We are well aware of the fact that product stewardship can boost businesses. For increasing customer satisfaction, product stewardship provides a competitive advantage to businesses by ensuring higher-quality and safer products.

ARL is fully on board and recognises responsibilities towards the environmental, social and economic impacts of its services and products. We believe product and service stewardship are core to our business strategy and continuity.

There is an unbroken chain of ownership starting from raw material to product life-cycle management, considering all risks associated with our core activities. We remain in contact with customers and end users in the value chain, besides the optimisation of safety- and environment-related features of the product. ARL maintains continuous liaison with customers and provides its support where required. ARL Sales, Operations, Technical Services, C&MM and HSEQ departments provide relevant inputs to resolve technical issues and problems at the customer end.

Feedback from oil marketing companies is taken in fortnightly meetings held at ARL for allocation of product quota. Apart from this forum, ARL also receives quarterly feedback from external customers on the quality of products and services. Customers’ complaints received are discussed in biannual Quality Council review meetings chaired by the Chief Executive Officer.

There are also the following programmes in place to identify ways of improvement regarding product responsibility and customer satisfaction:

Performance Improvement Program Performance Improvement Programme (PIP), the company's suggestions programme. Number of suggestions received from employees for improvement in safety and process through ARL’s own developed software of HSEQ management system.

Customers Awareness Program In the process of providing awareness to its customers, the company conducts a four-week training course for Army Officers in collaboration with GHQ and Army Services Corps (ASC) School, Nowshera. During the year, a number of visitors (government officials and educational institutes) were provided information on refinery operations and product quality.

Product Life Cycle Assessment ARL is an ISO 45001 certified company and it does consider all the impacts associated with the production of refined petroleum products. Health and safety impacts

of all products (100%) and all allied services are assessed throughout the life cycle, i.e. from raw material (crude oil) till refining of different products and dispatch to customers. The impacts on health and safety from production till dispatch are assessed on a continuous basis. In the year 2025, no incident of non-compliance with regulations and voluntary codes concerning our products’ quality, safety, environmental and health impacts during their life cycle was reported. The guiding principles of the quality standards in ARL's entire supply chain are based on full compliance with ISO standards, best operating practices in manufacturing, product quality assurance, efficiency and fluency of processes, product safety and reliable delivery.

Product & Service Labelling ARL produces different petroleum products as per PSQCA and Ministry of Petroleum (Energy Division) specifications, which are accessible to all stakeholders through ARL's website. This information gives a complete description of each product. Material Safety Data Sheets of each product are also provided to customers. 100% of products are subject to such information requirements. ARL has no incident of non-compliance with regulations and voluntary codes concerning product and service information and labelling during the reporting period. ARL management monitors customer satisfaction through quarterly customer surveys. Changes in trends indicate changes in customer satisfaction with respect to the performance of concerned departments. In case of low ratings, customers are contacted to assess their views and subsequent necessary actions are taken.

Marketing Communications

Although ARL does not have any formal marketing campaign or promotion plan, it is committed to commonly agreed ethical codes and national and international standards in all its operations. When preparing marketing communications and advertising material, legislative and regulatory compliance of the content is always checked and confirmed before publication. ARL has no breaches to report regarding non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship. Moreover, ARL has a policy not to share confidentiality of its customers and has received no complaints regarding breaches of customer privacy or loss of customer data during year 2025.

Compliance

ARL has never been fined regarding non-compliance with laws and regulations concerning the provision and use of products. Moreover, we have a code of conduct which also includes a declaration on confidentiality and impartiality. The code of conduct is signed by every employee once a year to reaffirm the commitment.



CUSTOMER CONFIDENTIALITY & FEEDBACK

ARL has a policy which safeguards the confidentiality of its customers and has received no complaints to report regarding breaches of customer privacy or loss of customer data during the year 2025. For the sake of customer privacy protection, ARL limits its collection of personal data unnecessarily and only the data mentioned under the policies is collected and maintained as per procedure. ARL respects its customer privacy and takes all reasonable measures to ensure the security of personal data that it collects, stores, processes and disseminates. ARL maintains a customer engagement mechanism which is based on periodic feedback from our major customers. This feedback is based on the quality of our products, the competencies of our company, availability of people, quality of our services, cycle time and response time to the customer. The feedback, which is collected on a quarterly basis, is used to assess our performance and identify areas for improvement in our business activities. This helps in the smooth continuation of our operational activities by satisfying customers’ demands, which are one of the most critical stakeholders of our business.

Major Customers



Pakistan Air Force (PAF)



Parco Gunvor Limited



Attock Petroleum Ltd (APL)



Wafi Energy Pakistan



Pakistan State Oil (PSO)

UNITED NATIONS GLOBAL COMPACT

ARL adopted the Ten Principles of the United Nations Global Compact in 2008 as a guideline for its business management. The United Nations Global Compact is not a code of conduct, but rather a voluntary call to action that is being taken by more and more businesses throughout the world. It asks companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, the environment and anti-corruption.

Ten Principles of UN Global Compact

Human Rights

- 1. Businesses should support and respect the protection of internationally proclaimed human rights.
- 2. Make sure that they are not complicit in human rights abuses.

labour

- 3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
- 4. The elimination of all forms of forced and compulsory labour.
- 5. The effective abolition of child labour.
- 6. The elimination of discrimination in respect of employment and occupation.

Environment

- 7. Businesses should support a precautionary approach to environmental challenges.
- 8. Undertake initiatives to promote greater environmental responsibility.
- 9. Encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

- 10. Businesses should work against corruption in all its forms, including extortion and bribery.

WE SUPPORT



01

THE COMPANY

02

STAKHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX

BUSINESS ASSOCIATIONS

ARL is having associations with the following governmental and non-governmental organizations and agencies

- Pakistan Stock Exchange
- Oil Companies Advisory Committee (OCAC)
- Federation of Pakistan Chamber of Commerce and Industry (FPCCI)
- Overseas Investors Chambers of Commerce and Industries (OICCI)
- Rawalpindi Chamber of Commerce and Industry (RCCI)
- Petroleum Institute of Pakistan (PIP)
- Pakistan Standards and Quality Control Authority (PSQCA)
- Management Association of Pakistan (MAP)
- Employers' Federation of Pakistan (EFP)
- Trade Development Authority of Pakistan (TDAP)
- National Fire Protection Association (NFPA), USA
- Rescue 1122
- WWF Pakistan
- Fire Prevention Association of Pakistan
- Pakistan Alliance against Sexual Harassment (AASHA)
- CSR Association of Pakistan
- Alternative Energy Development Board
- Association of Chartered Certified Accountant (ACCA)
- Key Point Installation Division (KPID), Ministry of Interior
- Japan Cooperation Centre Petroleum (JCCP)
- Nippon Keidanren International Cooperation Centre (NIC)
- Pakistan Institute of Corporate Governance (PICG)
- Institute of Chartered Accountants of Pakistan (ICAP) & Institute of Cost and Management Accountants of Pakistan (ICMAP)
- Association for Overseas Technical Scholarship (AOTS), Japan



01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

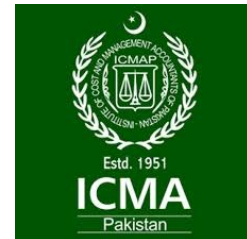
ECONOMY

06

SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX



01

THE COMPANY

02

STAKEHOLDER
ENGAGEMENT

03

CSR

04

HEALTH, SAFETY &
ENVIRONMENT

05

ECONOMY

06

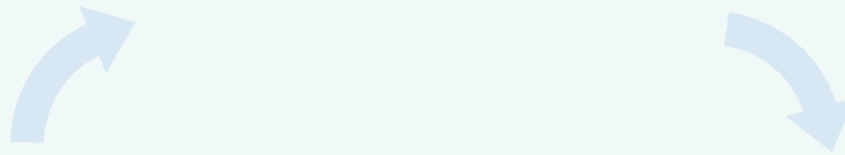
SUPPLY CHAIN

07

CREDIBILITY
& GRI INDEX



environment



CREDIBILITY & REPORTING INDEX



governance



social

ESG REPORTING STANDARD

Background on the Reporting Standards




The general disclosure index presented is in accordance with the Global Reporting Initiative (GRI), International Financial Reporting Standards (IFRS), Task Force on Climate-related Disclosure (TCFD) and the United Nations Global Compact (UNGC) principles. The UN Sustainable Development Goals (SDGs) are being mapped with the reporting standards.

Statement of Use

The social and environmental performance data is presented for the period of the calendar year 2025, and the economic and financial performance is based on the fiscal year from 1 July 2024 to 30 June 2025.

Applicable GRI Sector Standard












GRI 11: Oil and Gas Sector 2021

Reporting Standard Coverage	Symbol
Full Coverage	
Partial Coverage	
No Coverage	







Index Table




Disclosure	Location	GRI	IFRS	TCFD	UNGC	SDG	Explanatory Note
GRI 2: General Disclosures 2021							
2.1 Organizational Details	33-34						ARL operates only at Morgah Rawalpindi in Pakistan
2.2 Entities included in the organization's sustainability reporting	30						ARL is the only entity included in the report.
2.3 Reporting period, frequency and contact point	29						ARL publishes a standalone sustainability report and an annual report separately
2.4 Restatement of information	29						
2.5 External Assurance	139						
2.6 Activities, value chain and other business relationship	115-120						
2.7 Employees	40-49						
2.8 Workers who are not employees	45,103					8	The third-party workers are contract workers employed through contractors performing multiple tasks and services including general, janitorial, gardening, security and maintenance etc.
2.9 Governance Structure and composition	31-32,53,109-112						
2.10 Nominating and selecting the highest governance body	-						The shareholders of the Company after every three years elect a Board of Directors amongst them, in accordance with the eligibility criteria given in the Companies Act 2017 and the prevailing Listing Regulations of the Pakistan Stock Exchange. The Board of Directors have expertise in the financial, operational, economic and environmental aspects of the Company.
2.11 Chair of the highest governance body	31						The chair of the highest governance body is not a senior executive.
2.12 Role of highest governance body in overseeing the management of impacts	12-13,30,40						
2.13 Delegation of responsibility for managing impacts	30						There are executive-level positions with responsibilities regarding economic, social and environmental topics, and these report to the governance body through HODs and the CEO. For further details refer to the department section at www.arl.com.pk . Shareholders can provide their feedback/recommendation in general meetings of the company. CEO has formulated various committees comprising of senior management on operational, environmental & financial matters of the Company, which regularly provide feedback on matters concerning their respective areas.
2.14 Role of the highest governance body in sustainability reporting	12,30,42						

2.15 Conflicts of interest	-					Directors and employees, irrespective of their function, grade or standing, must avoid conflict of interest situations between their direct or indirect (including members of immediate family) personal interests and the interests of the Company. Also, no employee will perform any kind of work (involving monetary benefit directly or otherwise) for a third party without prior approval of the CEO. Refer to Annual Report 2025.
2.16 Communication of critical concern	29,122					Any critical concern regarding potential risks and opportunities relating to operations, health, safety and environmental impacts on the local community is communicated to the CEO by senior management in the fortnightly Management Committee meetings, and if required, earlier. As per policy, all critical matters relating to operations and environment are communicated to the Board. The Board provides guidance to management for amicable resolution of issues.
2.17 Collective knowledge of highest governance body	-					The Company's management encourages senior management to participate in international and local workshops, seminars, etc. to enhance their knowledge of economic, environmental and social topics. Further, the Company organises Human Resource and HSE Conferences on a regular basis for the professional development of its management.
2.18 Evaluation of the performance of the highest governance body	-					The Board strives to continuously improve its effectiveness and that of Board Committees. The Board of Directors has developed a mechanism, as required under the Code of Corporate Governance, to undertake annual evaluation to assess the Board's and its Committees' performance. The Board also reviews developments in corporate governance to ensure that the Company always remains aligned with best practices.
2.19 Remuneration policies	32,42,109-112					The Board of Directors has formulated a Directors' Remuneration Policy. Its main features include that every director, including alternate directors, is entitled to a meeting fee as remuneration for attending meetings of the Board of Directors. No remuneration shall be paid for attending General Meetings or meetings of Board Committees and/or any other business meetings of the Company.
2.20 Process to determine remuneration	53-54					
2.21 Annual total compensation ratio	-					Stakeholders' views are sought and taken into account regarding remuneration through independent organisational surveys, HR resources, and the Remuneration Committee of the Board of Directors.
CLIMATE-RELATED RISKS						
The climate-related risks and opportunities the organization has identified over the short, medium, and long term.	20-22					

The board's oversight of climate-related risks and opportunities.	12						
The management's role in assessing and managing climate-related risks and opportunities.	12						
2.22 Statement on sustainable development strategy	7-9						
2.23 Policy Commitment	51,68						Limit of Authority (LOA), a document explaining the extent of employee authority at different organisational levels, is clearly defined. All organisational strategies are implemented through Corporate Targets at the macro level. Individual Targets are derived in line with Corporate Targets, where applicable. Internal / External audits are conducted to monitor performance.
2.24 Embedding policy commitments	51						
2.25 Processes to remediate negative impacts	-						There is a Grievance Policy in place in the Company. A proper procedure is followed. Employees can register complaints in a Suggestion Box placed at various locations or through writing addressed to the HOD (HR&A) or the CEO.
2.26 Mechanism for seeking advice and raising concerns	51,55						The Employee Relations Manual (ERM) is the Company rule book and guideline for all matters of the management staff. Labour Laws (Code of Labour) is the manual and guideline for non-management and apprentice staff in order to seek advice on matters related to organisational integrity and similar issues.
2.27 Compliance with laws and regulations	8-9,39-44,89						No significant instances of non-compliance with laws and regulations were reported during the reporting period.
2.28 Membership associations	123-124						
The current and anticipated effects of those sustainability-related risks and opportunities on the entity's business model and value chain	12,21-23						
The effects of those sustainability related risks and opportunities on the entity's strategy and decision-making	12,21-23						

RESILIENCE							
The resilience of the entity's strategy and its business model to those sustainability-related risks.	21-23		✓	✓			
The uncertainties arising from sustainability-related risks	21-23		✓	✓			
Climate-related scenarios, including a 2°C or lower scenario	21-23		✓	✓			
RISK MANAGEMENT							
The organization's processes for identifying and assessing climate-related risks.			✓	✓			
The organization's processes for managing climate-related risks.	12-13		✓	✓			
The processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	12-13		✓	✓			
2.29 Approach to stakeholder engagement.	39-44	✓	✓	✓		16	
2.30 Collective bargaining agreements.	52	✓				16	
MANAGEMENT APPROACH ON MATERIAL TOPICS							
3.1 Process to determine material topics.	11	✓	✓	✓			
3.2 List of material topics.	11	✓	✓	✓			
3.3 Management of material topics.	14	✓	✓	✓			
GRI 101: Biodiversity 2024							
101-1 Policies to halt and reverse biodiversity loss*	81-82	✓					ARL manages its biodiversity commitments through its "Green Plan" and ISO 14001 Environmental Management System, which explicitly align with the 2050 goals and 2030 targets of the Kunming–Montreal Global Biodiversity Framework (GBF). The refinery aims to halt and reverse biodiversity loss by using 2024 as a baseline year to track progress on key indicators, such as conservation of 268 indigenous species at Morgah Biodiversity Park and management of 59 acres of core conservation areas (MBP and ARL Nature Reserve). These policies apply to all direct operations and are being promoted over time across business relationships to ensure a "nature-positive" impact throughout the value chain.

<p>101-2 Management of biodiversity impacts</p>	<p>81-82</p>					<p>ARL manages its material biodiversity impacts through the systematic application of the mitigation hierarchy. To achieve avoidance, the organisation ensures that major industrial units for upcoming upgradation projects are located within existing industrial footprints, utilising Front-End Engineering Design (FEED) to prevent disturbance of new natural habitats. For impacts that cannot be avoided, minimisation measures are implemented, such as maintaining 100% compliance with Punjab Environmental Quality Standards (PEQS) and achieving a 16% water recycling rate to reduce pressure on the local Soan River basin.</p>
<p>101-3 Access and benefit-sharing</p>	<p>81-82</p>					<p>ARL does not fall under the Nagoya Protocol as its operations do not involve the commercial utilisation of genetic resources as defined by the protocol. However, the company voluntarily ensures fair and equitable benefit-sharing by providing local communities with free access to indigenous plant varieties, technical training through the Attock Institute of Horticulture (AIH), and subsidised organic produce. These initiatives ensure that the ecological and genetic wealth of the Potohar region, preserved within ARL's nature reserves, directly supports the livelihoods and well-being of neighbouring populations.</p>
<p>101-4 Identification of biodiversity impacts</p>	<p>81-82</p>					<p>ARL identifies material biodiversity impacts through a systematic Double Materiality approach, assessing both its operational footprint and value chain dependencies. The scope extends from upstream crude sourcing (impact on habitats) to downstream product distribution, focusing on land use, water quality, and effluent management. Environmental Impact Assessments (EIA), Initial Environmental Examinations (IEE), and ISO 14001:2015 frameworks are used to monitor compliance with Punjab Environmental Quality Standards (PEQS). Assumptions are based on precautionary principles and long-term ecosystem resilience, such as the 28-acre Morgah Biodiversity Park and 31-acre ARL Nature Reserve. Stakeholder involvement is central, featuring public hearings and ongoing engagement with local communities to ensure conservation efforts align with regional environmental needs.</p>
<p>101-5 Locations with biodiversity impacts</p>	<p>81-82</p>					<p>ARL's most significant biodiversity impacts are centred at its Morgah Refinery in Rawalpindi, located within the ecologically sensitive Potohar Plateau and adjacent to the Soan River basin. The organisation manages approximately a 104-acre core area of high-biodiversity land, specifically the 28-acre Morgah Biodiversity Park and the 31-acre ARL Nature Reserve, both of which serve as areas of biodiversity importance and deliver critical ecosystem services such as water provision and pollination to the neighbouring Morgah and Kotha Kalan communities. Activities at these sites include oil refining operations alongside conservation efforts such as ex-situ protection of more than 268 native species, organic farming, and</p>

							bioremediation. While the report focuses on direct operations, ARL manages supply chain impacts by prioritising environmentally friendly energy resources and collaborating with partners like the National Cleaner Production Centre (NCPC) to ensure sustainable practices.
101-6 Direct drivers of biodiversity loss	81-82						ARL mitigates the direct drivers of biodiversity loss by maintaining 100% compliance with Punjab Environmental Quality Standards (PEQS) for effluent discharge and utilising bioremediation to treat oily sludge, which prevents soil and water pollution. To address climate change and resource exploitation, the refinery has increased its solar power capacity to 2 MW+ and achieved a 16% water recycling rate, reducing its overall ecological footprint. Additionally, the organisation manages land-use change by confining industrial expansion to existing "brownfield" areas and actively restores habitats by planting over 12,000 native saplings annually to combat habitat fragmentation.
101-7 Changes to the state of biodiversity	81-82						ARL monitors and reports positive changes in its core conservation areas, documenting the transformation of previously degraded land into a stabilised ecosystem that now supports over 268 indigenous plant species. For the 2024 baseline year, the ecosystem is characterised as a restored semi-arid landscape across a combined 59-acre area, comprising the 28-acre Morgah Biodiversity Park and the 31-acre ARL Nature Reserve. The ecosystem condition has improved from critical habitat loss to stabilised recovery, featuring specialised environments such as an aviary, wildlife breeding farm, butterfly garden and aquatic pond. Data is compiled using site-specific ecological surveys and the SECP ESG Sustain framework, assuming the Potohar Plateau as the primary baseline for native species richness. These findings are validated through partnerships with the National Cleaner Production Centre (NCPC) to ensure scientific accuracy in tracking habitat quality and species stabilisation.
101-8 Ecosystem services	81-82						ARL actively manages its impact on water provision and soil fertility by recycling 16% of total water consumption and utilising specialised bioremediation to treat oily sludge. These actions safeguard local groundwater for over 40,000 residents and protect agricultural productivity in the surrounding Potohar region. The 28-acre Morgah Biodiversity Park serves as a critical nature-based solution for flood regulation, reducing runoff while sequestering carbon to enhance climate resilience. The organisation remains dependent on stable ecosystem services for operational cooling and regulatory compliance with Punjab Environmental Quality Standards. By involving stakeholders like the National Cleaner Production Centre (NCPC), ARL mitigates environmental liabilities and ensures shared resource availability.

GRI 201: Economic Performance 2016							
201-1 Direct economic value generated and distributed.	66					2,5,7,8,9	There is no discrimination in wages on the basis of gender.
201-2 Financial implications and other risks and opportunities due to climate changes.	12,21-23					13	
201-3 Defined benefit plan obligations and other retirement plans.	54						
201-4 Financial assistance received from government.	-						Government of Pakistan has no shareholding in the Company. ARL has not received any financial assistance from the Government of Pakistan.
GRI 202: Market Presence 2016							
202-1 Ratios of standard entry level wage by gender compared to local minimum wage.	53					1,5,8	
202-2 Proportion of senior management hired from the local community.	45						
GRI 203: Indirect Economic Impacts 2016							
203-1 Infrastructure investments and services supported	66					2,5,7,9,11	
203-2 Significant indirect economic impacts.	66					1,2,3,8,10,17	
GRI 204: Procurement Practices 2016							
204-1 Proportion of spending on local suppliers.	118-119					12	
GRI 205: Anti-corruption 2016							
205-1 Operations assessed for risks related to corruption.	68					16	
205-2 Communication and training about anti-corruption policies and procedures.	68					16	
205-3 Confirmed incidents of corruption and actions taken.	68						No incident of corruption was reported during the year 2025. Further, refer to ARL Code of Conduct available at http://arl.com.pk
GRI 206: Anti-competitive Behaviour 2016							
206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices.	68					16	
GRI 207: Tax 2019							
207: Approach to Tax, Tax governance, control, and risk							ARL adopts a responsible and structured approach to tax, aligned with its business and sustainability objectives, and supported by

management, Stakeholder engagement and management of concerns related to tax							defined governance, strong internal controls, and active oversight by senior management. The Company ensures compliance with applicable tax laws, systematically manages tax-related risks, and maintains transparency in tax reporting. ARL discloses all material tax-related information in its Annual Reports and engages constructively with tax authorities and relevant stakeholders, promoting accountability and building trust. Please refer to ARL Annual Report 2025 for the updated information
GRI 301: Materials 2016							
301-1 Materials used by weight or volume.	74					8,12	Only crude oil is purchased externally, while all other resources are sourced internally.
301-2 Recycled input materials used.	74					8,12	
301-3 Reclaimed products and their packaging materials.	-					8,12	Packaging materials are not in use since fuels are transported via pipelines and bowsers. ARL products sold are not reclaimable; hence, this is not applicable.
GRI 302: Energy 2016							
302-1 Energy consumption within the organization.	74,76-77					7,8,12,13	The calculations are based on MMBtu of energy consumed per barrel of crude processed, while conversion factors are taken from the Pakistan Annual Energy Book.
302-2 Energy consumption outside of the organization.	74,76-77					7,8,12,13	Our significant energy consumption lies within the refinery due to refinery operations. Hence, we do not calculate energy consumption outside the organisation.
302-3 Energy intensity.	74,76-77					7,8,12,13	
302-4 Reduction of energy consumption.	75-77					7,8,12,13	Various energy initiatives have been introduced during the reporting year, but energy reduction targets were not achieved due to low throughput of the refinery.
302-5 Reductions in energy requirements of products and services.	74,76-77					7,8,12,13	ARL's products are not of long usable life, and no services are provided by ARL. Hence, these have not been included.
GRI 303: Water and Effluents 2018							
303-1 Interactions with water as a shared resource.	78					6	All data related to water is directly measured.
303-2 Management of water discharge-related impacts.	78-80					6	Covered in the management of material topics.
303-3 Water withdrawal.	79					6,8,12	
303-5 Water Consumption.	79						
Water recycling.	74						
GRI 305: Emissions 2016							
305-1 Direct Scope-1 GHG Emissions.	83-84						
305-2 Energy indirect (Scope 2) GHG emissions.	83-84						

305-3 Other indirect (Scope 3) GHG emissions.	-						ARL does not calculate Scope 3 emissions.
305-4 GHG emissions intensity.							0.018 metric tons of CO ₂ e per bbl of crude charged.
305-5 Reduction of GHG emissions.	85						Reduction in GHG emissions is reflected in future energy plans.
305-6 Emissions of ozone-depleting substances (ODS).	-						There are no emissions of ozone-depleting substances at ARL. Purchase of all equipment using ozone-depleting substances was discontinued on 3 September 2004 as a matter of policy.
305-7 Nitrogen oxides (NO _x), sulphur oxides (SO _x), and other significant air emissions.	88						
GRI 306: Effluents and Waste 2016							
306-3 Significant spills.	89					3,6,12,13,14,15	Total four (04) spill incidents were reported during the year 2025. Out of those spills, three (03) spills were categorised as major/significant spills, which were recollected and the land was restored.
GRI 306: Waste 2020							
306-1 Waste generation and significant waste-related impacts	86-87,89						
306-2 Management of significant waste-related impacts	89						
306-3 Waste generated*	86-87						
306-4 Waste diverted from disposal*	74,86-87						
306-5 Waste directed to disposal*	86-87						
GRI 308: Supplier Environmental Assessment 2016							
308-1 New suppliers that were screened using environmental criteria.	117-118						All new suppliers are assessed on the basis of environmental criteria.
308-2 Negative environmental impacts in the supply chain and actions taken.	117-118						
GRI 401: Employment 2016							
401-1 New employee hires and employee turnover.	46					5,8	
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees.	47-49					8	
401-3 Parental leave.	53					5,8	

GRI 402: Labor/Management Relations 2016							
402-1 Minimum notice periods regarding operational changes.						8	The minimum notice period is decided through mutual discussion on a case-by-case basis.
GRI 403: Occupational Health and Safety 2018							
403-1 Occupational health and safety management system.	96-104					8	
403-2 Hazard identification, risk assessment, and incident investigation.	96-104					3,8	The HSEQ policy and Permit to Work system authorise workers to stop work and report immediately if conditions are unsafe.
403-3 Occupational health services.	96-104					3,8	
403-4 Worker participation, consultation, and communication on occupational health and safety.	96-104					8	
403-5 Worker training on occupational health and safety.	96-104					3,8	
403-6 Promotion of worker health.	96-104						
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships.	96-104						Occupational health and safety impacts are covered in our material topics.
403-8 Workers covered by an occupational health and safety management system.	96-104						100% of employees are covered by ARL's Occupational Health and Safety Management System.
403-9 Work-related injuries.	96-104						There has been no fatality reported during the year.
403-10 Work-related ill health.	96-104						
GRI 404: Training and Education 2016							
404-1 Average hours of training per year per employee.	47					4,5,8	
404-2 Programs for upgrading employee skills and transition assistance programs.	47					8	
404-3 Percentage of employees receiving regular performance and career development reviews.	47					8	100% coverage of management and non-management employees by gender and category.

GRI 405: Diversity and Equal Opportunity 2016							
405-1 Diversity of governance bodies and employees.	53						No females are included in the governance body; however, female employees do participate in sub-management committees based on their experience and technical expertise.
405-2 Ratio of basic salary and remuneration of women to men.	53						
GRI 406: Non-Discrimination 2016							
406-1 Incidents of discrimination and corrective actions taken.	53						
GRI 407: Freedom of Association and Collective Bargaining 2016							
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk.	54,120						
GRI 408: Child Labor 2016							
408-1 Operations and suppliers at significant risk for incidents of child labour.	54					2,3,4	
GRI 409: Forced or Compulsory Labor 2016							
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour.	54					2,3,4	No operations or suppliers have been identified as having a significant risk of child or forced labour. There is a commitment to restrict employment below the age of 18 years, which is considered a serious violation of labour laws.
GRI 410: Security Practices 2016							
410-1 Security personnel trained in human rights policies or procedures.	53						All security staff, whether directly hired or through third parties, have been trained on human rights policies.
GRI 411: Rights of Indigenous Peoples 2016							
411-1 Incidents of violations involving rights of indigenous peoples.	-						ARL respects the rights of indigenous peoples, and no incidents have been reported regarding violations.
GRI 413: Local Communities 2016							
413-1 Operations with local community engagement, impact assessments, and development programs.	57-66						

413-2 Operations with significant actual and potential negative impacts on local communities.	57-66						
GRI 414: Supplier Social Assessment 2016							
414-1 New suppliers that were screened using social criteria.	-						ARL has ensured 100% assessment of suppliers on social criteria.
414-2 Negative social impacts in the supply chain and actions taken.	-						ARL ensures mitigation of any significant actual or potential negative impacts within its boundary and control. Suppliers are assessed 100%, and no supplier has been found with potential negative social impacts.
GRI 415: Public Policy 2016							
415-1 Political contributions.	-						No financial or in-kind political contributions have been made by the Company.
GRI 416: Customer Health and Safety 2016							
416-1 Assessment of the health and safety impacts of product and service categories.	119-121						
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services.	119-121						
GRI 417: Marketing and Labelling 2016							
417-1 Requirements for product and service information and labelling.	119-121						
417-2 Incidents of non-compliance concerning product and service information and labelling.	119-121						
417-3 Incidents of non-compliance concerning marketing communications.	119-121						
GRI 418: Customer Privacy 2016							
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data.	121						No incidents were reported.



INDEPENDENT LIMITED ASSURANCE STATEMENT To the Management of Attock Refinery Limited (ARL)

Scope

United Registrar of Systems (URS) has been engaged by **Attock Refinery Limited (ARL)** to undertake a limited assurance engagement of ARL's ESG Report 2025 (the "Report") for the reporting period **January 1, 2025 to December 31, 2025 for social & environmental data and for the financial data the reporting period is July 1, 2024 to June 30, 2025.**

The scope of our work covered:

- Environmental, Social, and Governance (ESG) disclosures
- Greenhouse Gas (GHG) emissions data (Scope 1 and Scope 2)
- Qualitative disclosures relating to governance, strategy, and risk management
- Alignment with applicable reporting frameworks including **GRI Standards**

This engagement **constitutes assurance over the entire ESG Report**, and exclusions from scope are noted below.

Criteria

The criteria used for the evaluation of the subject matter includes:

- **GRI Universal Standards (2021) and GRI 11: Oil & Gas Sector Standard**
- ARL's internally defined policies, procedures, and reporting methodologies
- Applicable principles of the **GHG Protocol**

Responsibilities

Management's Responsibility

ARL's management is responsible for:

- The preparation and fair presentation of the ESG Report
- The design, implementation, and maintenance of internal controls relevant to ESG data and disclosures
- The accuracy and completeness of the information provided
- The selection and application of appropriate reporting criteria

URS Responsibility

Our responsibility is to express a **limited assurance conclusion** on the subject matter based on the procedures performed.

We conducted our engagement in accordance with:

- **International Standard on Assurance Engagements (ISAE) 3000 (Revised)**
- Applicable ethical requirements, including independence and quality control standards

Scope and Limitations

The scope of our engagement included:

- Review of ESG governance structures and processes
- Evaluation of selected KPI definitions and methodologies
- Review of documentation supporting GHG emissions (Scope 1 and Scope 2)
- Analytical procedures and management inquiries

The engagement **excluded**:

- Scope 3 GHG emissions
- Forward-looking statements and targets
- Financial impacts of climate-related risks and opportunities
- Full verification of all disclosures within the Report

Due to the inherent limitations of a limited assurance engagement:

- The procedures performed are **less extensive than those for reasonable assurance**
- We do not provide assurance on the effectiveness of internal controls
- Data may be subject to estimation uncertainty, particularly in environmental metrics

Work Performed

URS assurance engagement was carried out in accordance with our Verification procedure; the following tasks were undertaken as part of the review process for this assurance engagement:

- GRI Universal Standards (2021) and GRI 11: Oil & Gas Sector Standard
- Reviewing the reported information to confirm the inclusion of ARL's safety, health and environmental reporting elements against GRI 403
- Reviewing the documented reporting requirements against the applicable industry guidelines to assure consistency of scope, definition and reporting for each of the relevant reporting elements.
- Reviewing the stakeholder engagement processes
- Assessment of consistency between narrative disclosures and underlying data

Conclusion

Based on the procedures performed and the evidence obtained, **nothing has come to our attention** that causes us to believe that the ESG disclosures in ARL's ESG Report 2025:

- Have not been prepared, in all material respects, in accordance with the stated criteria
- Are not fairly presented and free from material misstatement

Observations and Areas for Improvement

Without modifying our conclusion, we note the following areas where ARL may further strengthen its ESG reporting:

- ARL's ESG Report in general presents relevant sustainability information in a structured and understandable manner, reflecting the organization's continued efforts to enhance transparency and stakeholder communication.

- ARL may consider incorporating applicable additional Sector Recommendations under GRI 11: Oil and Gas Sector Standard, where relevant, to further enhance the sector-specific completeness and usefulness of its ESG disclosures.
- GRI’s Universal Standards are foundational; continued alignment with GRI 2 will further strengthen the overall reporting framework.
- ARL should continue developing its data management systems and audit trails to support future assurance engagements and maintain readiness for increasingly stringent and evolving reporting standards.
- Although GRI 102: Climate Change 2025, GRI 103: Energy 2025 become effective for reports published on or after January 1, 2027, ARL may use future reporting cycles to progressively strengthen climate change and energy-related disclosures, including data, methodologies, assumptions, and supporting evidence.

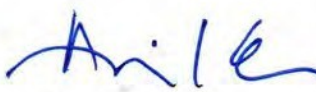
Independence and Quality Control

URS confirms that:

- We are independent of ARL in accordance with applicable ethical requirements
- We have complied with relevant quality control standards

Restriction of Use

This statement is specifically prepared (for the ESG Report 2025 shared by ARL) for inclusion in ARL’s ESG Report 2025 and is intended for stakeholders of ARL. It should not be used for any other purpose without our prior written consent. This statement does not absolve ARL from any legal non-compliance.


Haider Ali Khan
 Chief Executive Officer
 United Registrar of Systems
 Pakistan




Mohammed Sajid Younus
 Partner Sajid & Company
 ICAP Membership No: 4908



May 02, 2026



Your comments and suggestions are encouraged.

1. Your overall comments on this report?

2. Your comments on our approach to stakeholders?

3. Any particular areas of improvement you would like to identify in this report?

4. Other suggestions?

Your Personal Information (Optional)

Name:

Address:

Tel No:

Mr. Anwer Saeed Manager (Health, Safety, Environment & Quality)

E-mail: anwersaeed@arl.com.pk

Attock Refinery Limited, P.O. Morgah, Rawalpindi

Ph: 92-51-5487041, Fax: 92-51-5487254



100 Years of Excellence
1922-2022



Attock Refinery Limited
P.O Refinery, Morgah, Rawalpindi, Pakistan
Ph: 92-51-5487041, Fax: 92-51-5487254
Email: info@arl.com.pk
www.arl.com.pk