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PAKISTAN
PRIVATE INVESTMENT EXPANSION PROJECT
(PIEP)

CONTRACT NO. 391-0514-C-00-3534-00

FINAL REPORT

DECEMBER 1993

RONCO Consulting Corporation
2301 M Street, N.W., Suite 400
Washington, DC 20037

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I. EXECUTIVE SUMMARY

RONCO began implementing USAID's visionary Pakistan Investment Expansion Program (PIEP) in May 1993 to generate increased direct private investment in Pakistan by U.S. firms in four sectors: chemicals, agribusiness, plastics, and electronics. The methodology was divided into three stages: (a) RONCO's five-person team met with 127 Pakistani companies during Phase I; (b) the team contacted 148 U.S. corporations during the second phase and met with many of those which expressed interest in some kind of relationship with a Pakistani firm; and (c) The Chief of Party returned to Pakistan November 1, 1993 to discuss next steps with about 50 companies for which some type of business relationship with U.S. firms seems plausible.

Of the total of 275 Pakistani and American companies interviewed, the team concluded that 51 Pakistani companies, or 40 percent of those contacted, have sufficient infrastructure to develop viable manufacturing or trade linkages with U.S. companies, and that 55, or 37 percent, of the targeted American companies expressed strong interest in exploring a trade or investment relationship in Pakistan. Obviously, not all of these will result in business relationships, but a base has been established for a significant number of various kinds of partnerships.

Following are five from among many selected examples of prospective "marriages" between U.S. and Pakistani firms:

Pakistani Firm

Potential Linkages with U.S. Firms

Pakistan Industrial Promoters

RONCO introduced **McDonalds** and **Baskin-Robins** to this producer of Polka ice cream and other "fast foods," which now supplies Pizza Hut; both are considering ventures in Pakistan and may choose to team with PIP. RONCO also arranged for a **USA Burger King** representative to visit Pakistan to meet with PIP in December 1993.

Ayenbee Manufacturers

RONCO recommended Ayenbee to **Chrysler Corporation** as a potential manufacturer and supplier of wire harnesses, electrical wiring, and fractional horse-power motors (the latter are mostly imported to Pakistan now); RONCO also arranged for Ayenbee to negotiate with **Ametek**, a U.S. producer and marketer of fractional motors, and **Black & Decker** which seeks a distributor of their power tools in Pakistan.

Industrial Chemicals

RONCO introduced this producer of automotive oils and essences: to **Quaker Oil** and **Ashland** (auto oils) and **International Flavor and Fragrances**, which seeks an additional source of essences for perfumes and food additives.

Pan Globe Trading

Pan Globe currently imports chemicals and plastics; RONCO introduced them to **Aeronol** and **Richman Chemicals**, from which Pan Globe has placed

small orders for exotic chemicals, currently all imported. Pan Globe is negotiating to begin local production of these chemicals with technical assistance from the U.S. companies.

**Sadar
Chemicals**

RONCO has introduced this recent manufacturer of dyestuffs and chemicals to technology-rich U.S. companies -- **Berncolors, Fanwood, and Crompton & Knowles** -- with whom Sadar is negotiating to acquire technology and possibly equity investment to expand its product line.

Following are some of the important conclusions that stem from the eight-month PIEP effort:

- A large number of U.S. firms are indeed interested in some form of investment or trade relationship with Pakistani companies, in spite of some of the perceived negatives of the country in comparison with, say, Indonesia, Malaysia, or Thailand.
- In general, U.S. companies with interest in Pakistan are looking initially to penetrate Pakistan's market by joining with Pakistani distributors or manufacturers familiar with the specific market segment applicable to their products. Initially, the U.S. companies seek information from potential Pakistani partners about market size, market growth, key customers, and competition. If the prospects are attractive enough, the U.S. companies are willing to provide training, in both the U.S. and Pakistan, with the expectation that the relationship will progress toward local assembly, then full manufacturing, and ultimately exports.
- Both the U.S. companies and Pakistani firms like the idea that RONCO was working for them, without cost to them, as a match-maker with no direct vested interest in the outcome. This gave RONCO a great deal of credibility in the match-making process.
- While a substantial amount of interest has been generated among U.S. and Pakistani companies in the course of a short eight-month time period, negotiations are in various stages of development. A common thread running throughout is that most of these budding alliances must continue to be nurtured in order to bring them to fruition.
- The surface has only been scratched regarding the potential for increasing Pakistan's exports and investment. An extended program could not only solidify and make sustainable a large number of ventures from among the interest already generated, but could build on RONCO's business contacts in the Far East, the Middle East, Europe, and Australia, to generate interest in those areas comparable to the interest generated in the United States.

II. OVERVIEW OF THE PROJECT: THREE PHASES

A. Methodology

Under A.I.D.'s Private Investment Expansion Program (PIEP) for Pakistan, RONCO Consulting Corporation helped to generate increased direct foreign investment by U.S. firms in the Pakistan economy by directly linking U.S. investors with potential Pakistani partners. In this effort, four areas, or sectors, were identified for concentration: agribusiness, chemicals, plastics, and electronics.

The methodology for the activity was divided into three stages:

- Phase I called for RONCO's Chief of Party and four U.S. business consultants -- one for each of the four sectors of concentration -- to go to Pakistan to identify and hold discussions with Pakistani business persons who were interested in the prospect of investment by or collaboration with U.S. companies. Pakistani companies were identified in a number of ways, including those that expressed interest through USAID, the U.S. Embassy Commercial Attache, Chambers of Commerce, Private Venture Capital Fund, advertisements in local and national newspapers, and individual contacts.
- Phase II involved RONCO's Chief of Party and the four U.S. business consultants in discussions with officials of targeted U.S. companies. The Chief of Party and Technical Specialists described the general business climate in Pakistan and the specific investment or trade opportunities that had been identified, and determined the degree of interest the company had in pursuing joint ventures or other forms of investment or trade in Pakistan in particular and South Asia in general.
- Phase III called for the Chief of Party to return to Pakistan with the list of American companies that had expressed interest in specific Pakistani companies; to advise the Pakistani companies of RONCO's discussions with and the interest obtained from specific American companies; to facilitate communication and dialogue between the prospective partners in order to explore the specifics of potential trade or investment relationships; and to encourage representatives of Pakistani businesses that represent significant commercial investment opportunities to travel to the U.S. to meet with prospective U.S. partners.

During Phase I and Phase II the Technical Specialists kept Pakistan Visit Worksheet Records and U.S. Visit Worksheets which contained detailed information on each company that was contacted to participate in the PIEP Project. The information was stored in a database that was used by Technical Specialists and the Chief of Party to answer questions about specific companies and could be used as a basis for follow-on activities. Actual Visit Worksheets were included in Phase I and Phase II reports. A list of the actual companies contacted by each Technical Specialist is included in this final report.

B. First Phase

More than 150 Pakistani business people in 127 companies were interviewed. A large number of Pakistani

firms in each sector are interested in teaming up in various ways with U.S. companies. To take the plastic sector as an example, officials of 36 Pakistani companies were interviewed by RONCO's plastic-industry specialist. The market segments encompassed by those companies include: household items, automotive parts, packaging, construction materials, agriculture, commercial cold storage, office equipment, audio-visual equipment and parts, power utilities, resin suppliers, small appliances, recycling of plastics, medical disposable, furniture, and heating and air conditioning. The interviews identified several gaps that could be filled by U.S. entrepreneurs or firms:

- >access to both new and old technologies
- >access to both new and old equipment
- >access to U.S. markets
- >access to new market segments
- >access to funds
- >access to management skills, especially marketing
- >access to plastic waste
- >access to virgin and offgrade plastic resins

RONCO's other specialists on the team, in electronics, chemicals, and agribusiness, obtained similar kinds of results from their interviews in Pakistan. Section III of this report summarizes the results.

C. Second Phase

The Chief of Party and the four Technical Specialists returned to the United States to call on targeted American companies to inform them of the potential of Pakistan and of Pakistani companies. Phase II began with the team creating marketing materials to promote investment in Pakistan to be used by the Technical Specialists and the Chief of Party during contact with U.S. firms. We produced brochures based on information provided by the U.S. Embassy in Pakistan, and the book designed by Agribusiness Technical Specialist, Robert Swanson, "Opportunities for X Corporation in Pakistan." A total of 148 companies in the four sectors of concentration were contacted. The Team travelled throughout the USA calling on plastic, chemical, electronics and agribusiness firms, encouraging them to initiate dialogues with potential match-up Pakistani companies. The indicated dialogues were intended as the first step that might lead to an eventual equity arrangement, technical assistance agreement, representation or agency agreement, or subcontract.

D. Third Phase

Armed with the results of the U.S. discussions, including letters of interest from a large number of U.S. companies, RONCO's Chief of Party returned to Pakistan in November 1993 to take the next steps in the match-making process. He met with officials of those companies in Pakistan that had expressed strong interest during Phase I and explained the possibilities for joint relationships that appear to have emerged from the first two phases. He helped to arrange communication and, in some cases, personal visits between officials of the Pakistani and U.S. companies in those instances in which mutual interest exists.

During this phase, the four Technical Specialists remained in the United States following up leads, calling on interested American companies, and advising Pakistani companies of additional match-ups. The Electronic Specialist presented a paper "Fostering Joint Ventures in Pakistan" at the PESACON-93 conference for developing countries.

III. PROJECT SUCCESS (As of December 30, 1993)

The RONCO Team interviewed 275 companies during the eight-month period: 127 Pakistani and 148 American.¹ Of these, the Team concluded that 51 Pakistani companies, or 40 percent of those contacted, have sufficient infrastructure to develop viable manufacturing or trade linkages with U.S. companies. The Team found that 55, or 37 percent, of the targeted American companies expressed strong interest in exploring a trade or investment relationship in Pakistan. Obviously, not all of these will result in business relationships, but a base has been established for a significant number of various kinds of partnerships.

Following are selected examples of prospective "marriages" between U.S. and Pakistani firms:

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Sadar Chemicals

RONCO has introduced this recent manufacturer of dyestuffs and chemicals to technology-rich U.S. companies -- **Berncolors**, **Fanwood**, and **Crompton & Knowles** -- with whom Sadar is negotiating to acquire

¹ Details appear in Phase I and Phase II reports on file at USAID/Pakistan.

technology and possibly equity investment to expand its product line.

Sipka

RONCO introduced Sipka to the telecommunications company, **SGC, Inc.**; Sipka is negotiating to be a distributor of SGC's single side band radio equipment, which could lead to joint manufacture in Pakistan. Sipka was also introduced to **Aydin Corp. (West)** as a potential distributor of Aydin's digital radio equipment in Pakistan.

**Hybrid
Technics**

RONCO introduced this company to **Teltones**, whose pulse-to-tone converters will facilitate cost-effective upgrading of older telephone equipment to digital systems, and allow a single incoming line to service multiple telephone numbers in one building. Sipka and CTI may also be interested. Hybrid was also recommended to **Chrysler Corporation** as a potential vendor, or subcontractor, for their Jeep Wrangler assembly plant in Pakistan. RONCO also introduced Hybrid to **Compaq**, which is interested in expanding its sourcing of computer component parts in Pakistan, following the lead of **AST Research, Inc.** which sources from BAS Industries; however, Hybrid does not yet have sufficient manufacturing facilities to provide the necessary volume for Compaq.

MicroPak

RONCO also called on this company on behalf of **Compaq**, but MicroPak lacks sufficient manufacturing facilities to provide the necessary volume of component parts.

**Carrier
Telephone
Industries**

CTI is quite interested in satellite transmission equipment manufactured by **Echosphere**; this would equip CTI to transmit commercial programming to Pakistan TV Network, nationwide.

**Solid State
Electronic
Industry**

RONCO introduced this company to **Hybrids International, Ltd.**, whose President, a native of Pakistan, is "open for co-venture or preferably equity investment," in which "Hybrids will provide technical know how to set up the operation, design and manufacture the product" (electronics) "to market in China, India and Russian states." Shaheen Foundation may be interested in financing such a venture.

Video Shack

RONCO introduced this company to **Solec International Inc.**, which has a successful joint venture in solar energy in India and is anxious to find a suitable partner in Pakistan.

SABRO

RONCO introduced this mature company with good distribution channels and infrastructure to **Siemens Solar Technology Systems** which is interested in a venture in Pakistan.

**PECS
Industries**

This company was introduced to **Autosplice, Inc.**, as a potential supplier of wire splicing machines and a variety of connectors that can be used effectively in PECS' manufacturing of wire harness; this arrangement could well lead to a joint venture.

Micro Systems

RONCO introduced this company to **Harris Corporation** whose Digital Systems Division expressed interest in a partner to distribute their products in Pakistan. Micro Systems might distribute some products, but ultimately Harris may need a larger partner, which could conceivably be CIT.

Following are some of the important conclusions that stem from the eight-month PIEP effort:

- A large number of U.S. firms are indeed interested in some form of investment or trade relationship with Pakistani companies, in spite of some of the perceived negatives of the country in comparison with, say, Indonesia, Malaysia, or Thailand.
- In general, U.S. companies with interest in Pakistan are looking initially to penetrate Pakistan's market by joining with Pakistani distributors or manufacturers familiar with the specific market segment applicable to their products. Initially, the U.S. companies seek information from potential Pakistani partners about market size, market growth, key customers, and competition. If the prospects are attractive enough, the U.S. companies are willing to provide training, in both the U.S. and Pakistan, with the expectation that the relationship will progress toward local assembly, then full manufacturing, and ultimately exports.
- Both the U.S. companies and Pakistani firms like the idea that RONCO is working for them, without cost to them, as a match-maker with no direct vested interest in the outcome. This gives RONCO a great deal of credibility in the match-making process.
- While a substantial amount of interest has been generated among U.S. and Pakistani companies in the course of a short eight-month time period, negotiations are in various stages of development. A common thread running throughout is that most of these budding alliances must continue to be nurtured in order to bring them to fruition.
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Following is a list of the American companies that are interested in a potential linkage with Pakistani companies:

Electronics

Autosplice, Inc.
Siemens Solar Technology Systems
AST Research Inc.
Ayden Corporation (West)
Solec International Inc.
SEI Inc.
SCG Inc.
Teltone
International Dryer Corporation
Chrysler Corporation
Black & Decker
Harris Digital Tel. Systems
Ametek Inc.
Compaq
Echosphere
Hybrids International Ltd.

Plastics

Beres Industries
CURA Plastics
Iridelco International
Old World Industries
Chrysler Corporation
S.E.R.I. Plastics
Pushpa America
Commodore Machine
Yosemite Packaging
Plastics Equipment
Amoco
Huntsman Chemicals
Igloo Products

Chemicals

Crompton & Knowles
King Industries
Ashland Chemicals
Arenol Chemicals
Quaker State Oil
Pilot Chemicals
Schweizerhall Inc.
Berncolors-Poughkeepsie
Florasynt Inc.
Meer Chemicals
Keystone Analine
Occidental Chemical

Agribusiness

Baskin-Robbins
McDonalds
DWG-Arby's
Wendy's
Sizzler

IV. ONGOING PROJECT POTENTIAL

Midway through the project, we realized the enormity of contacting so many interested parties in the U.S. and Pakistan and the time involved to succeed in establishing an ongoing business relationship between two parties. In order to maintain momentum and continuity between the American and Pakistani companies, we began to look for a sponsor to support the project after the program termination date on 30 December 1993.

Originally, we contacted Asian Development Bank through Pakistan Venture Capital Ltd. (PVCL is 25% owned by ADB). We explained the desirability of continuing the PIEP into 1994 and working with PVCL personnel to expand it into 1995-98. Unfortunately, ADB had no grant funds, but they did offer PVCL a low cost long-term loan. This was not acceptable to the PVCL Board and those negotiations were terminated.

At the end of November 1993, the Pakistan Investment Board requested RONCO's Chief of Party to give them a detailed outline of our participation in the PIEP program. Following a 2-hour presentation by RONCO, PIB representatives asked for a meeting and expressed a desire to possibly sponsor RONCO in a continuation of the PIEP program.

A. Bridge Contract

On 24 November 1993, RONCO's Chief of Party wrote to PIB with the budget for a 6-month "bridge contract," to be financed by PIB, to maintain the momentum and viability of PIEP and also to allow time to secure a three-year program with outside sponsors.

B. Project Expansion: A Three-Year Plan

In December 1993, the Executive Vice President of RONCO, Mr. Stephen J. Edelman, wrote to Mr. Safdar Abbas Zaidi, Chairman of PIB, outlining a preliminary proposal for a three-year PIEP extension and expansion. RONCO's suggested approach during an extended program is divided into four tasks:

Task 1: Continue the U.S.-Pakistan Effort

A substantial momentum has been built, both in Pakistan and the United States. More than 50 U.S. companies have responded positively to potential joint ventures, trade, and investment in Pakistan. These partnerships have enormous potential for dramatic increases in exports for Pakistan as well as increasing production and employment domestically. The U.S.-Pakistani contacts are in various stages of development. However, the one common thread running throughout is that these potential alliances must continue to be nurtured. International business investment and joint ventures take time.

Task 2: Expand the Geographic Coverage

RONCO recommends expanding the coverage to include selected countries of the Far East, the Middle East, Europe, and Australia. RONCO has individual consultants in strategic locations who know the industries and the companies in their regions and who will serve in those regions in a capacity similar to the four

business consultants who are working the U.S. scene. For instance, our representative in Singapore can cover Indonesia and Australia, in addition to his own country. Our representative in Hong Kong can also cover Taiwan and Thailand. Our representative in South Korea can cover Japan. Our representative in Dubai can solicit potential investors in other countries in the Middle East. We have several consultants on whom we can call who know the European business community. RONCO's team leader has served a number of years in each of these regions and will be able to coordinate the business development efforts in those regions from his base in Pakistan.

Task 3: Expand the Scope to Include Market Research

An ancillary, and potentially quite rewarding, task will be to carry out market research on specific industries in Pakistan for which there appears to be a mutual advantage to foreign and Pakistani businesses to entering into some type of joint relationship. The objective of the studies will be to define the precise relationships in which a mutual advantage exists, so that RONCO's business consultants will be better able to pin-point these relationships in their discussions with potential foreign investors. RONCO's Pakistani subcontractor, **Management and Financial Applications (Private) Ltd. (MFA)**, which has carried out a number of market research efforts, will be able to do cost-effective studies for PIEP.

Task 4: Provide Assistance to PIB

A complementary task will be to provide assistance to the Pakistan Investment Board in putting together marketing packages for firms considering relocating or investing in Pakistan. The specifics will need to be worked out in close association with the PIB.

In summary, the comprehensive program including these four complementary tasks will lead to agreements

V. PHASE THREE RESULTS

On November 1, 1993, the Team leader returned to Pakistan to begin the process of uniting the Pakistani businesses with American companies that were interested in their operations. The objective was to start the dialogue between the Pakistani and US firms, and to provide whatever assistance either side might need to develop direct on-going communication with one another.

The Team Leader accomplished these tasks by providing the Pakistani firms with specific contact information for interested U.S. firms, and by advising the Pakistani firms regarding the type of information that should be sent to US firms. Copies of the letters that RONCO sent to Pakistani firms advising them of US company interest are included for reference in Annex A of this report. Examples of some of the letters that the Pakistani firms sent to US companies, opening their direct dialogue, and the American firm responses, or active participation in the dialogue, are also included in Annex B.

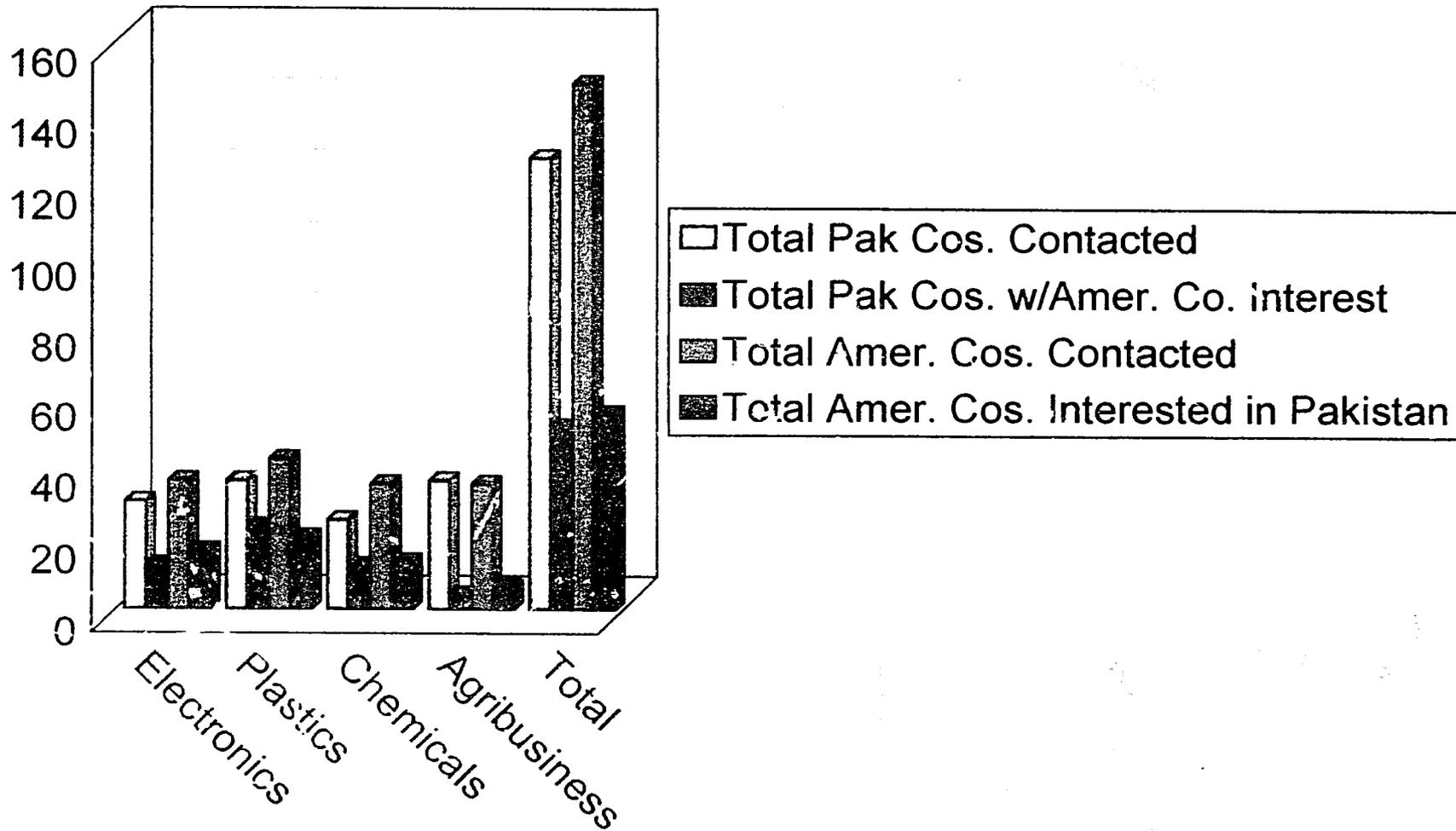
The Team Leader was supported in these efforts by Technical Specialists in the US. The Specialists passed on information and inquiries generated by US firms, and answered questions from Pakistani firms regarding U.S. companies, as required. They also relayed any available travel dates or travel plans for representatives of US firms to the Team Leader. In the case of Burger-King, their representative is traveling to Pakistan in December 1993, and can therefore avail himself of the momentum generated by RONCO in the Pakistani firms that began to see tangible results of their participation in the PIEP project during the third Phase.

The activities of the Team Leader and the Technical Specialists were successful during Phase III of the PIEP project, and generated the desired results: the establishment and initial development of relationships between US and Pakistani firms that have the potential to lead to expanded direct investment in Pakistan. Both the U.S. and Pakistani firms were notified that the USAID-sponsored PIEP Project would end on December 31, 1993, as reflected in the End of Contract letters contained in Annex 3. Both sides were encouraged to pursue further business relationships directly, or with the assistance of designated USAID personnel if required. These initial dialogues are continuing beyond the life of the USAID PIEP Project contract.

Although we were gratified to see the work under this contract completed, and the ensuing US/Pakistani dialogues begin, it is unfortunate that the PIEP program is not scheduled to continue. We believe that additional monitoring, assistance, and participation in the development of these business ventures would yield an even higher success rate in the future.

STATISTICS AND GRAPHS

Total Companies Contacted



-14-

A.

| | Electronics | Plastics | Chemicals | Agribusiness | Total |
|--|-------------|----------|-----------|--------------|-------|
| 1 Total Pak Companies Contacted | 30 | 36 | 25 | 36 | 127 |
| 2 Total Pak Companies with American Company Interest | 12 | 23 | 12 | 4 | 51 |
| 3 Percentage of #2 to #1 | 40% | 64% | 48% | 11% | 40% |
| 4 Total American Companies Contacted | 36 | 42 | 35 | 35 | 148 |
| 5 Total American Companies Interested in Pakistan | 16 | 20 | 13 | 6 | 55 |
| 6 Success Factor Percentage of #5 to #4 | 44% | 48% | 37% | 17% | 37% |

B. Cities Visited

Philadelphia, PA
 Baltimore, MD
 Boston, MA
 New York, NY
 Washington, DC
 Chicago, IL
 Detroit, MI
 Houston, TX
 Dallas, TX
 Denver, CO

Seattle, WA
 San Francisco, CA
 Los Angeles, CA
 San Diego, CA
 New Orleans, LA
 Norwalk, CT
 Phoenix, AZ
 St. Louis, MO
 Teterboro, NJ
 Cleveland, OH

ANNEXES

ANNEX A

**RONCO LETTERS TO PAKISTANI FIRMS
(to match up with U.S. Companies)**

- **AGRIBUSINESS SECTOR**

MANAGEMENT & FINANCIAL APPLICATIONS

(PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Azeem Food Industries
Room "D", 1st Floor
Al-Haroon Chambers
Garden Road
Karachi.

November 10, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. Paul J. Fischer
Baskin Robbins International
31 Baskin Robins Plaza
Glendale, Ca 91201
U.S.A.

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 15 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

I will be in Pakistan until the middle of December and will be available to you or your staff in drafting letters, recommending information to be sent, establishing what you want from the American company etc. You may contact me at my offices in Karachi Tel. (021) 242-3895, Fax (021) 242-3892 or Islamabad, Tel.(051) 819216, Fax (051) 826265. My Cellular phone is (0342) 371125. At that time we can arrange a meeting.

Since the USAID program will end on 30 December, 1993, we should plan to HAVE a strong line of communication established between you and the American Corporation(s) at that time. Therefore the more immediate your beginning of the relationship the better

Flat # 6, 7 & 9, QADOOS PLAZA, BLOCK 13-E, MARKAZ F-7, ISLAMABAD. TEL: 826265 - 818125, FAX: 826265, TELEX : 54043 PEAL PK.

Other Offices:

KARACHI: 6-A, Kehkashan Town House, Steel Crest, Plot FL-2, Block V, Kehkashan, Clifton, Karachi. Tel: 535889 Fax: (021) 5691609 Telex: 23444
LAHORE: 8th Floor, Al-Jannat Building, Bank Square, Nis Gumbad, Lahore. Tel: 321810-7235202-7235201-7238213 Fax: (042) 7235201 Telex: 44091 Letex PK
SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talai Road, Sialkot. Tel: (0432) 86431
FAISALABAD: 2nd Floor, Arfen Plaza, Qarwell Road, Faisalabad. Tel: (0411) 827264

for you and your company. Call or fax me as soon as possible if you wish to arrange a meeting in my office, remember our cut-off date is 15 November.

Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
 Robert Swanson - Agribusiness
 Abe Zoss - Chemicals
 Mike Montemayor - Plastics
 Ronco - Washington D.C
 Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS
(PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Mr. Majeedullah Klan,
Chief Executive
F.A. M Business Services
256.260 Street No.9
Islamabad.

November 10, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Dana D. Gray
Franchise Services Corordinator
International Division
Wendy's International Inc.
P.O Box-256
4288 West Dublin Road
Dublin, OH 43017
U.S.A.

Mr. James S. McCinnis,
Vice President
Franchise Development
Sizzler International Inc.
P.O. B-x-92092
Los Angeles, CA 90009
U.S.A.

Fax: (310) 822 5786

Robert E. Briggs, President
Arby's International
6917 Collins Avenue
P.O. Box-414177
Miami Beach, FLA 33141
U.S.A.

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 15 November, giving them as

Flat # 6, 7 & 9, QADOOS PLAZA, BLOCK 13-E, MARKAZ F-7, ISLAMABAD. TEL: 826265 - 818125, FAX: 826265, TELEX : 54043 PEAL PK.

Other Offices:

KARACHI: 6-A, Kalkashan Town House, Steel Crest, Plot FL-2, Block V, Kalkashan, Canton, Karachi. Tel: 535689 Fax: (021) 5691809 Telex: 23444
LAHORE: 6th Floor, Al-Jannat Building, Bank Square, Nila Gumbad, Lahore. Tel: 321810-7235202-7235201-7236213 Fax: (042) 7235201 Telex: 44091 Leter PK
SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talal Road, Sialkot. Tel: (0432) 88451
FAISALABAD: 2nd Floor, Arkan Plaza, Orwell Road, Faisalabad. Tel: (0411) 827264

-2/-

much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

I will be in Pakistan until the middle of December and will be available to you or your staff in drafting letters, recommending information to be sent, establishing what you want from the American company etc. You may contact me at my offices in Karachi Tel. (021) 242-3895, Fax (021) 242-3892 or Islamabad, Tel. (051) 819216, Fax (051) 826265. My Cellular phone is (0342) 371125. At that time we can arrange a meeting.

Since the USAID program will end on 30 December, 1993, we should plan to HAVE a strong line of communication established between you and the American Corporation(s) at that time. Therefore the more immediate your beginning of the relationship the better for you and your company. Call or fax me as soon as possible if you wish to arrange a meeting in my office, remember our cut-off date is 15 November.

Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
 Robert Swanson - Agribusiness
 Abe Zoss - Chemicals
 Mike Montemayor - Plastics
 Ronco - Washington D.C
 Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS

(PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Mansoor Arifeen
Chief Executive
8/3 Floor
Imtiaz Plaza
85 The Mall
Lahore.

November 10, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. Paul Fischer
Baskin Robbins Internatioonal
31 Baskin Robbins Plaza
Glendale, Ca 91201
U.S.A.

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 15 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

I will be in Pakistan until the middle of December and will be available to you or your staff in drafting letters, recommending information to be sent, establishing what you want from the American company etc. You may contact me at my offices in Karachi Tel. (021) 242-3895, Fax (021) 242-3892 or Islamabad, Tel.(051) 819216, Fax (051) 826265. My Cellular phone is (0342) 371125. At that time we can arrange a meeting.

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Flat # 6, 7 & 9, QADOOS PLAZA, BLOCK 13-E, MARKAZ F-7, ISLAMABAD. TEL: 826265 - 818125, FAX: 826265, TELEX : 54043 PEAL PK.

Other Offices:

KARACHI: 6-A, Kerkashan Town House, Steel Crest, Plot FL-2, Block V, Kerkashan, Clifton, Karachi. Tel: 535689 Fax: (021) 5691609 Telex: 23444
LAHORE: 6th Floor, Al-Jannat Building, Bank Square, Nilla Gumbad, Lahore. Tel: 321810-7235202-7235201-7238213 Fax: (042) 7235201 Telex: 44091 Leter PK
SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talal Road, Sialkot. Tel: (0432) 66451
FAISALABAD: 2nd Floor, Arifan Plaza, Qasrwall Road, Faisalabad. Tel: (0411) 827264

for you and your company. Call or fax me as soon as possible if you wish to arrange a meeting in my office, remember our cut-off date is 15 November.

Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
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 Ronco - Washington D.C
 Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS

(PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Mr. A.L. Ansari, President
Pakistan Industrial Promoters (Pvt) Ltd.
Polka Annexe
Hotel Metropole, Club Road
Karachi - 75520

November 10, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. Paul Fischer
Baskin Robbins Internatioonal
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SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talai Road, Sialkot. Tel: (0432) 88451
FAISALABAD: 2nd Floor, Arfan Plaza, Cawwall Road, Faisalabad. Tel: (0411) 827264

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Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

• **CHEMICALS SECTOR**

MANAGEMENT & FINANCIAL APPLICATIONS

(PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Mr. Zahid Saeed
Chemitex (Pvt) Limited
(Alliance Commercial Corporation)
Emirates Bank Int. Limited Building
I.I. Chundrigar Road
Karachi.

November 04, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. Paul Marrisroe, Pns Fax: (908) 530 0844
Pilot Chemical Company
Parkway 109 Office Center
328 Newman Springs Road
Red Bank NJ 07701
U.S.A.

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 15 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

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LAHORE: 8th Floor, Al-Jannat Building, Bank Square, N.W. Gumbad. Lahore. Tel: 321810-7235202-7235201-7238213 Fax: (042) 7235201 Telex: 44091 Lalex PK
SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talal Road, Sialkot. Tel: (0432) 68451
FAISALABAD: 2nd Floor, Arfan Plaza, Outwall Road, Faisalabad. Tel: (0411) 627264

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Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS

(PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Mr. Omer Aftab
Heritage Cosmetics Limited
190-C, Model Town,
Lahore.

November 04, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. Rudy M. Phillips V.P. Fax: (201) 818 2173
Crompton & Knowles Corporation
1595 MacArthur Blvd.
Mahwah, WT 07430
U.S.A.

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 15 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

I will be in Pakistan until the middle of December and will be available to you or your staff in drafting letters, recommending information to be sent, establishing what you want from the American company etc. You may contact me at my offices in Karachi Tel. (021) 242-3895, Fax (021) 242-3892 or Islamabad, Tel.(051) 819216, Fax (051) 826265. My Cellular phone is (0342) 371125. At that time we can arrange a meeting.

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KARACHI: 6-A, Kehkashan Town House, Steel Crete, Plot FL-2, Block V, Kehkashan, Clifton, Karachi. Tel. 535689 Fax: (021) 5691609 Telex: 23444
LAHORE: 6th Floor, Al-Jannat Building, Bank Square, Nila Gumbad, Lahore. Tel: 321810-7235202-7235201-7238213 Fax: (042) 7235201 Telex: 44091 Latex PK
SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talai Road, Sialkot. Tel: (0432) 88451
FAISALABAD: 2nd Floor, Arfan Plaza, Outwall Road, Faisalabad. Tel: (0411) 627264

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Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS

(PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Ahmed R. Vine
32, 1st Street, Lahore Cantt. Cooperative
Housing Society
Lahore-54792

November 04, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. Rudy M. Phillips, V.P Fax: (201) 318 2173
Crompton & Knowles Corporation
1595 MacArthur Blvd.
Mahwah, WI 07430
U.S.A.

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 15 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

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SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talal Road, Sialkot. Tel: (0432) 86451
FAISALABAD: 2nd Floor, Arifan Plaza, Outwall Road, Faisalabad. Tel: (0411) 627264

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Team Leader
USAID Private Investment Expansion Program
Pakistan.

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Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS

(PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Mohammad Ali Shah
Chief Executive
Indus Sugar Mills Limited
93-A, New Muslim Town
Lahore.

November 10, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. Edmund H. Fording Jr. Pres Fax: (215) 775-8022
Crompton & Knowles
Route 10 (Pheasant Road)
Green Hills, Pa 19607
U.S.A.

Mr. F. Abi Karam V.P Fax: (203) 866-0425
King Indus
Science Road
Morwalk CT 06852
U.S.A.

Mr. Danial Martinez Fax: (305) 652-4020
Ashland Chemical
200 N.E. 181st Street
Miami, FLA 33162
U.S.A.

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 15 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

I will be in Pakistan until the middle of December and will be available to you or your staff in drafting letters, recommending information to be sent, establishing what you want from the

Flat # 6, 7 & 9, QADOOS PLAZA, BLOCK 13-E, MARKAZ F-7, ISLAMABAD. TEL: 826265 - 818125, FAX: 826265, TELEX : 54043 PEAL PK.

Other Offices:

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FAISALABAD: 2nd Floor, Artan Plaza, Cernwall Road, Faisalabad. Tel: (0411) 627264

American company etc. You may contact me at my offices in Karachi Tel. (021) 242-3895, Fax (021) 242-3892 or Islamabad, Tel.(051) 819216, Fax (051) 826265. My Cellular phone is (0342) 371125. At that time we can arrange a meeting.

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FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

| | | | |
|-----|------------------------|---|--------------|
| C.C | Howard Imhof | - | Electronics |
| | Robert Swanson | - | Agribusiness |
| | Abe Zoss | - | Chemicals |
| | Mike Montemayor | - | Plastics |
| | Ronco - Washington D.C | | |
| | Jeroy File - Pakistan | - | Third Phase. |

MANAGEMENT & FINANCIAL APPLICATIONS

(PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Mr. Muhammad Anwar
Industrial Chemical Services
8/44, Arkay Square, Shahrah-e-Liaqat
Karachi - 7400

November 04, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. Damial Martinez Fax: (305-652-4020)
Ashland Chemical Inc.
200 N.E. 181st Street
Miami, Fl 33162
U.S.A.

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 15 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

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SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talai Road, Sialkot, Tel: (0432) 88451
FAISALABAD: 2nd Floor, Arfan Plaza, Gattwall Road, Faisalabad, Tel: (0411) 627264

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Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
 Robert Swanson - Agribusiness
 Abe Zoss - Chemicals
 Mike Montemayor - Plastics
 Ronco - Washington D.C
 Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS

(PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Mr. Akhtar Mahmood
Director (Project Development)
OFSET International
Suit # 9, Block 12-E,
Markaz F-7,
Islamabad.

November 04, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. F. Abi-Karam, V.P Fax: (203) 8660425
King Industries
Science Road
Norwalk, CT 06852
U.S.A.

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 15 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

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SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talal Road, Sialkot. Tel: (0472) 89451
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Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
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Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS (PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Mr. Zilley H. Syed
Pan-Globe
13-Yousaf Chambers, Denso Hall
M.A. Jinnah Road
Karachi - 7400

November 04, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Dr. Robert B. Jaeder Fax: (908-526-9688)
Arenol Chemicals Corporation
189 Meister Avenue
Somerville, NJ 08876
U.S.A.

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 15 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

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SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talai Road, Sialkot. Tel: (0432) 86451
FAISALABAD: 2nd Floor, Arfan Plaza, Qarnwali Road, Faisalabad. Tel: (0411) 627264

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FRED JEROY
Team Leader
USAID Private Investment Expansion Program
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C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
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Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS

(PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Mr. Sardar Mohammad Sadiq
Sardar Chemical Industries (Pvt) Ltd
Plot No. 81, Street-10
Sector I-9,
Islamabad.

November 04, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. James P. Bernard, CEO Fax: (914) 454 4742
Berneolors - Poughkeepsie, Inc.
75 N. Water Street
Poughkeepsie, NY 12602-0029
U.S.A.

Mr. Edward H. Fording, JR Fax: (215) 775 8022
Crompton & Knowles Corporation
Route 10 (Pheasant Road)
Green Hills, Pa 19607

Mr. John Andrews Fax: (312) 666 8530
Keystone Aniline Corporation
2501 W. Fulton Street
Chicago ILL 60612

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 15 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

I will be in Pakistan until the middle of December and will be available to you or your staff in drafting letters, recommending

Flat # 6, 7 & 9, QADOOS PLAZA, BLOCK 13-E, MARKAZ F-7, ISLAMABAD. TEL: 826265 - 818125, FAX: 826265, TELEX : 54043 PEAL PK.

Other Offices:

KARACHI: 6-A, Kehkeshan Town House, Steel Crest, Plot FL-2, Block V, Kehkeshan, Clifton, Karachi. Tel: 535689 Fax: (021) 5691609 Telex: 23444
LAHORE: 6th Floor, Al-Jannat Building, Bank Square, Nisn Gumbad, Lahore. Tel: 321610-7235202-7215201-7238213 Fax: (042) 7235201 Telex: 44091 Leter PK
SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talal Road, Sialkot. Tel: (0432) 88451
FAISALABAD: 2nd Floor, Arfan Plaza, Corwell Road, Faisalabad. Tel: (0411) 627264

information to be sent, establishing what you want from the American company etc. You may contact me at my offices in Karachi Tel. (021) 242-3895, Fax (021) 242-3892 or Islamabad, Tel.(051) 819216, Fax (051) 826265. My Cellular phone is (0342) 371125. At that time we can arrange a meeting.

Since the USAID program will end on 30 December, 1993, we should plan to HAVE a strong line of communication established between you and the American Corporation(s) at that time. Therefore the more immediate your beginning of the relationship the better for you and your company. Call or fax me as soon as possible if you wish to arrange a meeting in my office, remember our cut-off date is 15 November.

Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS

(PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

S. Wajih H. Kazmi
Union Chemical Industries (Pvt) Ltd.
475, National Highway Landhi
Landhi, Karachi-22

November 04, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. F. Abi-Karam, V.P Fax: (203) 866 0425
King Industries
Science Road
Norwalk, CT 06852
U.S.A.

Mr. Rudy M. Phillips, V.P Fax: (201)818 2173
Grompton & Knowles Corporation
1595 MacArthur Blvd.
Mahwah, NJ 07430
U.S.A.

Mr. William E. Kingsley Fax: (814) 676 7028
Director International
Quaker State Corporation
255 Elm Street
Oil City, Pa 16301
U.S.A.

Mr. Paul Morrisroe, Fax: (908) 530 0844
Pres & Ceo
Pilot Chemicals Co.
Parkway 109 Office Center
328 Newman Springs Road
Red Bank, N.J 07701

Flat # 6, 7 & 9, QADOOS PLAZA, BLOCK 13-E, MARKAZ F-7, ISLAMABAD. TEL: 826265 - 818125 FAX: 826265, TELEX : 54043 PEAL PK.

Other Offices:

KARACHI: 6-A, Kehkashan Town House, Steel Crete, Plot FL-2, Block V, Kehkashan, Clifton, Karachi. Tel: 535889 Fax: (021) 5691809 Telex: 23444
LAHORE: 8th Floor, Al-Jannat Building, Bank Square, Nila Gumbad, Lahore. Tel: 321810-7235202-7235201-7238213 Fax: (042) 7235201 Telex: 44091 Letex PK
SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talai Road, Sialkot. Tel: (0432) 68451
FAISALABAD: 2nd Floor, Arifan Plaza, Qaswall Road, Faisalabad. Tel: (0411) 827264

Mr. Kenneth Rugg. Ex. V.P Fax: (201) 288 0843
 Floroasynth Inc.
 300 North Street
 Teterboro, N.J. 07608
 U.S.A.

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 15 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

I will be in Pakistan until the middle of December and will be available to you or your staff in drafting letters, recommending information to be sent, establishing what you want from the American company etc. You may contact me at my offices in Karachi Tel. (021) 242-3895, Fax (021) 242-3892 or Islamabad, Tel.(051) 819216, Fax (051) 826265. My Cellular phone is (0342) 371125. At that time we can arrange a meeting.

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Sincerely,

FRED JEROY
 Team Leader
 USAID Private Investment Expansion Program
 Pakistan.

C.C Howard Imhof - Electronics
 Robert Swanson - Agribusiness
 Abe Zoss - Chemicals
 Mike Montemayor - Plastics
 Ronco - Washington D.C
 Jeroy File - Pakistan - Third Phase.

- **ELECTRONICS SECTOR**

MANAGEMENT & FINANCIAL APPLICATIONS
(PRIVATE) LIMITED **MFA**

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Syed Athar Mahmood
Ayenbee (Pvt) Limited
113 Sector 27,
Korangi Industrial Area
Karachi.

November 04, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. Steven Fleming V.P Fax: (619) 535 0130
Autosplice Inc.
10121 Barnes Canyon Road.
San Diego, Ca 92121
U.S.A.

Mr. Gary D. George Fax: (313) 252 8364
Chrysler Corporation
12000 Chrysler Drive
CIMS 416.16.16
Highland park, MI 48288

Ms. Beth Baker Fax: (410) 716 3900
Black & Decker Inc.
International Marketing
701 East Joppa Road
Towson MD 21204
U.S.A.

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 15 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

Flat # 6, 7 & 9, QADOOS PLAZA, BLOCK 13-E, MARKAZ F-7, ISLAMABAD. TEL: 826265 - 818125, FAX: 826265, TELEX : 54043 PEAL PK.

Other Offices:

KARACHI: 6-A, Kehkashan Town House, Steel Crete, Plot FL-2, Block V, Kehkashan, Clifton, Karachi. Tel: 535689 Fax: (021) 5691609 Telex: 23444
LAHORE: 8th Floor, Al-Jannat Building, Bank Square, Nis Gumbad, Lahore. Tel: 321810-7235202-7235201-7238213 Fax: (042) 7235201 Telex: 44091 Latex PK
SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talai Road, Sialkot. Tel: (0432) 88451
FAISALABAD: 2nd Floor, Arifan Plaza, Qarnwal Road, Faisalabad. Tel: (0411) 627264

I will be in Pakistan until the middle of December and will be available to you or your staff in drafting letters, recommending information to be sent, establishing what you want from the American company etc. You may contact me at my offices in Karachi Tel. (021) 242-3895, Fax (021) 242-3892 or Islamabad, Tel. (051) 819216, Fax (051) 826265. My Cellular phone is (0342) 371125. At that time we can arrange a meeting.

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Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

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FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
 Robert Swanson - Agribusiness
 Abe Zoss - Chemicals
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 Ronco - Washington D.C .
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FRED JEROY
Team Leader
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Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

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Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

| | | | |
|-----|--------------------------------------|---|--------------|
| C.C | Howard Imhof | - | Electronics |
| | Robert Swanson | - | Agribusiness |
| | Abe Zoss | - | Chemicals |
| | Mike Montemayor | - | Plastics |
| | Ronco - Washington D.C | | |
| | Jeroy File - Pakistan - Third Phase. | | |

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Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS

(PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Dr. Shahid Khan
Micropak (Pvt) Limited
I-9, Industrial Area
Islamabad.

November 04, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. John Bradshaw Fax: (713) 374 9821
COMPAQ
P.O. Box-692060
M.S. 070202
Houston, TX 77269-2000
U.S.A.

Mr. Charles Q. Scrantom Fax: (714) 979 0468
Scrantom Engineering, Inc.
3550 Cadillac Ave
Costa Mesa, CA 92626
U.S.A.

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 15 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

I will be in Pakistan until the middle of December and will be available to you or your staff in drafting letters, recommending information to be sent, establishing what you want from the American company etc. You may contact me at my offices in Karachi Tel. (021) 242-3895, Fax (021) 242-3892 or Islamabad, Tel. (051) 819216, Fax (051) 826265. My Cellular phone is (0342) 371125. At that time we can arrange a meeting.

Flat # 6, 7 & 9, QADOOS PLAZA, BLOCK 13-E, MARKAZ F-7, ISLAMABAD. TEL: 826265 918125, FAX: 826265, TELEX : 54043 PEAL PK.

Other Offices:

KARACHI: 8-A, Kalkashan Town House, Steel Crete, Plot FL-2, Block V, Kalkashan, Clifton, Karachi. Tel: 535689 Fax: (021) 5691609 Telex: 23444
LAHORE: 6th Floor, Al-Jannat Building, Bank Square, M.A. Gumbad, Lahore. Tel: 321810-7235202-7235201-7238213 Fax: (042) 7235201 Telex: 44091 Letex PK
SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talai Road, Sialkot. Tel: (0432) 88451
FISALABAD: 2nd Floor, Arhan Plaza, Qanwell Road, Faisalabad. Tel: (0411) 827264

Since the USAID program will end on 30 December, 1993, we should plan to HAVE a strong line of communication established between you and the American Corporation(s) at that time. Therefore the more immediate your beginning of the relationship the better for you and your company. Call or fax me as soon as possible if you wish to arrange a meeting in my office, remember our cut-off date is 15 November.

Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
 Robert Swanson - Agribusiness
 Abe Zoss - Chemicals
 Mike Montemayor - Plastics
 Ronco - Washington D.C
 Jeroy File - Pakistan - Third Phase.

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Team Leader
USAID Private Investment Expansion Program
Pakistan.

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Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
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Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
 Robert Swanson - Agribusiness
 Abe Zoss - Chemicals
 Mike Montemayor - Plastics
 Ronco - Washington D.C
 Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS (PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Asif Siddique
SABRO [S.A Brothers (Pvt) Ltd]
77-78 Sector I-9
Islamabad.

November 04, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. David H. Fenton Fax: (508) 993 9941
International Dryer Corporation
74 Kilburn Street
New Bedford, Mass 02740
U.S.A.

Mr. Raju Yenamandra Fax: (805) 388 6395
Siemens Solar Technology
Industries
4650 Adahr Lane
Camarillo, Ca 93011 - 6032
U.S.A.

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 15 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

I will be in Pakistan until the middle of December and will be available to you or your staff in drafting letters, recommending information to be sent, establishing what you want from the American company etc. You may contact me at my offices in Karachi Tel. (021) 242-3895, Fax (021) 242-3892 or Islamabad, Tel. (051) 819216, Fax (051) 826265. My Cellular phone is (0342) 371125. At that time we can arrange a meeting.

Flat # 6, 7 & 9, QADOOS PLAZA, BLOCK 13-E, MARKAZ F-7, ISLAMABAD. TEL: 826265 - 818125, FAX: 826265, TELEX : 54043 PEAL PK.

Other Offices:

KARACHI: 6-A, Kehkashan Town House, Steel Crete, Plot FL-2, Block V, Kehkashan, Clifton, Karachi. Tel: 535689 Fax: (021) 5691809 Telex: 23444
LAHORE: 8th Floor, AJ-Jannat Building, Bank Square, NBA Gumbad, Lahore. Tel: 321610-7235202-7235201-7238213 Fax: (042) 7235201 Telex: 44091 Latex PK
SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talal Road, Sialkot. Tel: (0432) 86451
FAISALABAD: 2nd Floor, Arlan Plaza, Qanwal Road, Faisalabad. Tel: (0411) 827264

Since the USAID program will end on 30 December, 1993, we should plan to HAVE a strong line of communication established between you and the American Corporation(s) at that time. Therefore the more immediate your beginning of the relationship the better for you and your company. Call or fax me as soon as possible if you wish to arrange a meeting in my office, remember our cut-off date is 15 November.

Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS

(PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Engr. Shahmir Khan
SIPKA Manufacturing (Pvt) Limited
8-D, Block-6
P.E.C.H.S.
Karachi.

November 04, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. Pierre Goval, President Fax: (206) 746 6384
SGC Inc.
13737 S.E 26th Street
Belleuve, Wash 98005
U.S.A

Mr. Ed Shulman Fax: (408) 746 6384
Aydin Corporation (West)
30/32 Great Oaks Blvd.
San Jose, CA 95119 - 1371
U.S.A.

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 15 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

I will be in Pakistan until the middle of December and will be available to you or your staff in drafting letters, recommending information to be sent, establishing what you want from the American company etc. You may contact me at my offices in Karachi Tel. (021) 242-3895, Fax (021) 242-3892 or Islamabad, Tel.(051) 819216, Fax (051) 826265. My Cellular phone is (0342) 371125. At that time we can arrange a meeting.

Flat # 6, 7 & 9, QADOOS PLAZA, BLOCK 13-E, MARKAZ F-7, ISLAMABAD. TEL: 826265 - 818125, FAX: 826265, TELEX : 54043 PEAL PK

Other Offices:

KARACHI: 6-A, Kehkashan Town House, Steel Crete, Plot FL-2, Block V, Kehkashan, Clifton, Karachi, Tel: 535689 Fax: (021) 5691809 Telex: 23444
LAHORE: 8th Floor, Al-Jannat Building, Bank Square, Nisā Gumbad, Lahore, Tel: 321810-7235202-7235201-7238213 Fax: (042) 7235201 Telex: 44091 Leter PK
SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talai Road, Sialkot, Tel: (0432) 86451
FAISALABAD: 2nd Floor, Arden Plaza, Qaswall Road, Faisalabad, Tel: (0411) 827264

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Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS (PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Jamshad-ur-Rehman
Solid State Electronics Industry
Plot No.14, Sector 20,
Korangi Industrial Area
Karachi.

November 04, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. Pierre Govel, President Fax: (206) 746 6384
SGC Inc.
13737 S.E 26th Street
Belleuve, Wash 98005
U.S.A

Ms. Beth Baker Fax: (410) 716 3900
International Marketing
Black & Decker Inc.
701 East Joppa Road
Towson. MD 21204
U.S.A.

Mr. Charles Q. Scrantom Fax: (714) 979 0468
Scrantom Engineering Inc.
3550 Cadillac Ave
Costa Mesa CA 92626
U.S.A.

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I will be in Pakistan until the middle of December and will be available to you or your staff in drafting letters, recommending

Flat # 6, 7 & 9, QADOOS PLAZA, BLOCK 13-E, MARKAZ F-7, ISLAMABAD. TEL: 826265 - 818125, FAX: 826265, TELEX : 54043 PEAL PV

Other Offices:

KARACHI: 6-A, Kehkashan Town House, Steel Crest, Plot FL-2, Block V, Kehkashan, Clifton, Karachi. Tel: 535689 Fax: (021) 5991609 Telex: 23444
LAHORE: 6th Floor, Al-Janna Building, Bank Square, Mile Gumbad, Lahore. Tel: 321810-7235202-7235201-7238213 Fax: (042) 7235201 Telex: 44081 Lalex PK
SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talal Road, Sialkot. Tel: (0432) 88451
FAISALABAD: 2nd Floor, Arfen Plaza, Genwell Road, Faisalabad. Tel: (0411) 627264

-69-

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Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

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Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
 Robert Swanson - Agribusiness
 Abe Zoss - Chemicals
 Mike Montemayor - Plastics
 Ronco - Washington D.C
 Jeroy File - Pakistan - Third Phase.

• **PLASTICS SECTOR**

MANAGEMENT & FINANCIAL APPLICATIONS

(PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Mr. Zafar Adamjee
Director
Adamjee Polycrafts Limited
Adamjee House, 10th Floor
I.I. Chundrigar Road
Karachi.

November 18, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. Bill Borough
President
Yosemite Packaging Technologies
403359 Highway 41
Oakhurst CA 93644
U.S.A.

Fax: (209) 683-0626
Ph : (209) 683-5055

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 25 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

I will be in Pakistan until the middle of December and will be available to you or your staff in drafting letters, recommending information to be sent, establishing what you want from the American company etc. You may contact me at my offices in Karachi Tel. (021) 242-3895, Fax (021) 242-3892 or Islamabad, Tel. (051) 819216, Fax (051) 826265. My Cellular phone is (0342) 371125. At that time we can arrange a meeting.

Since the USAID program will end on 30 December, 1993, we should plan to HAVE a strong line of communication established between you and the American Corporation(s) at that time. Therefore the more immediate your beginning of the relationship the better

Flat # 6, 7 & 9. QADOOS PLAZA, BLOCK 13-E, MARKAZ F-7, ISLAMABAD. TEL: 826265 - 818125, FAX: 826265, TELEX : 54043 PEAL PK.

Other Offices:

KARACHI: 6-A, Kehkashan Town House, Steel Crest, Plot FL-2, Block V, Kehkashan, Clifton, Karachi. Tel: 535889 Fax: (021) 5691809 Telex: 23444
LAHORE: 6th Floor, Al-Jannat Building, Bank Square, Nisra Gumbad, Lahore. Tel: 321810-7235202-7235201-7238213 Fax: (042) 7235201 Telex: 44091 Latax PK
SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talal Road, Sialkot. Tel: (0432) 88451
FAISALABAD: 2nd Floor, Arifan Plaza, Osarwall Road, Faisalabad. Tel: (0411) 827264

for you and your company. Call or fax me as soon as possible if you wish to arrange a meeting in my office, remember our cut-off date is 25 November.

Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
 Robert Swanson - Agribusiness
 Abe Zoss - Chemicals
 Mike Montemayor - Plastics
 Ronco - Washington D.C
 Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS

(PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Mr. Aziz Damji
Agricides (Pvt) Limited
Marine Trade Center
BC 3, Kehkashan, Block-9
Clifton,
Karachi.

November 04, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. John Jordan, Pres Fax: (201) 569-9237
Irridelco International Corporation
140 Sylvan Avenue
Englewood Cliffs, NJ 07632
U.S.A.

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 15 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

I will be in Pakistan until the middle of December and will be available to you or your staff in drafting letters, recommending information to be sent, establishing what you want from the American company etc. You may contact me at my offices in Karachi Tel. (021) 242-3895, Fax (021) 242-3892 or Islamabad, Tel. (051) 819216, Fax (051) 826265. My Cellular phone is (0342) 371125. At that time we can arrange a meeting.

Since the USAID program will end on 30 December, 1993, we should plan to HAVE a strong line of communication established between you and the American Corporation(s) at that time. Therefore

Flat # 6, 7 & 9, QADOOS PLAZA, BLOCK 13-E, MARKAZ F-7, ISLAMABAD. TEL: 826265 - 818125, FAX: 826265, TELEX : 54043 PEAL PK.

Other Offices:

KARACHI: 6-A, Kehkashan Town House, Steel Crete, Plot FL-2, Block V, Kehkashan, Clifton, Karachi. Tel: 535689 Fax: (021) 5691809 Telex: 23444
LAHORE: 8th Floor, Al-Jannat Building, Bank Square, Nisā Gumbad, Lahore. Tel: 321810-7235202-7235201-7238213 Fax: (042) 7235201 Telex: 44061 Leter PK
SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talai Road, Sialkot. Tel: (0432) 88451
FAISALABAD: 2nd Floor, Artisan Plaza, Qanwell Road, Faisalabad. Tel: (0411) 827264

-76-

the more immediate your beginning of the relationship the better for you and your company. Call or fax me as soon as possible if you wish to arrange a meeting in my office, remember our cut-off date is 15 November.

Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

for you and your company. Call or fax me as soon as possible if you wish to arrange a meeting in my office, remember our cut-off date is 25 November.

Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS

MFA

(PRIVATE) LIMITED

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Mr. Shaukat Raza Mirza
President
Engro Chemical Pakistan Limited.
PNSC Building, M.T. Khan Road
Karachi-74000

November 18, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. Paul Teta
Business Manager
Amoco Corporation
200 East Randolph Drive
Chicago, IL 60601
U.S.A.

Fax: (312) 856-7026
Ph : (312) 856-6111

Mr. Russell Clark Jr.
Director Licensing
Huntsman Chemicals
5100 Bainbridge Blvd.
Chesapeake, VA 23320
U.S.A.

Fax: (804) 494-2721
Ph : (804) 494-2577

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 25 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

I will be in Pakistan until the middle of December and will be available to you or your staff in drafting letters, recommending information to be sent, establishing what you want from the American company etc. You may contact me at my offices in Karachi Tel. (021) 242-3895, Fax (021) 242-3892 or Islamabad, Tel. (051) 819216, Fax (051) 826265. My Cellular phone is (0342) 371125. At that time we can arrange a meeting.

Flat # 6, 7 & 9, QADOOS PLAZA, BLOCK 13-E, MARKAZ F-7, ISLAMABAD. TEL: 826265 - 818125, FAX: 826265, TELEX : 54043 PEAL PK.

Other Offices:

KARACHI: 6-A, Kehkashan Town House, Steel Crete, Plot FL-2, Block V, Kehkashan, Clifton, Karachi. Tel: 535689 Fax: (021) 5691809 Telex: 23444
LAHORE: 8th Floor, Al-Jannah Building, Bank Square, Nisā Gumbad, Lahore. Tel: 321810-7235202-7235201-7238213 Fax: (042) 7235201 Telex: 44091 Leter PK
SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talal Road, Sialkot. Tel: (0432) 88451
FAISALABAD: 2nd Floor, Arifan Plaza, Garwall Road, Faisalabad. Tel: (0411) 827284

- 80 -

Since the USAID program will end on 30 December, 1993, we should plan to HAVE a strong line of communication established between you and the American Corporation(s) at that time. Therefore the more immediate your beginning of the relationship the better for you and your company. Call or fax me as soon as possible if you wish to arrange a meeting in my office, remember our cut-off date is 25 November.

Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
 Robert Swanson - Agribusiness
 Abe Zoss - Chemicals
 Mike Montemayor - Plastics
 Ronco - Washington D.C
 Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS

(PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Mr. Jawed Iqbal Siddiqui
Technical Director
Jawed Metal Industries (Pvt) Limited
1 D-8, Stree-9, 16-B,
North Karachi-75850
Karachi.

November 04, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. Harold Zuber
International Business Development
Beres Industries Inc.
1785 Swarthmore Ave.
Lakewood, N.J. 08701
U.S.A.

Fax: (908) 363-5085

Mr. Nam Y. Yung, Pres. & CEO
CURA
3300 Edward Avenue
Santa Clara, CA 95054.
U.S.A.

Fax: (408) 982-1441

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 15 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

I will be in Pakistan until the middle of December and will be available to you or your staff in drafting letters, recommending information to be sent, establishing what you want from the

Flat # 6, 7 & 9, QADOOS PLAZA, BLOCK 13-E, MARKAZ F-7, ISLAMABAD. TEL: 826265 - 818125, FAX: 826265, TELEX : 54043 PEAL PK.

Other Offices:

KARACHI: 6-A, Kalkashan Town House, Steel Crest, Plot FL-2, Block V, Kalkashan, Clifton, Karachi. Tel: 535669 Fax: (021) 5691609 Telex: 23444
LAHORE: 6th Floor, Al-Jannat Building, Bank Square, Nila Gumbard, Lahore. Tel: 321610-7235202-7235201-7238213 Fax: (042) 7235201 Telex: 44091 Lextex PK
SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ham Talai Road, Sialkot. Tel: (0432) 88451
FAISALABAD: 2nd Floor, Arden Plaza, Orwell Road, Faisalabad. Tel: (0411) 827264

- 82 -

American company etc. You may contact me at my offices in Karachi Tel. (021) 242-3895, Fax (021) 242-3892 or Islamabad, Tel.(051 819216, Fax (051) 826265. My Cellular phone is (0342) 371125. At that time we can arrange a meeting.

Since the USAID program will end on 30 December, 1993, we should plan to HAVE a strong line of communication established between you and the American Corporation(s) at that time. Therefore the more immediate your beginning of the relationship the better for you and your company. Call or fax me as soon as possible if you wish to arrange a meeting in my office, remember our cut-off date is 15 November.

Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS

(PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Mr. Jawed Iqbal Siddiqui
Technical Director
Jawed Metal Industries (Pvt) Limited
1 D-8, Stree-9, 16-B,
North Karachi-75850
Karachi.

November 18, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

| | |
|------------------------------|---------------------|
| Mr. Gary D. George | Fax: (313) 252-8364 |
| Int'l Operations | Ph : (313) 956-1489 |
| Chrysler Corporation | |
| 12000 Chrysler Dr. | |
| Highland Park, MI 48288-1919 | |

This is additional information in addition to our letter of November 04, 1993.

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 25 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

I will be in Pakistan until the middle of December and will be available to you or your staff in drafting letters, recommending information to be sent, establishing what you want from the American company etc. You may contact me at my offices in Karachi Tel. (021) 242-3895, Fax (021) 242-3892 or Islamabad, Tel.(051) 819216, Fax (051) 826265. My Cellular phone is (0342) 371125. At that time we can arrange a meeting.

Flat # 6, 7 & 9, QADOOS PLAZA, BLOCK 13-E, MARKAZ F-7, ISLAMABAD. TEL: 826265 - 818125, FAX: 826265, TELEX : 54043 PEAL PK.

Other Offices:

KARACHI: 6-A, Kehkashan Town House, Steel Crets, Plot FL-2, Block V, Kehkashan, J/Thon, Karachi. Tel: 535689 Fax: (021) 5691809 Telex: 23444
LAHORE: 6th Floor, Al-Jannat Building, Bank Square, Nila Gumbad, Lahore. Tel: 32/810-7235202-7235201-7238213 Fax: (042) 7235201 Telex: 44091 Letax PK
SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talai Road, Sialkot. Tel: (0432) 88461
ISLAMABAD: 2nd Floor, Ardon Plaza, Conwell Road, Faisalabad. Tel: (0411) 827267

- 84 -

Since the USAID program will end on 30 December, 1993, we should plan to HAVE a strong line of communication established between you and the American Corporation(s) at that time. Therefore the more immediate your beginning of the relationship the better for you and your company. Call or fax me as soon as possible if you wish to arrange a meeting in my office, remember our cut-off date is 25 November.

Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS

(PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Mr. Azeem H. Mandviwalla
Director
Mandviwalla Mauser Plastics Industries Ltd.
Works C-5, Uthal Industrial Estate
Uthal Distt.
Lasbella

November 18, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. Rogelio Reyes
Sales Manager
Plastics & Equipment Sales Co.
1801 Holste Road
Northbrook, IL 60062
U.S.A.

Fax: (708) 559-9878
Ph : (708) 559-9855

OR

6001 NW 37th Ave.
Miami Fl 33142
U.S.A.

Fax: (305) 634-8941
Ph : (305) 635-1920

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 25 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

I will be in Pakistan until the middle of December and will be available to you or your staff in drafting letters, recommending information to be sent, establishing what you want from the American company etc. You may contact me at my offices in Karachi Tel. (021) 242-3895, Fax (021) 242-3892 or Islamabad, Tel. (051) 819216, Fax (051) 826265. My Cellular phone is (0342) 371125. At that time we can arrange a meeting.

Flat # 6, 7 & 9, QADOOS PLAZA, BLOCK 13-E, MARKAZ F-7, ISLAMABAD. TEL: 826265 - 818125, FAX: 826265, TELEEX : 54043 PEAL PK.

Other Offices:

KARACHI: 6-A, Kehkashan Town House, Steel Crete, Plot FL-2, Block V, Kehkashan, Clifton, Karachi. Tel: 536889 Fax: (021) 5691809 Teleex: 23444
LAHORE: 6th Floor, Al-Jannat Building, Bank Square, Nisla Gumbad, Lahore. Tel: 321810-7235202-7238201-7238213 Fax: (042) 7235201 Teleex: 44091 Leter PK
SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talal Road, Sialkot. Tel: (0432) 88451
FAISALABAD: 2nd Floor, Arfan Plaza, Qanweel Road, Faisalabad. Tel: (0411) 827264

- 86 -

Since the USAID program will end on 30 December, 1993, we should plan to HAVE a strong line of communication established between you and the American Corporation(s) at that time. Therefore the more immediate your beginning of the relationship the better for you and your company. Call or fax me as soon as possible if you wish to arrange a meeting in my office, remember our cut-off date is 25 November.

Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS

MFA

(PRIVATE) LIMITED

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Mr. Naveed Malik
Master Enterprises (Pvt) Ltd.
Master House
54-Darul Aman Cooperative Housing Society
Sharea Faisal
Karachi.

November 18, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. Jerry Bonnet
President
S.E.R.I.
2740 Arts St.
New Orleans, LA 70117
U.S.A.

Fax: (504) 948-6916
Ph : (504) 943-4552

George Braddon
President
Commodore Machine Co.
26 Maple Ave.
Bloomfield, NY 14469
U.S.A.

Fax: (716) 657-6400
Ph : (716) 657-7777

Mr. Gary D. George
Int'l Operations
Chrysler Corporation
12000 Chrysler Dr.
Highland Park, MI 48288-1919

Fax: (313) 252-8364
Ph : (313) 956-1489

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 25 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

Flat # 6, 7 & 9, QADOOS PLAZA, BLOCK 13-E, MARKAZ F-7, ISLAMABAD. TEL: 826265 - 818125, FAX: 826265, TELEX : 54043 PEAL PK.

Other Offices:

KARACHI: 6-A, Kahkashan Town House, Steel Crest, Plot FL-2, Block V, Kahkashan, Clifton, Karachi. Tel: 535689 Fax: (021) 5691609 Telex: 23444
LAHORE: 8th Floor, Al-Jannat Building, Bank Square, Nisā Gumbad, Lahore. Tel: 321610-7235202-7235201-7238213 Fax: (042) 7235201 Telex: 44091 Lslax PK
SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talal Road, Sialkot. Tel: (0432) 88451
Faisalabad: 2nd Floor, Artisan Plaza, Canal Road, Faisalabad. Tel: (0411) 627204

I will be in Pakistan until the middle of December and will be available to you or your staff in drafting letters, recommending information to be sent, establishing what you want from the American company etc. You may contact me at my offices in Karachi Tel. (021) 242-3895, Fax (021) 242-3892 or Islamabad, Tel.(051) 819216, Fax (051) 826265. My Cellular phone is (0342) 371125. At that time we can arrange a meeting.

Since the USAID program will end on 30 December, 1993, we should plan to HAVE a strong line of communication established between you and the American Corporation(s) at that time. Therefore the more immediate your beginning of the relationship the better for you and your company. Call or fax me as soon as possible if you wish to arrange a meeting in my office, remember our cut-off date is 25 November.

Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
 Robert Swanson - Agribusiness
 Abe Zoss - Chemicals
 Mike Montemayor - Plastics
 Ronco - Washington D.C
 Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS

MFA

(PRIVATE) LIMITED

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Mr. Maqbool Ellahi
Managing Director
Metaplast (Private) Limited
F-212, S.I.T.E.
Karachi.

November 18, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. Rogelio Reyes
Sales Manager
Plastics & Equipment Sales Co.
1801 Holste Road
Northbrook, IL 60062
U.S.A.

Fax: (708) 559-9878
Ph : (708) 559-9855

OR

6001 NW 37th Ave.
Miami Fl 33142
U.S.A.

Fax: (305) 634-8941
Ph : (305) 635-1920

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 25 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

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Flat # 6, 7 & 9, QADOOS PLAZA, BLOCK 13-E, MARKAZ F-7, ISLAMABAD. TEL: 826265 - 818125, FAX: 826265, TELEX : 54043 PEAL PK.

Other Offices:

KARACHI: 6-A, Kehkashan Town House, Steel Crest, Plot FL-2, Block V, Kehkashan, Clifton, Karachi. Tel: 535699 Fax: (021) 5691609 Telex: 23444
LAHORE: 8th Floor, Al-Jannat Building, Bank Square, Nisā Gumbad, Lahore. Tel: 321610-7235202-7235201-7238213 Fax: (042) 7235201 Telex: 44091 Latex PK
SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Rem Talal Road, Sialkot. Tel: (0432) 66451
Faisalabad: 2nd Floor, Arfan Plaza, Chawwall Road, Faisalabad. Tel: (0411) 627264

Since the USAID program will end on 30 December, 1993, we should plan to HAVE a strong line of communication established between you and the American Corporation(s) at that time. Therefore the more immediate your beginning of the relationship the better for you and your company. Call or fax me as soon as possible if you wish to arrange a meeting in my office, remember our cut-off date is 25 November.

Sincerely,

6

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
 Robert Swanson - Agribusiness
 Abe Zoss - Chemicals
 Mike Montemayor - Plastics
 Ronco - Washington D.C
 Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS

(PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Mr. Shakil Ahmed
Managing Director
Pak Atlas Plastic Industries (Pvt) Ltd.
Faqir Mohammad, Durra Khan Road
Usmanabad
Karachi.

November 18, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. Rogelio Reyes
Sales Manager
Plastics & Equipment Sales Co.
1801 Holste Road
Northbrook, IL 60062
U.S.A.

Fax: (708) 559-9878
Ph : (708) 559-9855

OR

6001 NW 37th Ave.
Miami Fl 33142
U.S.A.

Fax: (305) 634-8941
Ph : (305) 635-1920

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Flat # 6, 7 & 9, QADOOS PLAZA, BLOCK 13-E, MARKAZ F-7, ISLAMABAD. TEL: 826265 - 818125, FAX: 826265, TELEX : 54043 PEAL PK.

Other Offices:

KARACHI: 6-A, Kalkashan Town House, Steel Crest, Plot FL-2, Block V, Kalkashan, C/No. Karachi. Tel: 535089 Fax: (021) 5691609 Telex: 23444
LAHORE: 6th Floor, Al-Jannat Building, Bank Square, Nisā Gumbad, Lahore. Tel: 321810-7235202-7235201-7238213 Fax: (042) 7235201 Telex: 44091 Leter PK
SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talai Road, Sialkot. Tel: (0432) 88451
FAISALABAD: 2nd Floor, Arifan Plaza, Calwell Road, Faisalabad. Tel: (0411) 827264

- 70 -

Since the USAID program will end on 30 December, 1993, we should plan to HAVE a strong line of communication established between you and the American Corporation(s) at that time. Therefore the more immediate your beginning of the relationship the better for you and your company. Call or fax me as soon as possible if you wish to arrange a meeting in my office, remember our cut-off date is 25 November.

Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

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Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS (PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Mr. Feroz U. Khan
Chief Executive
Omar Jabran
DSU-10
Pakistan Steel Industries Estate
Bin Qasim,
KARACHI.

November 18, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. Gary D. George Fax: (313) 252-8364
Int'l Operations Ph : (313) 956-1489
Chrysler Corporation
12000 Chrysler Dr.
Highland Park, MI 48288-1919
U.S.A.

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 25 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

I will be in Pakistan until the middle of December and will be available to you or your staff in drafting letters, recommending information to be sent, establishing what you want from the American company etc. You may contact me at my offices in Karachi Tel. (021) 242-3895, Fax (021) 242-3892 or Islamabad, Tel.(051) 819216, Fax (051) 826265. My Cellular phone is (0342) 371125. At that time we can arrange a meeting.

Since the USAID program will end on 30 December, 1993, we should plan to HAVE a strong line of communication, established between you and the American Corporation(s) at that time. Therefore the more immediate your beginning of the relationship the better

Flat # 6, 7 & 9, QADOOS PLAZA, BLOCK 13-E, MARKAZ F-7, ISLAMABAD. TEL: 826265 - 818125, FAX: 826265, TELEX : 54043 PEAL PK

Other Offices:

KARACHI: 6-A, Kehkashan Town House, Steel Crest, Plot FL-2, Block V, Kehkashan, Clifton, Karachi. Tel: 535689 Fax: (021) 5691609 Telex: 23444
LAHORE: 6th Floor, Al-Jannat Building, Bank Square, Nisla Gumbad, Lahore. Tel: 321810-7235202-7235201-7238213 Fax: (042) 7235201 Telex: 44091 Leter PK
SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talai Road, Sialkot. Tel: (0432) 88451
FAISALABAD: 2nd Floor, Arfan Plaza, Darwall Road, Faisalabad. Tel: (0411) 827264

for you and your company. Call or fax me as soon as possible if you wish to arrange a meeting in my office, remember our cut-off date is 25 November.

Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
 Robert Swanson - Agribusiness
 Abe Zoss - Chemicals
 Mike Montemayor - Plastics
 Ronco - Washington D.C
 Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS

(PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Mr. Rayaz Shaffi
Pakistan PVC Limited
9th Floor, Al-Haroon,
Garden Road
Karachi.

November 04, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. Raiz H. Waraichi
Old World Industries
4065 Commercial Avenue
Northbrook, ILL 60062-1851
U.S.A.

Fax: (708) 559-1329

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 15 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

I will be in Pakistan until the middle of December and will be available to you or your staff in drafting letters, recommending information to be sent, establishing what you want from the American company etc. You may contact me at my offices in Karachi Tel. (021) 242-3895, Fax (021) 242-3892 or Islamabad, Tel.(051) 819216, Fax (051) 826265. My Cellular phone is (0342) 371125. At that time we can arrange a meeting.

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Flat # 6, 7 & 9, QADOOS PLAZA, BLOCK 13-E, MARKAZ F-7, ISLAMABAD. TEL: 826265 - 818125, FAX: 826265, TELEX : 54043 PEAL PK.

Other Offices:

KARACHI: 6-A, Kehkasha: Town House, Steel Crest, Plot FL-2, Block V, Kohkashan, Clifton, Karachi, Tel: 535689 Fax: (021) 5691609 Telex: 23444
LAHORE: 6th Floor, Al-Jannat Building, Bank Square, Nila Gumbad, Lahore, Tel: 321610-7235202-7235201-7238213 Fax: (042) 7235201 Telex: 44091 Lotex PK
SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talai Road, Sialkot, Tel: (0432) 88451
FAISALABAD: 2nd Floor, Artex Plaza, Corwell Road, Faisalabad, Tel: (0411) 627264

-98-

for you and your company. Call or fax me as soon as possible if you wish to arrange a meeting in my office, remember our cut-off date is 15 November.

Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

for you and your company. Call or fax me as soon as possible if you wish to arrange a meeting in my office, remember our cut-off date is 25 November.

Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS
(PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Mr. Iqbal Alam
Managing Director
Plastic Crafters (Pvt) Limited
L/A-6, Block 22
Federal B Industrial Area
Karachi-38

November 18, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. John Godshall
Igloo
1001 West Sam Houston
Parkway North
Houston, Texas 77043
U.S.A.

Fax: (713) 465-2009
Ph : (713) 465-2571

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 25 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

I will be in Pakistan until the middle of December and will be available to you or your staff in drafting letters, recommending information to be sent, establishing what you want from the American company etc. You may contact me at my offices in Karachi Tel. (021) 242-3895, Fax (021) 242-3892 or Islamabad, Tel. (051) 819216, Fax (051) 826265. My Cellular phone is (0342) 371125. At that time we can arrange a meeting.

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Flat # 6, 7 & 9, QADOOS PLAZA, BLOCK 13-E, MARKAZ F-7, ISLAMABAD. TEL: 826265 - 818125, FAX: 826265, TELEX : 54043 PEAL PK.

Other Offices:

KARACHI: 6-A, Kehkashan Town House, Steel Crete, Plot FL-2, Block V, Kehkashan, Clifton, Karachi, Tel: 535689 Fax: (021) 5691809 Telex: 23444
LAHORE: 6th Floor, Al-Jannat Building, Bank Square, Nisā Gumbad, Lahore, Tel: 321810-7235202-7235201-7238213 Fax: (042) 7235201 Telex: 44091 Leter PK
SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talai Road, Sialkot, Tel: (0432) 88451
FISALABAD: 2nd Floor, Arfan Plaza, Qaswall Road, Faisalabad, Tel: (0411) 627264

for you and your company. Call or fax me as soon as possible if you wish to arrange a meeting in my office, remember our cut-off date is 25 November.

Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS
(PRIVATE) LIMITED **MFA**

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Mr. Saeed Ahmed
Raza International
Near Rice Sheller
Kohna Road, Kahna Kachha
Lahore.

November 04, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. John Jordan, President Fax: (201) 569-9237
Iridelco International Corporation
440 Slyran Avenue
Englewood Cliffs, N.J. 07637
U.S.A.

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 15 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

I will be in Pakistan until the middle of December and will be available to you or your staff in drafting letters, recommending information to be sent, establishing what you want from the American company etc. You may contact me at my offices in Karachi Tel. (021) 242-3895, Fax (021) 242-3892 or Islamabad, Tel.(051) 819216, Fax (051) 826265. My Cellular phone is (0342) 371125. At that time we can arrange a meeting.

Since the USAID program will end on 30 December, 1993, we should plan to HAVE a strong line of communication established between you and the American Corporation(s) at that time. Therefore the more immediate your beginning of the relationship the better

Other Offices: KARACHI: 2nd Floor, Airten Plaza, Chitwani Road, F-7/2, Islamabad. Tel: (0111) 1111111
LAHORE: 5th Floor, Zia Park, D-11, Gumbad. Tel: 331610-7275202-7275203
PESHAWAR: 1st Floor, M.F. Electronics, Ghosia Market, Ham Tala Road, Peshawar. Tel: (0432) 99451
RAISALABAD: 2nd Floor, Airten Plaza, Chitwani Road, F-7/2, Islamabad. Tel: (0111) 1111111

for you and your company. Call or fax me as soon as possible if you wish to arrange a meeting in my office, remember our cut-off date is 15 November.

Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

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Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

for you and your company. Call or fax me as soon as possible if you wish to arrange a meeting in my office, remember our cut-off date is 25 November.

Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

American company etc. You may contact me at my offices in Karachi Tel. (021) 242-3895, Fax (021) 242-3892 or Islamabad, Tel.(051) 819216, Fax (051) 826265. My Cellular phone is (0342) 371125. At that time we can arrange a meeting.

Since the USAID program will end on 30 December, 1993, we should plan to HAVE a strong line of communication established between you and the American Corporation(s) at that time. Therefore the more immediate your beginning of the relationship the better for you and your company. Call or fax me as soon as possible if you wish to arrange a meeting in my office, remember our cut-off date is 15 November.

Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS (PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Mr. Dawood Bhattu
Syed Engineers (Pvt) Limited
19-A/21-A, S.I.E.
Gujranwala

November 04, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. Harold Zuber
Intl Business Development
Beres Industries
1785 Swarthmore
Lakewood, N.J. 08701
U.S.A.

Fax: (908) 363-5085

Nam Y. Yung, Pres & CEO
CURA
3300 Edward Avenue
Santa Clara CA 95054
U.S.A.

Fax: (408) 982-1441

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 15 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

I will be in Pakistan until the middle of December and will be available to you or your staff in drafting letters, recommending information to be sent, establishing what you want from the American company etc. You may contact me at my offices in Karachi Tel. (021) 242-3895, Fax (021) 242-3892 or Islamabad, Tel. (051) 819216, Fax (051) 826265. My Cellular phone is (0342) 371125. At that time we can arrange a meeting.

Flat # 6, 7 & 9, QADOOS PLAZA, BLOCK 13-E, MARKAZ F-7, ISLAMABAD. TEL: 826265 - 818125, FAX: 826265, TELEX : 54043 PEAL PK.

Other Offices:

KARACHI: 6-A, Kalkashan Town House, Steel City, Plot FL-2, Block V, Kalkashan, Clifton, Karachi. Tel: 535889 Fax: (021) 592109 Telex: 23444
LAHORE: 6th Floor, Al-Jannat Building, Bank Square, Nis Gumbad, Lahore. Tel: 321810-721202-7235201-7236211 Fax: (042) 7735201 Telex: 44091 Latex PK
SIALKOT: 1st Floor, Al-Falah Electronics, Naseem Hayat Market, Ram Talai Road, Sialkot. Tel: (0432) 86451
Faisalabad: 2nd Floor, Arfan Plaza, Outwell Road, Faisalabad. Tel: (0411) 827264

Since the USAID program will end on 30 December, 1993, we should plan to HAVE a strong line of communication established between you and the American Corporation(s) at that time. Therefore the more immediate your beginning of the relationship the better for you and your company. Call or fax me as soon as possible if you wish to arrange a meeting in my office, remember our cut-off date is 15 November.

Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

MANAGEMENT & FINANCIAL APPLICATIONS (PRIVATE) LIMITED

MFA

MEMBER OF THE AASC. CONSULTING CONSORTIUM

Mr. Mr. S.M. Naqi
Synthetic Products Enterprises (Pvt) Ltd.
(SPEL)
127-S, Small Industries Estate,
Township, Kot Lakhpat
Lahore.

November 18, 1993

Dear Sir,

I returned to Pakistan 03 November, 1993 after 7 weeks in the United States. During this time we visited and talked to several American corporations about your company. The American corporation(s) which expressed serious interest in establishing a relationship with your organization are:-

Mr. Gary D. George Fax: (313) 252-8364
Int'l Operations Ph : (313) 956-1489
Chrysler Corporation
12000 Chrysler Dr.
Highland Park, MI 48288-1919
U.S.A.

This is additional contact information in addition to our letter of Novembr 04, 1993.

We have done the marketing ground work for you, now it is upto you. We suggest you contact (letter or fax) the above corporation(s) immediately or at latest by 25 November, giving them as much general information about your company as possible. Then when they come back with specific requests for information, you send it to them immediately.

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Since the USAID program will end on 30 December, 1993, we should plan to HAVE a strong line of communication established between you and the American Corporation(s) at that time. Therefore

Flat # 6, 7 & 9, QADOOS PLAZA, BLOCK 13-E, MARKAZ F-7, ISLAMABAD. TEL: 826265 - 818125, FAX: 826265, TELEX : 54043 PEAL PK.

Other Offices:

KARACHI: 6-A, Kalkashan Town House, Steel Crete, Plot FL-2, Block V, Kalkashan, C/No, Karachi. Tel: 536688 Fax: (021) 6681808 Telex: 23444
LAHORE: 6th Floor, Al-Jannat Building, Bank Square, Nisā Gumbad, Lahore. Tel: 321810-7233202-7236201-7238213 Fax: (042) 7236201 Telex: 44001 Leter PK
SIALKOT: 1st Floor, Al-Falah Electronics, Nazam Hayat Market, Ram Talal Road, Sialkot. Tel: (0432) 86481
FAISALABAD: 2nd Floor, Arlan Plaza, Qaswal Road, Faisalabad. Tel: (0411) 627284

-114-

the more immediate your beginning of the relationship the better for you and your company. Call or fax me as soon as possible if you wish to arrange a meeting in my office, remember our cut-off date is 25 November.

Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
 Robert Swanson - Agribusiness
 Abe Zoss - Chemicals
 Mike Montemayor - Plastics
 Ronco - Washington D.C
 Jeroy File - Pakistan - Third Phase.

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Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
 Robert Swanson - Agribusiness
 Abe Zoss - Chemicals
 Mike Montemayor - Plastics
 Ronco - Washington D.C
 Jeroy File - Pakistan - Third Phase.

I will be in Pakistan until the middle of December and will be available to you or your staff in drafting letters, recommending information to be sent, establishing what you want from the American company etc. You may contact me at my offices in Karachi Tel. (021) 242-3895, Fax (021) 242-3892 or Islamabad, Tel.(051) 819216, Fax (051) 826265. My Cellular phone is (0342) 371125. At that time we can arrange a meeting.

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Sincerely,

FRED JEROY
Team Leader
USAID Private Investment Expansion Program
Pakistan.

C.C Howard Imhof - Electronics
Robert Swanson - Agribusiness
Abe Zoss - Chemicals
Mike Montemayor - Plastics
Ronco - Washington D.C
Jeroy File - Pakistan - Third Phase.

ANNEX B
RESPONSE LETTERS/SAMPLE CORRESPONDENCE
(RONCO, Pakistani Firms, U.S. Firms)

● **AGRIBUSINESS SECTOR**

Pakistani Firms

Pakistan Industrial Promotors (Pvt) Ltd.

Icepac Limited

Azeem Food Industries, Ltd.

F.A. Business Systems

U.S. Firms

McDonald's Corporation

Burger King Corporation

Baskin Robbins Corporation

AL 8/11

Pakistan Industrial Promoters (Pvt.) Ltd.



Central Office, Polka Annexe
Hotel Metropole Building, Karachi-75520 (Pakistan)
Phones: 568-7421 (4 lines) Cable: "Chocharlun"
Fax: 92-21-568-2868 Telex: 21614 POLKA PK.

November 29th, 1993

Mr. Michael Quinian,
President,
McDonald's Plaza,
Oak Brook, IL 60521,
USA.

Fax: (708) 571-5666
Ph: (708) 571-1112

Re: PROPOSAL FOR A VENTURE IN PAKISTAN

Dear Sir,

Mr. Bob Swanson who has been in Pakistan on the USAID - RONCO Agribusiness program and the team leader, Fred Jeroy, have passed your name on to us. We have been informed that you may want to consider Pakistan in 1994. If so, we would like to include POLKA as an interested party in Pakistan. We are the largest Ice Cream manufacturing company in Pakistan, selling Ice Cream under the brand name of "POLKA". We have 70% of the total market share. We are very much interested in establishing an investment relationship between Polka and McDonald's.

Polka began its operations in 1972. At the present time it produces 1,250,000 ltrs. per month, in three (3) plants located in Karachi, Hub & Lahore. The Company has refrigerated depots in Islamabad & Peshawar, capable of 100,000 ltrs. storage. In transportation it has a fleet of 135 refrigerated vehicles. It employs 850 permanent and 400 temporary workers. It also has a brand named factory in Sharjah U.A.E. Polka holds the licensee agreement with Mövenpick Schöller in Pakistan and the U.A.E. The product is produced under strict quality control guidelines under the contract. Polka is poised to become a multi-country producer in this area of the world. It has the production, marketing & logistic experience to successfully further its expansion plans.

At the present time we are in process of diversifying our company and product base. Since most of our experience has been in the food line, we would like to do a primary expansion in this field. When McDonald's becomes interested in the possibility of entering the Pakistan market, we would appreciate it, if you could consider Pakistan Industrial Promoters as investors. At this time we are major stock holders in the first Venture Capital Fund in Pakistan, a Middle-East trading Co., Local TV station and a cassette

recording/manufacturing operation. Polka is also an ice cream supplier to the new Pizza Hut restaurants.

Therefore, in the above regard we would like to know as to what specific information would you need to know about us, as a Pakistani company ? What we can do for you ? What type of relationship you are seeking ? How can our company fit into your plans? Pakistan Industrial Promoters would welcome the possibility of beginning a dialogue with McDonald's to discuss the possibility of investing and introducing McDonald's into the Pakistani market.

Any information concerning McDonald's you wish to send us would be most appreciated. We, of course, would be more than willing to answer any of your enquiries about our firm.

Hoping to hear from you soon, we remain

Sincerely Yours,



A.L. ANSARI

Handwritten notes:
McDonald's
Franchise & Admin Center
1774 B
Washington D.C.

c.c. Ms. Debra L. Wiseman
International Franchising
McDonald's/Oak Brook

Pakistan Industrial Promoters (Pvt.) Ltd.



Central Office, Polka Annexe
Hotel Metropole Building, Karachi-75520 (Pakistan)
Phones: 568-7421 (4 lines) Cable: "Chocbarfun"
Fax: 92-21-568-2868 Telex: 21614 POLKA PK.

November 21, 1993

Mr. Paul Fischer
Director, International Operations,
Baskin-Robbins International,
31 Baskin-Robbins Plaza,
Glendale, Ca 91201
U.S.A.

Re: PROPOSAL FOR A VENTURE IN PAKISTAN

Dear Sir,

Mr. Bob Swanson and Fred Jeroy have passed your name on to us. We are the largest Ice Cream manufacturing company in Pakistan, selling Ice Cream under the brand name of "POLKA". We have 70% of the total market share. We are very much interested in establishing relationship with your company in the form of a joint venture between Polka and Baskin-Robbins. The Ice Cream Industry in Pakistan is in a growth stage of product life cycle which constitutes about 1.25 billion Rupees market in Pakistan which is equal to over US\$ 40 million.

Polka is a largest producer of Ice Cream in Pakistan. It began its operations in 1974. At the present time it produces 1,250,000 ltrs. per month, in three(3) plants located in Karachi, Hub & Lahore. The Company has refrigerated depots in Islamabad & Peshawar, capable of 100,000 ltrs. storage. In transportation it has a fleet of 135 refrigerated vehicles. It employs 850 permanent and 400 temporary workers. It also has brand named factory in Sharjah U.A.E. Polka holds the licensee agreement with Mövenpick Schöller in Pakistan and the U.A.E. The product is produced under strict quality control guidelines under the contract. Polka is poised to become a multi-country producer in this area of the world. It has the production, marketing & logistic experience to successfully further its expansion plans.

We, as a largest Ice Cream manufacturer in Pakistan are looking forward to meet the growing demand of Ice Cream which is increasing by more than 20% annually, by introducing the best product in Pakistan. Therefore, in the above regard we would like to

-124-

know that what specific information do you need to know about our company, as a Pakistani company. What we can do for you. What type of relationship you are seeking. How can our company fit into your plans. Polka would welcome the possibility of beginning a dialogue with Baskin-Robbins to discuss the possibility of introducing Baskin-Robbins products into the Pakistani market and perhaps to other countries.

Any Catalogs, Brochures and any other information about your company would be most appreciated .

Our financial references are as follows :-

1. AMERICAN EXPRESS BANK
Shaheen Complex,
I.I.Chundrigar Road,
Karachi.
2. HABIB BANK LIMITED
S.I.T.E Branch,
Karachi.

Hoping to hear from you soon, we remain

Sincerely Yours,



A.L. ANSARI

cc: I D J

ATT: MR. FRED JEROY

Mr. Paul Fischer
Baskin Robbins International
31 Baskin Robbins Plaza
Glendale, Ca 91201.
U. S. A.

Dear Sir,

It is our understanding that Baskin Robbins International desires to expand its business interest in Pakistan.

Mr. Robert Swanson, the agribusiness specialist of Ronco Corporation Washington DC, has informed us about the detailed meeting he has had with you on this topic.

Icepac Limited is a part of Ronco /US Aid private investment expansion program in Pakistan and will be pleased to further your interests in this part of the world by establishing a business relationship with your company.

Icepac Limited belongs to a group of companies involved in frozen food business, refrigerated transportation, commercial cold storages and foreign exchange trading. The group is owned and operated by individuals with U.S. education and finance and banking backgrounds.

Icepac and its sister concern M/S. Kold Karrier enjoy monopolistic positions in their respective fields in a market of 120 million people. Pakistan's proximity to the Middle East, East Asia and the Central Asian region provides yet another window of opportunity. In this regard, Icepac has already started exports of its frozen vegetables to the Middle East.

At this time, it will be appropriate to understand the specific needs and plans of your organization in order to formulate concrete proposal for consideration. Upon receipt of your feedback we will be glad to furnish more information about our operations.

We look forward to hearing from you at your earliest convenience.

Sincerely,

MANSOOR ARIFEEN
Chief Executive

7/2 Citibank

Calore

BEST AVAILABLE DOCUMENT



Azeem Food Industries Ltd.

1st FLOOR "AL HAROON" GARDEN ROAD, KARACHI 74400 PAKISTAN
Phones: 725448 / 726140 Telex No. 25415 AZEEM PK. Cable: AZEEM FOODS P.O. Box 7376 Karachi

11 Nov 93

Mr. Fred Jones,
Team Leader
USAID Private Investment
Expansion Program,
Pakistan.

Dear Sir,

I take this opportunity to thank you for your letter of 10th November, 93 informing me of meeting of your technical specialist with Mr. Paul J. Fischer of Packin Robbins International, Glendale, USA, in regard to interest of our company for establishing relationship with them.

As desired I have prepared a note, on the basis suggested by you and are mailing the same to you for your information and any other suggestion/correction you may like to incorporate. I will be grateful to you for such assistance.

I will be appreciate if you send me back the corrected draft for onward despatch to M/s Packin Robbins, USA.

With kind regards,

Your's sincerely,

(NUSRAT AZIM)
Chief Executive
AZEEM FOOD INDUSTRIES LTD.,

Ps:

Please note our new Telephone/Telex and Fax No's.
Tel: 7725448-7726140 Telex: 25415 Fax: 25 21 140222

BEST AVAILABLE DOCUMENT

-121-

FACTORY B/46 - JHIMPIR ROAD SITE NOORIABAD, DISTRICT DADI (SINDH)

Mr. Paul J. Fischer,
Baskin Robbins International,
31-Baskin Robbins Plaza,
Glendale, Ca 91201,
U.S.A.

11-11-1977

Dear Sir,

We are indebted to Mr. Fred Jeroy, Team leader of USAID Private Investment Expansion Program Pakistan, for your address and introduction.

We would like to inform that we are also part of PUNCO/USAID PIED Program. Recently a technical specialist from PUNCO visited you and discussed our company. We do have a great interest in establishing a relationship with your esteemed organization in respect of technical collaboration and marketing of ice cream in Pakistan and export to Middle East countries.

We take this opportunity to introduce our selves as an old established company, mostly in trading business, dealing in import and export of multiple items like Electronic goods, Building materials, Shoes, Carpets, Ready made garments etc. Our main business activities were connected with USSR, UK and JAPAN. We have recently entered into industry and established an ice cream factory near Karachi in the province of Sindh and an Electronic industry for manufacturing Printed Circuit Boards and Systems assemblies of electronic goods at Islamabad.

As mentioned above the ice cream factory is established near Karachi at 100 Km away, on national high way, in a proper Industrial Estate created by Govt of Pakistan for establishing industries.

The complete ice cream Plant was imported from M/s Cattabriga Of Italy and is now erected at site and has completed its trial production successfully. The plant is now ready to go into commercial production immediately.

BEST AVAILABLE DOCUMENT cont...p/2

We have two extruded products roll plants with blast tunnels, each producing 5000 pcs per hour of stick and stickless products including chocbars complete with wrapping machines. In addition the plant has machines to produce ice cream products like cups, cones, bulk ice cream in 10, 2, 1 3/4 litres cardboard and plastic packs, sandwiches and cakes.

Our plant is thus equipped for producing all the popular items of ice cream which are at present in demand. Later on other items of interest can be introduced by expanding the facility.

The rated production capacity of the plant is about five million litres of ice cream per annum, at 10 hours shift basis daily. While the effective capacity is four million liters of ice cream per annum. Incidentally ours is the largest and newest plant in Pakistan, as all the other plants/factories are atleast two decades old, giving us an edge over others in the matter of producing international high quality ice cream.

At the moment, beside us there are a total of five other ice cream factories in the country while some other multinational groups like UNILEVER & NESTLE are keen to enter in our market within the next couple of years and are now planing accordingly.

Pakistan is a lucrative and fast expanding market with a population of over 12 million people. The estimated last years sale of ice cream exceeded Ps. 750 million in the industrial sector while the unorganised sector produced and sold ice cream worth over Rs. 400 million. The expanding demand can be judged that over the last five years the market has increased about five times. Per capita consumption of ice cream still very low which accounts for one litre per person per annum.

It has a big opportunity to expand in future as well at an accelerated pace as the eating habits of the people are changing fast in Pakistan and they are now switching over to fast foods and other allied items like ice cream, drinks etc. The purchasing power of the consumers has also increased many folds during the past few years. That is why many multinational companies are showing great interest in entering in Pakistan in food and drink industries on a large scale. It has also a great potential for export of high quality of ice cream to neighbouring countries in the Middle East and Afghanistan etc.

BEST AVAILABLE DOCUMENT - cont..p/3

We have another advantage of 5 years for Holiday, which is not available to any other ice cream industry and will also not be available for future industries being set up after 1st November '93. Our Ice Holiday will start from the day of our going into commercial production till completion of 5 years.

At present we are planning to start our commercial production from the ensuing season i.e. from Jan/Feb '94. We have comparatively a longer season lasting till end of the year, because of long warm weather in our province.

Durs is a Public limited company with an authorized capital of Rs. 50 million and a paid up capital of Rs. 40 million. The equity shares of sponsor directors, to the extent of Rs. 20 million, has already been subscribed in full while the floatation of Public issue is planned in the first half of next year. In the mean time, a part of the Public issue was obtained from a financial institution as Bridge Finance. We have planned to increase the paid up capital from Rs. 40 million to Rs. 50 million in order to cater for the working capital.

The total cost of the project will thus come to Rs. 125 million including a working capital of Rs. 10 million. Out of which about Rs 75 million are borrowed from a financial institution and other sources, bringing the debt equity ratio to 60:40.

In terms of US dollar the total cost of the project and its funding will be as follows:-

| | Amount in US \$ |
|---|-----------------|
| | ----- |
| Total Cost of the Project (including working capital). | \$ 4.25 m |
| Funded by : | |
| Equity | |
| ----- | |
| Sponsors equity | \$ 0.975 m |
| Public issue/Venture capital/ Placement. | \$ 0.975 m |
| | ----- |
| Sub total: | \$ 1.750 m |
| | ----- |

cont..p/4

BEST AVAILABLE DOCUMENT

FAX TRANSMISSION FORM

Phone: (051) 818125 - 819216 - 819241 - 826265

Fax: 54043 PEAL PK.

: (051) 826265

MFA (PRIVATE) LIMITED

MEMBER OF THE AASC CONSULTING CONSORTIUM

| | | |
|--|-------------------------------|-----|
| Name | NUSRAT AZIM, CHIEF EXECUTIVE | |
| Company | AZEEM FOOD INDUSTRIES LIMITED | |
| Fax No. | 021 - 440-322 | |
| From | FRED JEROY | |
| Date | NOVEMBER 16, 1993 | |
| No. of Pages | (Including This Page) | ONE |
| If this transmission is not clear please telephone <u>MUHAMMAD AYUB</u> at <u>92-51-819216</u> | | |

Received Copy of your letter of 14 November to Baskin Robbins.

It is a much better letter than I could have written congratulations, will fax copy to Robert Swanson in US to follow up.



FRED JEROY
Team Leader
Pakistan Investment Expansion Program
RONCO CONSULTING GROUP INC.

F.A.M. Business Systems

Manufacturer of Hi-Tec Plastic & Electronic Products

Ref.: FBS/FAST-MFA/93

To : MFA (Pvt) Ltd.

Name: Mr. FRED JEROY

Fax : 051-826265

No. of Pages includ. this Page: 1

DATE: November 14, 1993

From: Fam Business System

Name: Ch. Majeedullah Khan

Fax : +92-51-413228

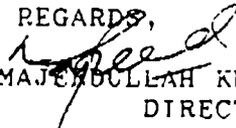
**SUBJECT: COLLABORATION/FRANCHISE IN THE FIELD OF INTERNATIONAL
FAST FOOD CHAINS AND CATTLE FARMING FOR MEAT.**

DEAR SIR,

THANKS FOR YOUR FAX DATED 10TH NOV. '93 WHICH WE RECEIVED ON 14TH (TODAY). ANY HOW, WE ARE WRITING LETTERS TO THE COMPANIES UNDER INTIMATION TO YOUR OFFICE THE ADDRESS GIVEN BY YOU. YOU HAVE MENTIONED THE LAST DATE UPTO 15TH NOV. '93, PLEASE CLARIFY THE POSITION AS THE LETTERS SENT BY US EVEN BY THE SPEEDY MAILS WON'T BE RECEIVED WITHIN SPECIFIED TIME. APPROPRIATE ACTION WILL BE TAKEN UNDER YOUR GUIDANCE.

AWAITING YOUR REPLY.

BEST REGARDS,


CH. MAJEEDULLAH KHAN
DIRECTOR

BEST AVAILABLE DOCUMENT

-133-

FACTORY: 250-260, ST. No. 0, Indus. Area, Islamabad-75100

FAX TRANSMISSION FORM

Telephone: (051) 818125 - 819216 - 819241 - 826265

MFA (PRIVATE) LIMITE

Telex: 54043 PEAL PK.

MEMBER OF THE AASC CONSULTING CONSORTIUM

Fax : (051) 826265

| | | |
|--|-----------------------|-------------------------|
| To | Name | MAJEEDULLAH KHAN |
| | Company | F.A.M. BUSINESS SYSTEMS |
| | Fax No. | 051-413228 |
| From | FRED JEROY | |
| Date | NOVEMBER 15, 1993 | |
| No. of Pages | (Including This Page) | ONE |
| If this transmission is not clear please telephone <u>MUHAMMED AYUB</u> at <u>051-819216</u> | | |

ATTENTION: MR. MAJEEDULLAH KHAN
F.A.M. BUSINESS SYSTEMS

NOT
DO NO WORRY ABOUT 15 NOVEMBER DATE. WE HAD TROUBLE REACHING YOUR FAX/ADDRESS. WOULD APPRECIATE IF YOU COULD SEND LETTERS/FAXES AS SOON AS POSSIBLE. I WILL BE IN PAKISTAN UNTIL 10 DECEMBER, 1993 TO OFFER ANY AND ALL HELP YOU NEED.

SINCERELY,

FRED JEROY

November 19, 1993

VIA FAX
(202) 785-2078

(011-92-51) 826265

Ms. Jeanette Hayman
RONCO Consulting
2301 M Street N.W.
Suite 400
Washington, D.C. 20037

Mr. Fred D. Jeroy
Qadoos Plaza Block 13-E
Flat # 6 & 6
Markaz F-7
Islamabad

Dear Jeanette and Fred:

Good news! McDonald's may want to consider Pakistan in 1994 -- but not before! In fact, they want to see me again in early December to discuss how to proceed.

I'll send Jeanette the file on McDonald's, including a McDonald's tape, "Seizing The Global Marketplace", and she can send it to Fred in the next DHL. As far as "Match Ups", McDonald's is the same as for Arby's, etc.

The problem: as with the other four fast food companies who are interested in Pakistan, **WHO DO THEY CONTACT IN 1994?** I need an answer soon, as all five companies want to know. We have US companies interested in the fast food area in Pakistan, but the "ball will be dropped" if we can't give them a Pakistan contact for 1994 investigations.

Sincerely,



Robert K. Swanson

RKS:kmz

BEST AVAILABLE DOCUMENT

On November 22 Mr. Paul Sing called and indicated he was a consultant advising Burger King on expansion to India and Pakistan and he had seen the Background Book and would be in Pakistan in December 1993 and wanted to meet up with various Pakistan officials, venture partners etc. As Fred Jeroy is in Pakistan contact was turned over to him,

THIS IS A VERY HOT PROSPECT!!!

FAX

TO : BOB SWANSON
001- (602) 224 - 5643

FROM: FRED JEROY
(011-92-51) 826-265 ISLAMABAD
(011.92-21) 242-3892 KARACHI

HAVE YOUR FAX OF 19 NOVEMBER REGARDING MCDONALD'S. CONGRATULATIONS. AM IN KARACHI TODAY, ISLAMABAD TOMORROW THEN KARACHI FROM 27 NOVEMBER TO 1 DECEMBER RETURNING ISLAMABAD TO 10 DECEMBER, THEN STATES.

AM SENDING YOU THIS FROM POLKA OFFICE, ALSO DRAFTING LETTER TO MCDONALD'S. PLEASE FAX NAME OF CONTACT AND MCDONALD'S ADDRESS DIRECTLY TO POLKA (011-9221-5682868), AS I DO NOT HAVE MCDONALD'S CORRESPONDENCE WITH ME.

I WANT TO GET DIALOGUE WITH MCDONALD'S STARTED ASAP, SO THEY CAN HAVE CONTACT BEFORE I LEAVE COUNTRY:

I HAVE SENT " END OF CONTRACT" DRAFT LETTER TO JEANETTE WHO IS TO FORWARD TO ALL TECHNICAL SPECIALIST. IT NAMES RANDY CUMMINGS OF USAID AS CONTACT AFTER 30 DECEMBER.

I AM STILL TRYING TO GET ANOTHER SPONSOR FOR THE PIEP PROGRAM, WITH A LITTLE LUCK, IT MAY COME ABOUT. "INSHA ALLAH"

REGARDS

FRED JEROY

c.c. JEANETTE HAYMAN (001-202) 785-2078

BEST AVAILABLE DOCUMENT



FACSIMILE TRANSMITTAL SHEET

BASKIN-ROBBINS INTERNATIONAL COMPANY
31 BASKIN-ROBBINS PLACE, GLENDALE, CA 91201

REPLY FAX NO. (818) 956-0146
Alternate Fax No. (818) 240-7953

TO: Robert K. Swanson
RKS, Inc.
Paradise Valley, Arizona

FROM: Paul Fischer

No. of Pages: /
Date Sent:
Time Sent/By: mp

DATE: November 1, 1993

FAX NO: 1 602 224 5643

Please call (818) 956-0031 if transmission is incomplete.
=====

Dear Mr. Swanson:

Thank you for your letter dated October 26, 1993, and your continued interest into the Baskin-Robbins Program for Pakistan.

In response to your questions:

- 1). Final decision as not been made if our Joint Venture in India will accommodate our expansion into Pakistan. That cannot be determined until the ice cream facility in India is prepared to export ice cream to Pakistan - approximately 6 months.
- 2). I have filed your informative book on Pakistan in my office and will await our progress in India to activate the file.
- 3). As mentioned above, Baskin-Robbins International is not prepared, at this time, to contact Mr. Fred Jeroy in the months of November or December.

Thank you once again for your interest.

Regards,

Paul Fischer, Director
International Operations

PJF:mp

cc: Mr. Fred Jeroy
Markaz F-7, Islamabad
011 92 51 826265

BEST AVAILABLE DOCUMENT

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● **CHEMICALS SECTOR**

Pakistani Firms

**Sardar Chemical Industries (Pvt) Ltd.
Industrial Chemical
Micro Systems**

U.S. Firms

**Berncolors-Poughkeepsie, Inc.
Crompton & Knowles Corporation
Keystone Aniline Corporation
Ashland**

Sardar Chemical Industries (Pvt) Ltd.

FACSIMILE TRANSMISSION

DATED 15-11-93

TO: A.O. ZOISS

FROM: DR. SHAHZAD MUNAWWAR

I AM ENCLOSED HEREWITH A COPY OF THE LETTER SENT TO THE FOLLOWING COMPANIES:-

1. MR. JAMES F. BERNARD CEO BENKCOLORS - POUGHKEEPSIE, INC. 75 N. WATER STREET POUGHKEEPSIE, NY 12602-0029 U.S.A.
2. MR. EDWARD H. FORDING, JR CROMPTON S KNOWLES CORPORATION ROUTE 10 (PHEASANT ROAD) GREEN HILLS, PA 19607 AND COPY TO MR. THOMAS A. BLACKBURN COMMERCIAL DIRECTOR CROMPTON S KNOWLES EUROPE S.A. AVENUE DE LE REINE, 141 1210 BRUSSELS, BELGIUM
3. MR. JOHN ANDREWS LEYSTONE ANILINE CORPORATION 2501 W. FULTON STREET CHICAGO ILL 60612

REF YOUR FAX DATED 11-11-93. WE SHALL APPRECIATE IF YOU CAN SEND THE ORIGINAL LETTER OF FANWOOD CHEMICAL, INC. CAN YOU PROVIDE THE SAME INFO REG DYE INTERMEDIATES?

REGARDS,
DR. SHAHZAD MUNAWWAR

NOTE IF YOU HAVE NOT RECEIVED ALL PAGES OR IF ANY PORTIONS OF THE TRANSMISSION ARE ILLEGIBLE PLEASE NOTIFY US VIA TELEPHONE, FAX OR TELEX IMMEDIATELY.

81-STREET 10 1/9 ISLAMABAD PAKISTAN TEL: 410925-410952 411347 TELE FAX NO: 411165
TELEX NO. 54057 MULTI PK

BEST AVAILABLE DOCUMENT

-139-

Sardar Chemical Industries (Pvt.) Ltd.

MANUFACTURERS OF DYES & CHEMICALS

Ref. SCI/ISD/93

Dated 13-11-93

Management & Financial Applications
(Private) Limited MFA
Flat No.6,7, 9 Qadoos Plaza
Block 13-E, Markaz F-7
ISLAMABAD

ATTENTION:-

MR. FRED JEROY

Dear Sir,

This has reference to your letter dated 4-11-93.

We very much appreciate the efforts undertaken by you and your organization regarding promotion of our interest etc.

We are enclosing the data transmitted to the companies mentioned by you.

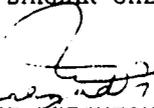
We very much appreciate the offer of services in drafting letters and information etc., and shall definitely seek your help if needed.

We have also noted the cut out date i.e. 15-11-93.

Assuring you of our best cooperation.

Thanking you.

Yours faithfully,
for SARDAR CHEMICAL INDUSTRIES (PVT) LTD.,


CHIEF EXECUTIVE

BEST AVAILABLE DOCUMENT

Head Office

81 - Street 10, Sector 1/9, Islamabad - PAKISTAN

Phone . 410925-410952-411160 Fax.051-411165 Telex.54057 MULTI-PK

Factory

Plot 29-B, Gadoon Amazai Industrial Estate, TOP1 Ganduf Road, SWABI, N.W.F.P. Phone: 052318-43

Sardar Chemical Industries (Pvt) Ltd.

MANUFACTURERS OF DYES & CHEMICALS

Ref. SCI/ISD/93/

Dated 15-11-93

Berncolors - Poughkeepsie, Inc.
75 N. Water Street
Poughkeepsie, NY 12602-0029
U.S.A.

ATTENTION:- MR. JAMES P. BERNARD, CEO

Dear Sir,

We are a private limited company engaged in the manufacture of dyestuffs and chemicals with the rated capacity to manufacture 600 tons of dyestuffs and 1200 tons of chemicals per annum. We are already producing Direct and Acid dyestuffs for textile, leather, woollen and paper industry as per the appended list (Annex-1). We intend to manufacture reactive dyestuffs and chemicals (textile and leather) in the next stage (Annex-2). The know-how for reactive dyes and chemicals is available with us.

We would like to confirm that we were a part of the Ronco Consulting Corporation/US Aid Piep Programme and our project was visited by the Ronco Technical specialist which in our case was Dr. A.O. Zoss of New Jersey U.S.A. who evaluated our technical capability thoroughly. Our shade cards for textile dyestuffs is enclosed. The shade cards for leather dyestuff is under preparation and will be sent to you shortly.

We had expressed our desire in establishing a relationship with you on any one of the following lines.

1. Joint Venture with equity participation. OR
2. Licencing agreement OR
3. Manufacture finished goods against raw materials to be provided by you. OR
4. Know-how Transfer

We are annexing a copy of the Government of Pakistan Ministry of Science and Technology wherein they confirm that only 20% of the country's domestic demand of dyestuffs is being manufactured locally and 80% is being imported (Annex-3) and as such tremendous potential exist. Currently there are only few dyestuffs manufacturing companies in Pakistan namely:-

1. Sandoz Pakistan Ltd.
2. BASF Pakistan Ltd.
3. Ciba Giegy Pakistan Ltd.
4. Chemi Dyes (Pvt) Ltd.
5. Pak Dyes (Pvt) Ltd.
6. Dye Chem (Pvt) Ltd.

BEST AVAILABLE DOCUMENT

Head Office: 81 - STREET 10, 1/9, ISLAMABAD - PAKISTAN

Factory: Tel No. 410925-410952-411160 Tele Fax No. 051-411165 Telex No. 54057 MULTI-PK
Plot No. 29-B, Gadoon Amazai Industrial Estate, TOPI Ganduf Road,
SWABI, N.W.F.P. Phone : 052316-439

Sardar Chemical Industries (Pvt) Ltd.

MANUFACTURERS OF DYES & CHEMICALS

Ref. _____

Dated _____

Our unit is located in Industrial Estate Gadoon Amazai where the following incentives have been given by the government of Pakistan:-

1. No Custom Duty, Sales Tax, Surcharge etc., on imported machinery.
2. Income Tax Holiday for 10 years.
3. No Sales Tax on local manufacturing/production for 5 years.
4. Interest rate on long term loan at 3%.
5. Electricity Tariff 50% of what is leviable in rest of Pakistan.
6. Exemption of Custom Duty, Sales Tax etc., on imported raw material to the extent of 25% of your production capacity.
7. Refund of Custom Duty and Sales Tax on imported raw materials on those dyestuffs which are exported.

BANKERS

1. Citi Bank N.A.
P.O. Box 821
Rawalpindi Pakistan
Phones:-92-51-564905 - 6 Fax 92-51-585622, 568070
2. Askari Commercial Bank Ltd.,
AWT Plaza
The Mall
Rawalpindi Pakistan
Phones:-92-51-586634-37 Fax 92-51-586643
3. Allied Bank Ltd.,
G.T. Road Branch,
Peshawar Pakistan
Phones:-92-521-216387, 215237, 218227 Fax 92-521-210226

CUSTOMERS

Currently our dyestuffs are marketed through a Sales Distributors M/s Colours Line (Pvt) Ltd., Room No.11 2nd Floor Hafeez Centre Main Boulevard Gulberg III Lahore (Phones:-92-42-5711157-5710148) who in turn have agents in various cities and their agents are :-

1. M/s Zafar Traders
Rampart Row (Adamjee Dawood Road)
Jodia Bazar
Karachi Pakistan
Phones:-92-21-228820, 220312
2. M/s Bhatti Dyes Corporation
Outside Dehli Gate
Aurangzeb Road
Multan Pakistan
Phone:-92-61-43237
3. M/s Sammar Dyes Corporation,
Main Bazar, Akbari Mandi
Lahore Pakistan
Phones:-92-42-7241461, 7241961

Head Office: 81 - STREET 10, 1/9, ISLAMABAD - PAKISTAN

Factory: Tel No 410925-410952-411160 Tele Fax No. 051-411165 Telex No. 54057 MULTI-
Plot No. 29-B, Gadoon Amazai Industrial Estate, TOPI Ganduf Road,
SWABI, N.W.F.P. Phone : 052316-439

Sardar Chemical Industries (Pvt) Ltd.

MANUFACTURERS OF DYES & CHEMICALS

Ref. _____

Dated _____

4. M/s Avon Dyes & Chemicals
Defence Road, Mustafa Town,
Sialkot Pakistan
Phones:-92-432-67040, 67139

We feel it pertinent to mention that our contacts in U.S.A. are Mr. Attiazaz Munawwar who is president of Infotech Computer Systems 5245 Pacific Concourse Drive Suite 200 Los Angeles California 90045 (Phone 310-536-0230) a 100 million \$ company selling computers and in U.K. are Hilal Meat Group 164/190 Bishop Street Birmingham B15 35A U.K (Phone 021-622 1497, 021-622 3382 Fax 021-666 6071).

Please feel free to contact us for any further clarification. We would appreciate that Pakistan is a major cotton producing country and our major exports are textile and leather. A lot of stress is being laid on promotion of export of value added products as a result of which a lot of knitting and dyeing units and leather tanneries are coming up thereby increasing the demand and adding to the already existing potential of dyes.

We feel that by entering into a joint venture we can widen our range of dyestuffs and also acquire the capability/technical know-how to manufacture disperse, metal complex dyes etc.

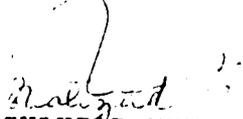
The Government of Pakistan have already liberalized the restrictions on movement of foreign exchange. Foreign investors do not need any permission for investment and can also repatriate their earning.

We will be more than pleased to solicit any information that you need to know about our company.

We shall appreciate if you can provide detailed information of your company alongwith the product list, catalogue and brochure etc.

Thanking you.

Yours faithfully,
for SARDAR CHEMICAL INDUSTRIES (PVT) LTD.,


DR. SHAHZAD MUNAWWAR

D I R E C T O R

Head Office: 81 - STREET 10, 1/9, ISLAMABAD - PAKISTAN
Tel No. 410925-410952-411160 Tele Fax No. 051-411165 Telex No. 54057 MULTI-PK
Factory: Plot No. 29-B, Gadoon Amazai Industrial Estate, TOPI Ganduf Road,
SWABI, N.W.F.P. Phone : 052316-439

Sardar Chemical Industries (Pvt) Ltd.

MANUFACTURERS OF DYES & CHEMICALS

Ref. SCI/ISD/93/

Dated 15-11-93

Keystone Aniline Corporation
2501 W. Fulton Street
Chicago ILL 60612
U.S.A.

ATTENTION:- MR. JOHN ANDREWS

Dear Sir,

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Head Office: 81 - STREET 10, 1/9, ISLAMABAD - PAKISTAN

Tel No. 410925-410952-411160 Tele Fax No. 051-411165 Telex No. 54057 MULTI-PK

Factory: Plot No. 29-B, Gadoon Amazai Industrial Estate, TOPI Ganduf Road,
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Dated _____

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Defence Road, Mustafa Town,
Sialkot Pakistan
Phones:-92-432-67040, 67139

We feel it pertinent to mention that our contacts in U.S.A. are Mr. Attiazaz Munawwar who is president of Infotech Computer Systems 5245 Pacific Concourse Drive Suite 200 Los Angeles California 90045 (Phone 310-536-0230) a 100 million \$ company selling computers and in U.K. are Hilal Meat Group 164/190 Bishop Street Birmingham B15 3SA U.K (Phone 021-622 1497, 021-622 3382 Fax 021-666 6071).

Please feel free to contact us for any further clarification. We would appreciate that Pakistan is a major cotton producing country and our major exports are textile and leather. A lot of stress is being laid on promotion of export of value added products as a result of which a lot of knitting and dyeing units and leather tanneries are coming up thereby increasing the demand and adding to the already existing potential of dyes.

We feel that by entering into a joint venture we can widen our range of dyestuffs and also acquire the capability/technical know-how to manufacture disperse, metal complex dyes etc.

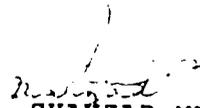
The Government of Pakistan have already liberalized the restrictions on movement of foreign exchange. Foreign investors do not need any permission for investment and can also repatriate their earning.

We will be more than pleased to solicit any information that you need to know about our company.

We shall appreciate if you can provide detailed information of your company alongwith the product list, catalogue and brochure etc.

Thanking you.

Yours faithfully,
for SARDAR CHEMICAL INDUSTRIES (PVT) LTD.,


DR. SHAHZAD MUNAWWAR

D I R E C T O R

Head Office: 81 - STREET 10, 1/9, ISLAMABAD - PAKISTAN

Tel No. 410925-410952-411160 Tele Fax No. 051-411165 Telex No. 54057 MULTI-PK
Factory: Plot No. 29-B, Gadoon Amazai Industrial Estate, TOPI Ganduf Road,
SWABI, N.W.F.P. Phone : 052316-439

Sardar Chemical Industries (Pvt) Ltd.

MANUFACTURERS OF DYES & CHEMICALS

Ref. SCI/ISD/93/

Dated 15-11-93

Crompton & Knowles Corporation,
Route 10 (Pheasant Road)
Green Hills, Pa 19607
U.S.A.

ATTENTION:- MR. EDWARD H. FORDING, JR

Dear Sir,

This has reference to your letter dated 25-10-93 addressed to Dr.A.O.Zoss by your president Mr.Edmund H.Fording, JR with a copy to you.

We are a private limited company engaged in the manufacture of dyestuffs and chemicals with the rated capacity to manufacture 600 tons of dyestuffs and 1200 tons of chemicals per annum. We are already producing Direct and Acid dyestuffs for textile, leather, woollen and paper industry as per the appended list (Annex-1). We intend to manufacture reactive dyestuffs and chemicals (textile and leather) in the next stage (Annex-2). The know-how for reactive dyes and chemicals is available with us.

We would like to confirm that we were a part of the Ronco Consulting Corporation/US Aid Piep Programme and our project was visited by the Ronco Technical specialist which in our case was Dr.A.O. Zoss of New Jersey U.S.A. who evaluated our technical capability thoroughly. Our shade cards for textile dyestuffs is enclosed. The shade cards for leather dyestuff is under preparation and will be sent to you shortly.

We had expressed our desire in establishing a relationship with you on any one of the following lines.

1. Joint Venture with equity participation. OR
2. Licencing agreement OR
3. Manufacture finished goods against raw materials to be provided by you. OR
4. Know-how Transfer

We are annexing a copy of the Government of Pakistan Ministry of Science and Technology wherein they confirm that only 20% of the country's domestic demand of dyestuffs is being manufactured locally and 80% is being imported (Annex-3) and as such tremendous potential exist. Currently there are only few dyestuffs manufacturing companies in Pakistan namely:-

1. Sandoz Pakistan Ltd.
2. BASF Pakistan Ltd.
3. Ciba Giegy Pakistan Ltd.
4. Chemi Dyes (Pvt) Ltd.
5. Pak Dyes (Pvt) Ltd.
6. Dye Chem (Pvt) Ltd.

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Sardar Chemical Industries (Pvt) Ltd.

MANUFACTURERS OF DYES & CHEMICALS

Ref.

Dated

Our unit is located in Industrial Estate Gadoon Amazai where the following incentives have been given by the government of Pakistan:-

1. No Custom Duty, Sales Tax, Surcharge etc., on imported machinery.
2. Income Tax Holiday for 10 years.
3. No Sales Tax on local manufacturing/production for 5 years.
4. Interest rate on long term loan at 3%.
5. Electricity Tariff 50% of what is leviable in rest of Pakistan.
6. Exemption of Custom Duty, Sales Tax etc., on imported raw material to the extent of 25% of your production capacity.
7. Refund of Custom Duty and Sales Tax on imported raw materials on those dyestuffs which are exported.

BANKERS

1. Citi Bank N.A.
P.O. Box 821
Rawalpindi Pakistan
Phones:-92-51-564905 - 6 Fax 92-51-585622, 568070
2. Askari Commercial Bank Ltd.,
AWT Plaza
The Mall
Rawalpindi Pakistan
Phones:-92-51-586634-37 Fax 92-51-586643
3. Allied Bank Ltd.,
G.T. Road Branch,
Peshawar Pakistan
Phones:-92-521-216387,215237,218227 Fax 92-521-218226

CUSTOMERS

Currently our dyestuffs are marketed through a Sales Distributors M/s Colours Line (Pvt) Ltd., Room No.11 2nd Floor Hafeez Centre Main Boulevard Gulberg III Lahore (Phones:-92-42-5711157-5710148) who in turn have agents in various cities and their agents are :-

1. M/s Zafar Traders
Rampart Row (Adamjee Dawood Road)
Jodia Bazar
Karachi Pakistan
Phones:-92-21-228820,220312
2. M/s Bhatti Dyes Corporation
Outside Dehli Gate
Aurangzeb Road
Multan Pakistan
Phone:-92-61-43237
3. M/s Sammar Dyes Corporation,
Main Bazar, Akbari Mandi
Lahore Pakistan
Phones:-92-42-7241461,7241961

Head Office: 81 - STREET 10, 1/9, ISLAMABAD - PAKISTAN

Tel No. 410925-410952-411160 Tele Fax No. 051-411165 Telex No. 54057 MULTI-PT

Factory: Plot No. 29-B, Gadoon Amazai Industrial Estate, TOPI Ganduf Road,
SWABI, N.W.F.P. Phone : 052316-439

Sardar Chemical Industries (Pvt) Ltd.

MANUFACTURERS OF DYES & CHEMICALS

Ref. _____

Dated _____

4. M/s Avon Dyes & Chemicals
Defence Road, Mustafa Town,
Sialkot Pakistan
Phones:-92-432-67040, 67139

We feel it pertinent to mention that our contacts in U.S.A. are Mr. Attiazaz Munawwar who is president of Infotech Computer Systems 5245 Pacific Concourse Drive Suite 200 Los Angeles California 90045 (Phone 310-536-0230) a 100 million \$ company selling computers and in U.K. are Hilal Meat Group 164/190 Bishop Street Birmingham B15 3SA U.K. (Phone 021-622 1497, 021-622 3382 Fax 021-666 6071).

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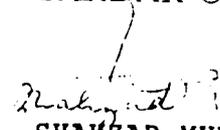
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for SARDAR CHEMICAL INDUSTRIES (PVT) LTD.,


DR. SHAHZAD MUNAWWAR

DIRECTOR

c.c.to:- Mr. Thomas A. Blackburn
Commercial Director
Crompton & Knowles Europe, S.A.
Avenue de la Reine, 141
1210 Brussels,
Belgium

Head Office: 81 - STREET 10, 1/9, ISLAMABAD - PAKISTAN
Tel No 410925-410952-411160 Tele Fax No. 051-411165 Telex No. 54057 MULTI-PK
Factory: Plot No. 29-B. Gadoon Amazai Industrial Estate, TOPI Ganduf Road,
SWABI, N.W.F.P. Phone : 052316-439

| S.No | SARDAR PRODUCT | EQUIVALENT SAHDOZ PRODUCT | INTERNATIONAL COLOUR INDEX NUMBERS |
|------|----------------------------|---------------------------|------------------------------------|
| | <u>TEXTILE</u> | <u>TEXTILE</u> | |
| 1. | SARDOL BLACK G | SOLAR BLACK G | DIRECT BLACK-19 |
| 2. | SARDOL BRILLIANT BLUE A | SOLAR BRILLIANT BLUE A | DIRECT BLUE- 67 |
| 3. | SARDOL BRILLIANT RED BA | SOLAR BRILLIANT RED BA | DIRECT RED-80 |
| 4. | SARDOL FLAVINE 5G | SOLAR FLAVINE 5G | DIRECT YELLOW-27 |
| 5. | SARDOL GOLDEN YELLOW R | SOLAR GOLDEN YELLOW R | DIRECT YELLOW -162 |
| 6. | SARDOL YELLOW BG | SOLAR YELLOW BG | DIRECT YELLOW-28 |
| 7. | SARDOL BRILLIANT BLUE TAB | SOLAR BRILLIANT BLUE TAB | |
| 8. | SARDOL BRILLIANT BLUE 3R | SOLAR BRILLIANT BLUE 3R | |
| 9. | SARDOL TURQUOISE BLUE F-BL | SOLAR TURQUOISE BLUE F-BL | DIRECT BLUE 199 |
| 10. | DIRECOL PINK B | PYRAZOL PINK B | DIRECT RED-9 |
| 11. | DIRECOL SKY BLUE 2F | PYRAZOL SKY BLUE 2F | DIRECT BLUE-1 |
| 12. | DIRECOL VIOLET 3B | PYRAZOL VIOLET 3B | DIRECT VIOLET-51 |
| 13. | DIRECOL VIOLET 3R | PYRAZOL VIOLET 3R | DIRECT VIOLET-7 |
| 14. | DIRECOL ORANGE RS | PYRAZOL ORANGE RS | DIRECT RED 62 |
| 15. | DIRECOL BROWN HTR | PYRAZOL BROWN HTR | |
| 16. | DIRECOL DARK BROWN 1182 | PYRAZOL DARK BROWN 1182 | |
| 17. | DIRECOL NAVY BLUE 2282 | PYRAZOL NAVY BLUE 2282 | |
| | <u>LEATHER</u> | <u>LEATHER</u> | |
| 18. | LEATHEROL BROWN HGP | DERMA BROWN HGP | |
| 19. | LEATHEROL BROWN 2G | DERMA BROWN 2G | DIRECT BROWN-276 |
| 20. | LEATHEROL BROWN 5G | DERMA BROWN 5G | |
| 21. | LEATHEROL CARBON BF | DERMA CARBON BF | DIRECT BLACK 155(S) |
| 22. | LEATHEROL CARBON 2GT | DERMA CARBON 2GT | DIRECT BLACK-163 |
| 23. | LEATHEROL BROWN 1288 | DERMA BROWN 1288 | |
| 24. | LEATHEROL BROWN 2490 | DERMA BROWN 2490 | |
| 25. | LEATHEROL BORDEAUX 2430 | DERMA BORDEAUX 2430 | |
| 26. | LEATHEROL GERY 2411 | DERMA GERY 2411 | |
| 27. | LEATHEROL BROWN GRM | DERMA BROWN GRM | |
| 28. | LEATHEROL CARBON MS | DERMA CARBON MS | |
| 29. | LEATHEROL CARBON S 150% | DERMA CARBON S 150% | |
| 30. | LEATHEROL BEIGE 2401 | DERMA BEIGE 2401 | |
| 31. | LEATHEROL DARK BLACK B | DERMA DARK BLACK B | |
| 32. | LEATHEROL VIOLET 3B | DERMA VIOLET 3B | |
| 33. | LEATHEROL OLIVE 2402 | DERMA OLIVE 2402 | |
| 34. | LEATHEROL RED 2201 | DERMA RED 2201 | |
| 35. | LEATHEROL RED BA | DERMA RED BA | DIRECT RED-80 |
| 36. | LEATHEROL VIOLET 3R | DERMA VIOLET 3R | |
| 37. | LEATHEROL BLUE 2F | DERMA BLUE 2F | |
| 38. | LEATHEROL CARBON GS | DERMA CARBON GS | |
| 39. | LEATHEROL BLUE 2222 | DERMA BLUE 2222 | |
| 40. | LEATHEROL BROWN 10282-1182 | DERMA BROWN 10282-1182 | |

| S.No | SARDAR PRODUCT | EQUIVALENT SANDOZ PRODUCT |
|------|------------------------------|---------------------------|
| | REACTIVES | REACTIVES |
| 41. | REACTIVOL BRILT YEL P-3GL | Brilliant Yellow P-3GL |
| 42. | REACTIVOL GOLDEN YEL P-GA | Golden Yellow P-GA |
| 43. | REACTIVOL PRT RED P-B | Brilliant Red P-B |
| 44. | REACTIVOL RED P-2B | Red P-2B |
| 45. | REACTIVOL RED P-4B | Red P-4B |
| 46. | REACTIVOL VIOLET P-2RL | Violet P-2RL |
| 47. | REACTIVOL BLACK P-RL | Black P-BL |
| 48. | REACTIVOL ORANGE P-G | Orange P-G |
| 49. | REACTIVOL GOLDEN YELLOW P-RN | Golden Yellow P-RN |
| 50. | REACTIVOL YELLOW P-2G | Yellow P-2G |
| 51. | REACTIVOL ORANGE P-3R | Orange P-3R |
| 52. | REACTIVOL ORANGE P-4R | Orange P-4R |
| 53. | REACTIVOL ORANGE P-3RN | Orange P-3RN |
| 54. | REACTIVOL ORANGE P-1886 | Orange P-1886 |
| 55. | REACTIVOL DARK BORWN P-5B | Dark Brown P-5B |
| 56. | REACTIVOL BROWN P-2B | Brown P-2B |
| 57. | REACTIVOL RED BROWN P-GR | Red Brown P-GR |
| 58. | REACTIVOL BORDEAUX P-3B | Bordeaux P-3B |
| 59. | REACTIVOL BLACK P-RL | Black P-RL |
| 60. | REACTIVOL BLACK P-BS | Black P-BS |
| 61. | REACTIVOL BLACK P-B | Black P-B |
| 62. | REACTIVOL BLACK P-NL | Black P-NL |
| 63. | REACTIVOL RED P-2BN | Red P-2BN |
| 64. | REACTIVOL BRILL RED P-3B | Brill Red P-3B |
| 65. | REACTIVOL SEARLET P-R | Searlet P-R |
| 66. | REACTIVOL ORANGE 1085 | Orange 1085 |
| 67. | REACTIVOL RED 985 | Red 985 |
| 68. | REACTIVOL YELLOW 285 | Yellow 285 |
| 69. | REACTIVOL YELLOW 287 | Yellow 287 |
| 70. | REACTIVOL GOLD YELLOW P-5R | Gold Yellow P-5R |
| 71. | REACTIVOL ORANGE LY-038 | Orange LY-038 |
| 72. | REACTIVOL VIOLET LY-036 | Violet LY-036 |
| 73. | REACTIVOL GOLD YELLOW P-3R | Gold Yellow P-3R |
| 74. | REACTIVOL YELLOW P-3GLN | Brill Yellow P-3GLN |
| 75. | REACTIVOL GOLD YELLOW P-2R | Gold Yellow P-2R |

BEST AVAILABLE DOCUMENT

S.NO. CHEMICALS WE CAN MANUFACTURE
=====

1. SANDOPAN DTC
2. SANDOZIN HI EXTRA
3. IMEROL X
4. LYOCOL-O-POWDER
5. LYOGEN P EXTRA
6. LEVELLER F
7. SANDOGEN PY
8. SANDOGEN RD
9. SANDOFIX WE LIQUID
10. LYOGEN WD LIQUID
11. SANDACID PB LIQUID
12. SANDOPUR PSK
13. RETARGAL AN LIQUID
14. FINISH KVS(P)
15. MERCEROL QW
16. RATFIX PK
17. STABILIZER AWW
18. CEROL FWL LIQUID
19. CARTERETIN PMP LIQUID
20. CARTALIX L
21. SANDOLIX WWL
22. TERGOLIX A PASTE
23. SANDOLIX SR
24. REALCASYN KW-15

S.NO.
=====

LIST OF CHEMICALS FOR
WHICH KNOW-HOW IS AVAILABLE
=====

1. BACTOSOL HTH LIQUID
2. BACTOSOL MTN LIQUID
3. BACTOSOL CD 100 POWDER
4. CERANINE HCS PASTE
5. CERANINE HCS CONC. 370%
6. CERANINE PNS PASTE
7. CERANINE PNS CONC. 530%
8. CERANINE L
9. CERANINE WN
10. CERANINE LPG
11. CERANINE S FLAKES
12. CERANINE PEX
13. CERANINE WS
14. CERANINE SIS
15. CERANINE KHC. CONC.
16. CARTARETIN PMP LIQUID
17. CARTABOND WS LIQ.
18. CARTACOL A LIQUID
19. CEROL EWL LIQUID
20. DILATIN EN
21. DILATIN NAN
22. DILASOFT RW LIQUID
23. DILASOFT RS LIQUID
24. ELFUGINE AKT LIQUID

25. FINISH KVS
26. FINISH DMA
27. IMACOL J
28. LYOGEN BFN LIQ.
29. LYOGEN HGB
30. LYOGEN P EXTRA
31. LYOGEN WD LIQUID
32. LEVELLER F
33. LYOCOL O LIQUID
34. LYOCOL O POWDER
35. MERCEROL QW
36. PRINTOGEN HD PASTE
37. PRINTOGEN HDN LIQUID
38. RATIFIX PK
39. RETARGAI AN
40. SANDOFIX WF LIQUID
41. SANDOZOI WS
42. SANDOGEN PY
43. SANDOGEN NH
44. SANDOGEN RD
45. SANDOGEN JET
46. STABILIZER AWN
47. STABILIZER CWP-200
48. STABILIZER SIFA

- 49. STABILIZER CS LIQ.
- 50. STABILIZER SIF LIQUID
- 51. SANDOSHEEN PB
- 52. SANDACID PB LIQ.
- 53. SANDOZOL KB EXTRA
- 54. SIRRIX AK
- 55. SANDOLUBE NVJ LIQ.
- 56. IMEROL X
- 57. IMEROL SS
- 58. IMEROL SR
- 59. SANDOPAN DTC
- 60. SANDOPAN 3S
- 61. SANDOPAN BSD
- 62. SANDOPAN CBH EXTRA
- 63. SANDOPAN LFW
- 64. SANDOZIN NI EXTRA
- 65. SANDOWASH DW
- 66. SANDOCLEAN MWP LIQUID
- 67. SANDOPUR MCL
- 68. SANDOPUR RSK
- 69. SANDOPUR SR LIQUID
- 70. SANOZIL N
- 71. LEUCPHOR A
- 72. LEUCOPHOR AC

- 73. LEUCOPHOR BMB -2000
- 74. LEUCOPHOR U 60%
- 75. LEUCOPHOR DU
- 76. LELUCOPHOR N
- 77. LEUCOPHOR 2Z
- 78. LEUCOPHOR 2B CONC
- 79. LEUCPHOR APK 400%.

GO. SC (1)/91-ATA
 Government of Pakistan
 Ministry of Science and Technology

Islamabad, the 10th May, 1992

OFFICE MEMORANDUM

Subject:- PROMOTION OF DYE STUFF INDUSTRY IN PAKISTAN

The undersigned is directed to state that a Seminar on the above subject was held by PCSIR during September 12, 1991 in Lahore. Recommendations of the Seminar are enclosed at Annex-I. After a Committee comprising members from both public and private sectors was constituted to look into the recommendations of the Seminar with a view to suggest to the Government of Pakistan necessary measures to be taken for promotion and development of dye stuff industry. The Committee examined the following facts:-

- i) The total consumption of various kinds of dyestuffs in Pakistan at present has been estimated at 18,000 to 20,000 M.tonn/annum.
- ii) Total local production of dyestuffs at present in the country is about 2000 M. tonna per annum.
- iii) Gap between total requirements and indigenous production is about 16000 to 18000 M.tonn/annum.
- iv) Short fall in consumption and production of dyestuffs is being met through imports from various countries including India.
- v) Huge amount of F.E. (Rs. 200 million approx) is being spent on import of dyestuffs.
- vi) Multinationals are reluctant to transfer of technology in this field.

Contd....

BEST AVAILABLE DOCUMENT

- vii) Local manufacturers cannot compete against the cheap finished dyestuff products offered by India, Taiwan and Korea under the existing duty structure as given below :-

TAXATION STRUCTURE

| A. | Imported <u>Dyes/Pigments.</u> | Raw Material Imported <u>for manufacture of Dyes.</u> |
|--|-----------------------------------|--|
| Import duty. | Rs. 50/kg + 20% Advalorem. | 40% - 50% C&F |
| Surcharge. | 15% C&F | 15% C&F |
| Overheads I.L. Insurance, Octroi Clearing etc. | 11 - 15% C&F | 11 - 13% C&F |
| B. | | <u>Indigenously Manufactured Dyes.</u> |
| Excise Duty. | | 10% on retail price. |
| Sale tax. | | 12.5% (Retail price + Excise duty). |

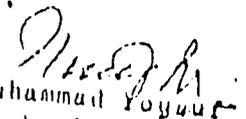
2. In the light of recommendations made by the Committee, it is submitted that the following recommendations necessary for promotion of dyestuff industry in Pakistan may be given serious consideration in preparation of budget for 1992-93 :-

- a) Custom duty presently levied on import of dyestuffs be increased from Rs. 50/- per kg + 20% advalorem to Rs. 60/- per kg + 20% advalorem.
- b) Import of dye intermediates and chemicals used in the manufacture of dyestuffs be allowed without payment of custom duty and other taxes.

BEST AVAILABLE DOCUMENT

3

- c) Excise duty and sales tax on sale of locally produced dyestuffs be abolished or minimized to the extent that the local industry is placed favourably against the importer of finished dyestuffs.
- d) Intermediary of dyestuff and machinery may be allowed for import from India.


 (Muhammad Yousaf)
 Asst. Technological Advisor
 | Tel: 015223 |

cc: As stated.

- 1. The Secretary,
Finance Division,
Islamabad.
- 2. The Secretary,
H/O. Commerce,
Islamabad.
- 3. The Chairman,
Central Board of Revenue,
Islamabad.

- c.c. ✓
- 1) Mr. Saeed Akbar, C.S.O., PCSIR Labn. Complex .
Lahore.
 - 11) Haji. Abdul Shakoor Khatri, Chairman, Pakistan
Dyestuffs Manufacturers Association, Chemi Centre,
Adamjee Duwood Road, Karachi.

BEST AVAILABLE DOCUMENT

Recommendations - on Workshop on "The Development and Production of Dyestuffs in Pakistan and the Role of R & D."

1. PCSIR should arrange seminars/workshops annually on dyes and dye intermediates in collaboration with the Pakistan Dye Manufacturers Association.
2. PCSIR should redouble its efforts for the development of process technologies for the manufacture of dyes and dye intermediates technology.
3. Dyes R & D Section of Applied Chemistry Research Centre, PCSIR should ultimately be upgraded to function as an institute.
4. Applied Chemistry Research Centre should train young science graduates in the field of dyestuffs manufacturing and application of technology in order to cope with the shortage of technical manpower in the dye and textile processing industries.
5. The manufacture of dyes, based on benzidine in the country should be discouraged. PCSIR should develop non-benzidine dyes as substitutes for these dyes.
6. Use of synthetic dyes which are not certified colours should be banned and a strict law should be promulgated.
7. Pakistan Standards Institute may be directed to prepare Pakistani Standards equivalent to the international standards for all kinds of dyestuffs produced in the country and all the manufacturers should be asked to follow the same.
8. Import of dye intermediates and dye manufacturing machinery may be allowed from India.
9. Import of acetic anhydride to genuine dyestuff manufacturers be allowed.
10. The manufacturing industry deserves minimum rate of mark-up of 8 percent. All DFIs be advised by the State Bank of Pakistan to grant loans to such industries at this rate.
11. Sales tax and excise duty on sale of locally produced dyestuffs be abolished for all dye manufacturers. Similar steps were taken by India, which has resulted in fast development of the dye industry in that country.

BEST AVAILABLE DOCUMENT

PRETREATMENT OF CELLULOSIC FIBRE/FABRIC

Generally the Cellulosic Fibre/Fabric is treated as follows before dyeing to obtain bright and uniform shades.

- a) Desizing
- b) Scouring/Boiling off.
- c) Bleaching
- d) Brightening

METHOD OF DYEING OF CELLULOSIC FIBRE/FABRIC.

Machines used: Winch Back, Jet overflow and Circulation Machines

Making of Dye solution: Make a paste of the Dye with some quantity of water and then add sufficient boiling water to the paste to dissolve the dye; Filter the solution to remove insoluble impurities.

Dyeing of fibre: Dip the fibre/fabric in dye bath (liquor ratio 50:1) at 20 - 40 °C containing 0.2 - 1.0 % Dyestuif. Heat the bath to 100 °C in 15 minutes. Maintain this temperature for 45 minutes and during this period add to the dye bath 15 g/l common salt or Glauber salt in portions 2-4 times in increasing amounts.

Rinsing: Remove the dyed fibre/fabric from the dye bath and rinse it with cold/warm water for 10-15 minutes.

NOTES ON FASTNESS PROPERTIES

- 1) All fastness pertain to 1/1 SD dyeings
- 2) The top figure in fastness column refers to change of shade and bottom figure to staining on cotton.
- 3) - is for suitable
- NS - is for Not suitable.

FOR DYEING CELLULOSIC FIBRES AND CELLULOSIC COMPONENT IN BLENDED FIBRES FABRICS.

Note:

The information given is based on knowledge available with the company and is published without liability.



Sole Distributors:
Colours Line (Pvt.) Limited

50-D-I Gulberg III, Lahore.

Phones: 042/871728, 870866, 0342/ 352200

Fax: 92-42-5712066

SARDAR CHEMICAL INDUSTRIES (PVT) LIMITED

HEAD OFFICE: 81-STREET 10, 1/9 ISLAMABAD

TELE: 410952-410925-411160-411347

TELEX: 54057 MULTI PK FAX: 92-51-411165

FACTORY: PLOT NO 29 B GADOON INDUSTRIAL ESTATE DISTRICT SWABI. TELE 052316-439

| DYEING ON COTTON | Dyeing Depth % | DYESTUFF | SDC Classification | Solubility at 90 °C g/l | FASTNESS | | | Coverage of dead cotton | Suitability for one bath HT dyeing of PES/CELL. | |
|---------------------|----------------|---------------------------------|--------------------|-------------------------|--------------|---------------------------|--------------|-------------------------|--|----|
| | | | | | Daylight ISO | Washing 1, 40 °C; ISO CO1 | | | | |
| | | | | | | Alkaline | PERSPIRATION | | | |
| | | SARDOL FLAVIN SG | A | 10 | 2 | 4 | 4-5 | NS | S | |
| | | SARDOL GOLDEN YELLOW R | B | 45 | 4-5 | 4-5 | 5 | S | S | |
| | | SARDOL YELLOW BG | B | 30 | 5-6 | 4-5 | 4-5 | S | S | |
| | | SARDOL ORANGE 2GL | B | 70 | 6 | 4-5 | 5 | 4-5 | NS | S |
| | | SARDOL BRILL. RED BA | B | 100 | 4 | 4-5 | 4-5 | 4-5 | NS | NS |
| | | SARDOL BRILL. BLUE 3R | A | 75 | 6 | 4-5 | 4-5 | 4-5 | S | S |
| | | SARDOL BRILL. BLUE A | A | 70 | 6 | 4-5 | 4-5 | 4-5 | S | S |

| DYEING ON COTTON | Dyeing Depth % | DYESTUFF | SDC Classification | Solubility at 90 °C g/l | FASTNESS | | | Coverage of dead cotton | Suitability for one bath HT dyeing of PES/CELL. | |
|---------------------|----------------|-------------------------------------|--------------------|-------------------------|--------------|---------------------------|--------------|-------------------------|--|----|
| | | | | | Daylight ISO | Washing 1, 40 °C; ISO CO1 | | | | |
| | | | | | | Alkaline | PERSPIRATION | | | |
| | | SARDOL BRILL. BLUE TAB | | | | | | | | |
| | | SARDOL TURQUOISE BLUE F-BL | A | 80 | 5 | 4-5 | 5 | 5 | NS | S |
| | | SARDOL BLACK G | B | 20 | 5 | 4-5 | 5 | 4-5 | NS | NS |
| | | | | | | | | | | |
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|---------------------|----------------|----------------------------------|--------------------|-------------------------|--------------|---------------------------|--------------|-------------------------|--|----|
| | | | | | Daylight ISO | Washing 1, 40 °C; ISO CO1 | | | | |
| | | | | | | Alkaline | PERSPIRATION | | | |
| | | DIRECOL ORANGE RS | B | 40 | 3 | 3 | 3-4 | 4-5 | NS | NS |
| | | DIRECOL PINK B | A | 50 | 3 | 2-3 | 3-4 | 3-4 | NS | S |
| | | DIRECOL BROWN HTR | | | | | | | | |
| | | DIRECOL DARK BROWN 1182 | B | 40 | 3 | 3 | 3-4 | 4-5 | NS | NS |
| | | DIRECOL VIOLET 3R | A | 20 | 4 | 3 | 3 | 3-4 | NS | S |
| | | DIRECOL VIOLET 3B | A | 25 | 4 | 3-4 | 3 | 3 | NS | S |
| | | DIRECOL NAVY BLUE 2282 | A | 45 | 5 | 4-5 | 4-5 | 4-5 | S | S |

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Synthetic Products
Enterprises
(Private) Ltd.



Dated: November 23, 1993

Mr. Gary D. George,
In'l'l Operations,
Chrysler Corporation
12000 Chrysler Dr.
Highland Park, MI 48288-1919,
U.S.A.

Dear sir,

We are writing this with reference to the visit you received from RONCO Technical Specialist, who discussed our Company with you.

We are part of the RONCO/USAID PIEP PROGRAM and we are interested in establishing relationship with your company.

We are enclosing herewith brochures covering briefly the type of businesses we are in.

We are a high growth set of companies which have, over a period of ten years, turned from small businesses to medium size businesses in the context of our country. These are entrepreneurial ventures and are making progress.

In case you need more information about us, please do let us know.

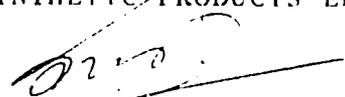
We need materials and machinery to support product lines which are predominantly Polymer Plastics and Electronic components.

Our future plans are to expand in the electronic field and we need help from time to time for locating sources of supply of machinery and raw materials.

We await your response and will gladly answer any queries you may wish to raise to enable us to build a durable relationship.

Thanking you, and remain,

Yours faithfully,
for SYNTHETIC PRODUCTS ENTERPRISES (PVT) LTD.


(DR. S.M. NAQI)
CHAIRMAN

BEST AVAILABLE DOCUMENT

Encl. As above. ✓

CC: Mr. Fred Jeroy, Team Leader, USAID Private Investment Expansion Program, Flat # 6, 7 & 9, Qadoos Plaza, Block 13E, Markaz F-7, Islamabad, Pakistan.

• **PLASTICS SECTOR**

Pakistani Firms

Synthetic Products Enterprises (Pvt) Ltd. (SPEL)

U.S. Firms

Chrysler Corporation

Beres Industries Inc.

Cura, Inc.



SOLID STATE ELECTRONICS INDUSTRY

SHAHEEN FOUNDATION



REF : SSEI/SF/701/MKTG.

DATED: 10TH NOVEMBER, 1993

Mr. PIERRE GOVAL, PRESIDENT
SGC Inc.
13737, S.E. 26TH STREET
BELLEUVE, WASH 98005
U.S.A.

FAX : (206) 746 6384

Dear Sir,

Being the part of RONCO/USAID PIEP Program with reference to Mr. Fred Jeroy and Mr. Howard Imhof, Ronco Technical Specialist visit to your esteemed organization, a brief introduction is outlined for establishing a bonded relationship in the possible form.

Solid State Electronics Industry is a subsidiary of SHAHEEN FOUNDATION the welfare trust of PAKISTAN AIR FORCE (PAF). The factory is based on a Four Acre plot with a built-up area of 18000 sq. ft. Production hall (more than 4000 sq. ft.) is centrally air-condition with a standby generator of 120KVA.

Since its inception in 1982, variety of Electronics Products have been developed, assembled and produced such as INTERCOM, PABXs, FIELD EXCHANGES, VFT MODEMS, PHONE PATCH, CAR STEREOs, RADIO CASSETTE RECORDERS, TELEVISIONS, POWER SUPPLIES AND HANDHELDS TRANSCEIVERS ETC. In addition, we are involved in R&D of defence oriented projects and have produced a number of items for Pakistan Air Force.

We have approved deletion program from Ministry of Industries to assemble VHF Handhelds, Base/Mobile transceivers, RCRs and B/W TV sets. We hold agency of CODAN (UK) LTD for the sale of CODAN HF COMMUNICATIONS products since 1991 and have supplied to RONCO, USAID / PAKISTAN, UNOCHA, UNDP, UNHCR, POGDC etc.

Please send us your complete products brochures/catalogues alongwith any queries to enable us to assess possible JOINT VENTURE or REPRESENTATION.

Assuring you of our best co-operation, we remain.

Yours Sincerely,
For SOLID STATE ELECTRONICS INDUSTRY
SHAHEEN FOUNDATION, PAF

(JAMSHED-UR-REHMAN)
Wing Commander
General Manager & Chief Executive

14/20 Korangi Industrial Area, P.O. Box 3276, Karachi-30.
Tel : 311980-311781 Telex : 28010 SAPS PK Fax : 9221-311781

-166-

Hybrid Technics (Pvt.) Ltd

Foreign Collaboration: Sulzer Ruti (Switzerland), Mitsuba Electric (Japan)
Sucker + Müller (Germany)
Electronic & Electrical Product Manufacturing
Machinery Installation & After Sale Service

Our plans for the next five years include:

1. Expansion of Automotive Electronics for the Growing Automotive Industry of Pakistan.
2. Initiate development work in the Telecommunication sector including wireless and EPABx's which would start growing in the next three to five years.

We would be more than glad to initiate business relations with the US companies. The areas where we think a beginning can be made are:

1. Cost effective off-shore manufacturing of Electronic & Electrical products with Technical collaboration of US companies.
2. Marketing and Sales of Products of US companies in the Pakistan market and/or in the Middle East market.

However, if you have any other ideas that you would like to explore, we would be more than willing to provide you with further information.

We look forward to receiving your reply and if you have further questions, please feel free to ask us.

Thanking you

Sincerely



Mohsin Syed
Managing Director

✓cc. Fred Jeroy
Team Leader
USAID Private Investment Expansion Program
Pakistan.

BEST AVAILABLE DOCUMENT

Office : 11, Fane Road, Lahore
Tel : (042) 7235579, 356171
Fax : 92-42-7235579, Tlx : 44810 SAS PK.

Factory : 149-S, Industrial Estate
Kot Lakhpat, Lahore
Tel : (042) 841652, 8442

Hybrid Technics (Pvt.) Ltd.

Foreign Collaboration: Sulzer Ruti (Switzerland), Mitsuba Electric (Japan)
Sucker + Müller (Germany)
Electronic & Electrical Product Manufacturing
Machinery Installation & After Sale Service

Mr. Steve Fleming
Auto Splice Inc.
10121 Barnes Canyon Road
San Diego, CA 92121
U.S.A.
Fax. 619-535-0130

Nov. 11'93

Dear Mr. Fleming

Greetings:

Your Company's name was given to us by Mr. Fred Jeroy of Management & Financial Applications (Pvt) Ltd, who had earlier visited our company under the RONCO/USAID PIEP program and has probably met you also.

Hybrid Technics (Pvt) Ltd is an Electronic Product Designing, Development and Manufacturing Organization. It was set up by myself after returning from States in 1984, where I was working with Mc Graw Edison Cos, Advanced control Division as Design/Project Engineer in Carson California.

We started with Manufacturing of Electronic Products, like Indicator Flasher and Door switches for Pak Suzuki Motor Co. and Hino Buses and Trucks.

Our involvement with the Automotive Electronics Industry was further consolidated by signing of Technical collaboration with MITSUBA ELECTRIC of Japan for manufacturing of Winker/flasher complete with its sub-assemblies for Honda Motorcycles in Pakistan.

We are also close to finalizing another Technical collaboration Agreement with SHINDENGEN Japan for Manufacturing of precision Regulator Rectifiers for Honda Motorcycles by June 1994.

Besides this we have been involved with Industrial Electronics applications and are handling Electronics of:

1. SULZER RUTI Weaving Machines from Switzerland.
2. SUCKER MULLER Sizing machines from Germany.

In the field of Industrial Electronics, we plan to move from After Sales Services to Production line Automation by using Computers, Micro Processors and Programable Industrial controllers in 1994.

BEST AVAILABLE DOCUMENT

Office : 11, Fane Road, Lahore
Tel : (042) 7235579, 356171
Fax : 92-42-7235579, Tlx : 44810 SAS PK.

Factory : 149-S, Industrial Estate,
Kot Lakhpat, Lahore.
Tel : (042) 841652, 844249

Hybrid Technics (Pvt.) Ltd

Foreign Collaboration : Sulzer Ruti (Switzerland), Mitsuba Electric (Japan)
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Electronic & Electrical Product Manufacturing
Machinery Installation & After Sale Service

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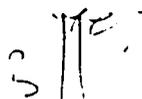
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We look forward to receiving your reply and if you have further questions, please feel free to ask us.

Thanking you

Sincerely



Mohsin Syed
Managing Director

cc. Fred Jeroy
Team Leader
USAID Private Investment Expansion Program
Pakistan.

BEST AVAILABLE DOCUMENT

Office : 11, Fane Road, Lahore
Tel : (042) 7235579, 356171
Fax : 92-42-7235579, Tlx : 44810 SAS PK.

Factory : 149-S, Industrial Estate
Kot Lakhpat, Lahore
Tel : (042) 841652, 84424

Hybrid Technics (Pvt.) Ltd.

Foreign Collaboration : Sulzer Ruti (Switzerland), Mitsuba Electric (Japan)
Sucker + Müller (Germany)
Electronic & Electrical Product Manufacturing
Machinery Installation & After Sale Service

Mr. John Bradshaw
COMPAQ
P.O. Box-692060
M.S. 070202
Houston, Tx 77269-2000
U.S.A.

Nov. 11'93

Dear Mr. Bradshaw,

Greetings:

Your Company's name was given to us by Mr. Fred Jeroy of Management & Financial Applications (Pvt) Ltd, who had earlier visited our company under the RONCO/USAID PIEP program and has probably met you also.

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Kot Lakhpat, Lahore
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Thanking you

Sincerely



Mohsin Syed
Managing Director

✓ cc. Fred Jeroy
Team Leader
USAID Private Investment Expansion Program
Pakistan.

BEST AVAILABLE DOCUMENT

Office : 11, Fane Road, Lahore
Tel : (042) 7235579, 356171
Fax : 92-42-7235579, Tlx : 44810 SAS PK.

Factory : 119-S, Industrial Estate
Kot Lakhpat, Lahore
Tel : (042) 841652, 84424

Hybrid Technics (Pvt.) Ltd.

Foreign Collaboration : Sulzer Ruti (Switzerland), Mitsuba Electric (Japan)
Sucker + Müller (Germany)
Electronic & Electrical Product Manufacturing
Machinery Installation & After Sale Service

Mr. Joseph Leonard
Teletone Corporation
22121 20th Ave. S.E
Bothwell, Washington 98021
U.S.A.
Fax. 206-487-2288

Nov. 11'93

Dear Mr. Leonard,

Greetings :

Your Company's name was given to us by Mr. Fred Jeroy of Management & Financial Applications (Pvt) Ltd, who had earlier visited our company under the RONCO/USAID PIEP program and has probably met you also.

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Factory : 149-S, Industrial Estate,
Kot Lakhpat, Lahore.
Tel : (042) 841652, 844249

FAX TRANSMISSION FORM

Telephone: (051) 818125 - 819216 - 819241 - 826265

Telex: 54043 PEAL PK.

Fax : (051) 826265

MFA (PRIVATE) LIMITED

MEMBER OF THE AASC CONSULTING CONSORTIUM

| | | |
|--|---------------------------|--------------|
| To | Name | MOHSIN SYED |
| | Company | HYBRID TECH. |
| | Fax No. | 432-356171 |
| From | FRED JEROY | |
| Date | NOVEMBER 17, 1993 | |
| No. of Pages | (Including This Page) ONE | |
| If this transmission is not clear please telephone <u>MUHAMMED AYUB</u> at <u>92-51-819216</u> | | |

ATTENTION: MOHSIN SYED
HYBRID TECH
FAX: 432-356171, 7235577

PLEASE SEND YOUR COMPANY PROFILE DIRECTLY TO HOWARD UMHOFF, FAX 001 (215) 827-7171. HE HAS ADDITIONAL USA COMPANIES INTERESTED IN HYBRID.

REGARDS,



FRED JEROY
RONCO/USAID
PIEP PROGRAM

FAX TRANSMISSION FORM

Telephone: (051) 818125 - 819216 - 819241 - 826265

Telex: 54043 PEAL PK.

Fax : (051) 826265

MFA (PRIVATE) LIMITED

MEMBER OF THE AASC CONSULTING CONSORTIUM

| | | | |
|---|-----------------------|----------------------------|------------|
| To | Name | MR. MOHSIN SYED | |
| | Company | HYBRID TECHNICS (PVT) LTD. | |
| | Fax No. | 432-7235579 | 432-356171 |
| From | FRED JEROY | | |
| Date | NOVEMBER 10, 1993 | | |
| No. of Pages | (Including This Page) | ONE | |
| If this transmission is not clear please telephone <u>MR. AYUB</u> at <u>051-819241</u> | | | |

ATTENTION: MR. MOHSIN SYED
HYBRID TECHNICS (PVT) LTD.
FAX: 432-7235579

REFERENCE YOUR LETTER TO CHRYSLER:-

- 1) NO FAX NUMBER/TELEPHONE NUMBER
- 2) NO MAILING ADDRESS

OTHERWISE LETTER IS GOOD, KEEP ME INFORMED ON ALL CORRESPONDENCE.

REGARDS,



FRED JEROY

Hybrid Technics (Pvt.) Ltd

Foreign Collaboration : Sulzer Ruti (Switzerland), Mitsuba Electric (Japan)
Sucker & Muller (Germany)
Electronic & Electrical Product Manufacture
Machinery Installation & After Sale Ser

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Thanking you

Sincerely



Mohsin Syed
Managing Director

BEST AVAILABLE DOCUMENT

ATTN:

MR FRED JEROY

Hybrid Technics (Pvt.) Ltd.

Foreign Collaboration : Sulzer Ruti (Switzerland), Mitsubishi Electric (Japan)

Sucker + Muller (Germany)

Electronic & Electrical Product Manufacturing

Machinery Installation & After Sale Service

Nov. 11'93

Mr. Gary D. George
 Chrysler Corporation
 12000 Chrysler Drive
 CIMS 418.16.16
 High Land Park, MI

Dear Mr. George,

Greetings:

Your Company's name was given to us by Mr. Fred Jeroy of Management & Financial Applications (Pvt) Ltd, who had earlier visited our company under the RONCO/USAID PIEP program and has probably met you also.

Hybrid Technics (Pvt) Ltd is an Electronic Product Designing, Development and Manufacturing Organization. It was set up by myself after returning from States in 1984, where I was working with Mc Graw Edison Cos, Advanced control Division as Design/Project Engineer in Carson California.

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FAX TRANSMISSION FORM

Telephone: (051) 818125 - 819216 - 819241 - 826265

MFA (PRIVATE) LIMITED

Telex: 54043 PEAL PK.

MEMBER OF THE AASC CONSULTING CONSOR

Fax : (051) 826265

| | | |
|--|-----------------------|--------------------------|
| To | Name | MR. SHAHID KHAN |
| | Company | MICROPAK (PVT) LIMITED |
| | Fax No. | 051- 8 411308 |
| From | FRED JEROY | |
| Date | 11 NOVEMBER 1993 | |
| No. of Pages | (Including This Page) | ONE |
| If this transmission is not clear please telephone <u>MUHAMMED AYUB</u> at <u>051-819216</u> | | |

ATTENTION: SHAHID KHAN
MICROPAK (PVT) LIMITED

FROM FRED "TEN COMMANDMENT" JEROY

GREAT LETTER TO FAX TO SOLEC. I AM SURE THEY WILL RESPOND AS SOON AS POSSIBLE.

KEEP UP THE GOOD WORK, I WILL BE IN ISLAMABAD TO 18 NOVEMBER THEN KARACHI, BACK TO ISLAMABAD 2 DECEMBER.

REGARDS,



FRED JEROY

BEST AVAILABLE DOCUMENT

**ESD**

ENERGY SAVING DEVICES (PVT) LTD.

- 4 -

Customer

SNH INDUSTRIES (PVT) LTD
I-9/21, F.B. INDUSTRIAL AREA,
KARACHI, PAKISTAN
FAX: 092-21-6314914
Referee: MR. A. MAJID S. HUSSAIN
C.B.O.

Having given you some insight into our Company, corporate strategy and our team we would be interested to know specifically what we as a Pakistani Company can do for you and also the kind of role you envisage for us and how ESD can fit into you plans.

We look forward to hearing from you. Meanwhile, we would be obliged if you could mail us your catalogs and/or brochures. Should you require any specific information about us please let us know.

yours truly,
for Energy Saving Devices (Pvt) Ltd.

Qadir Nawaz Khan
Managing Director

BEST AVAILABLE DOCUMENT

REGISTERED ADDRESS :
47, WESTRIDGE - I,
AWALPINDI PAKISTAN
PHONE : (92) 0342 - 370176
AX (92) 51-411308

-178-

**ESD**

ENERGY SAVING DEVICES

- 3 -

Our future plans are to concentrate on Manufacturing/Assembling Electronic items for export. The projects we decide to go into will be labour intensive as we have definite advantage over Far Eastern Countries and China in this specific cost of production. This factor plus the incentives offered by our government for exports makes our products highly competitive in the International market

In our future plans the role we envisage from a relationship from a Company such as yours is:

- 1. Identification of products the we could manufacture / Assemble for you in Pakistan.*
- 2. Your technical input & training at the initial phase of set-up and production.*
- 3. Your International marketing network/contacts for the export market.*
- 4. Your assistance in obtaining the required certifications to enable exports to Europe, USA etc. ie UL, CSA, BS etc.*

The relationship could be in the form of joint venture, a sub-contract or any other arrangement that is most suitable. We believe that these options could always be discussed should you decide to take this matter a stage further.

References

Although we are a young Company we have established a professional reputation with our bankers and customer. should you want to contact them please feel free to do so. Their addresses are:

Bankers

- 1. AL FAYSAL INVESTMENT BANK LTD.
15-WEST, JINNAH AVENUE,
BLUE AREA,
ISLAMABAD, PAKISTAN
FAX: 092-51-212578
REFERENCE; MR ZAFAR IQBAL
PRESIDENT & C.E.O.*
- 2. MUSLIM COMMERCIAL BANK LTD.
1-9, INDUSTRIAL AREA BRANCH
ISLAMABAD.
REFERENCE : The Manager*

BEST AVAILABLE DOCUMENT

REGISTERED ADDRESS :
17, WESTHIDGE - I,
RAWALPINDI PAKISTAN
PHONE : (92) 0342 - 370176

-179-

**ESD**

ENERGY SAVING DEVICES

-2-

ESD's main strength is its team of professionals who have a balance of academic qualification and experience in their respective disciplines, and a highly motivated and disciplined workforce.

SPONSORS & MANAGEMENT TEAM

| <u>NAME</u> | <u>PROFESSIONAL/DISCIPLINE</u> | <u>DESIGNATION</u> |
|-----------------------------------|---|--------------------------------|
| 1. DR. SHAHID KHAN -- <i>Pres</i> | ENGINEERING, GORGIA INSTITUTE OF TECHNOLOGY ATLANTA, GORGIA, USA. | Chairman. |
| 2. QADIR MANAZ KHAN | ACCOUNTING & FINANCE. INSTITUTE OF CHARTERED ACCOUNTANTS IN ENGLAND, AND WALES - ENGLAND, U.K. | CHIEF EXECUTIVE OFFICER. |
| 3. IRFAN SAIED DAR | M.S. (Electronics) PUNJAB UNIVERSITY. PAKISTAN. | DIRECTOR TECHNICAL |
| 4. ARSHAD AYUB KHAN | B.B.A - FINANCE LONDON UNIVERSITY ENGLAND - U.K. | DIRECTOR FINANCE |

PRESENT STATUS AND FUTURE PLAN

The first phase of our operations have been successfully completed. The product has been widely accepted by the market and its quality and reliability established. As a second stage we plan to increase our production to 1,000 units per day by December 1993. The increase, thereafter, will be in line with the demand - which we anticipate by then to be approximately 3,000 units per day. This increase has been planned for. Provisions have also been made should demand exceed our projections by upto 100 % .

Over the next one year ESD will be adding the following lighting products to its existing product.

1. Double Tube Electronic Ballast (2x40 WATTS)
2. Compact Fluorescent Lamps.

During the 2nd quarter of 1994 we plan to start exporting our products to the Middle East, Central Asian Republics and Africa.

Besides the lighting sector we have planned to diversify into other medium sized electronic manufacturing activities over the next 24 months. This diversification program is to be very controlled so that our resources are not overstretched.

REGISTERED ADDRESS :
17, WESTRIDGE - I,
AWALPINDI PAKISTAN
PHONE (92) 0342 - 370176
AX (92) 51 411308

BEST AVAILABLE DOCUMENT



ESD

ENERGY SAVING DEVICES (PVT) LTD.

Ref: ESD/1530-C-11

November 10, 1993.

Mr. Bruce Jones
 Solec International
 12633 Chadrum Avenue
 Hawthorne CA 90250
 U.S.A.

Dear Sir,

We would like to introduce Energy Saving Devices (Pvt) Ltd. as an electronic manufacturing / Assembling Company, which was incorporated in August 1992 with the primary objective being to Manufacture / Assemble energy saving consumer electronic products.

ESD has been a part of the RONCO / USAID PIEP Program. We believe that you were visited by the RONCO Technical Specialist who discussed our company with you. This was in response to the interest we had expressed to them in establishing a possible Joint Venture or sub-contract relationship with a reputable company in the US.

Since we are seriously interested in establishing a relationship with your company - we give here relevant information about ESD, its sponsors its present status and its plans for the foreseeable future. Also given is a list of referees who may be contacted should you require to check our credentials.

ESD The Company

ESD is a small medium size company which was conceived and established by Dr. Shahid Khan and myself. The first product we identified for development and production is the Electronic Ballast for fluorescent tube light (40 watts - Single Tube). Commercial production commenced in July 1993. We still remain the first and only company to manufacture this product in Pakistan. ESD at present has a staff strength of 85, which is made up as follows.

| | |
|----------------------|-------|
| Skilled workers | 60 |
| Semi skilled workers | 10 |
| Unskilled workers | 8 |
| Administrative | 7 |
| | ----- |
| | 95 |
| | ===== |

REGISTERED ADDRESS :
 147, WESTRIDGE I,
 RAWALPINDI, PAKISTAN
 PHONE (92) 0342 - 379176
 FAX (92) 51 411308

BEST AVAILABLE DOCUMENT

-181-

Micropak (pvt) Ltd.

Ph: (51) 411524 - 411634
Telex: 54399 MICRO PK
Fax: (92) (51) 411308

COMMITTED TO SERVE THE ELECTRONIC INDUSTRY
218, St. 7, I/9, Industrial Area, Islamabad

TO Fred Teroy DATE 11/11
 ATTN _____ FAX NO. 826265
 FROM S. Khan (ESI) NO. OF PAGES 5
 SUBJECT _____ Fax 051-411308

Dear Mr. Teroy,

Please find attached a letter prepared by ESD using your "Ten Commandment". Please edit as required.

Thanking you,
Shahid Khan

11 NOV '93 11:55

051 411308 PAGE.001

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● **ELECTRONICS SECTOR**

Pakistani Firms

**Micropak (Pvt) Ltd.
Energy Savings Devices (Pvt) Ltd.
Hybrid Technics (Pvt) Ltd.
Solid State Electronics Industry**

U.S. Firms

**Solec International
Chrysler Corporation
Teletone Corporation
COMPAQ Co.
AutoSplice Inc.
SGC Inc.**

Telephone: (051) 818125 - 819216 - 819241 - 826265
 telex: 84043 PEAL PK.
 fax : (051) 826265

MFA (PRIVATE) LIMITED
 MEMBER OF THE AASC CONSULTING CONSORTIUM

| | | |
|--|--------------------------|------------------|
| To | Name | ABE ZOSS |
| | Company | |
| | Fax No. | 001-201 857-4094 |
| From | FRED JEROY | |
| Date | NOVEMBER 23, 1993 | |
| No. of Pages | (Including This Page) 05 | |
| If this transmission is not clear please telephone <u>MUHAMMED AYUB</u> at <u>92-51-819216</u> | | |

ATTENTION: ABE ZOSS
 JEANETTE HAYMAN

1) INDUSTRIAL CHEMICAL

EVIDENTLY INDUSTRIAL CHEMICAL HAD PREVIOUSLY BEEN IN CONTACT WITH ASHLAND. HE IS ALSO INTERESTED IN ASHLAND PRODUCTS: VARONOL, VARIFOAM STARFOL AND AROSURF. CAN YOU GET HIM QUOTATION (MINIMUM QUANTITIES) FROM ASHLAND. HE WOULD ALSO LIKE THEIR CURRENT CATALOG. HE MENTIONED HE WOULD LIKE TO BE PUT IN TOUCH WITH OTHER USA COMPANIES.

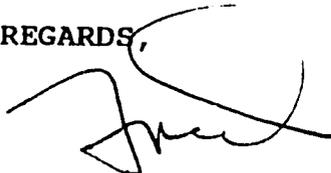
2) MICRO SYSTEMS

THEY WANT QUOTES ON:

- A) LIQUID GOLD 12% AND 8% PASTE
 SHADE RED GOLD.
 (USED FOR DECORATING GLASS BALANCES)
- B) METAL RESINATES
- C) GLASS DYES

CAN YOU MATCH-UP THEM WITH ANY AMERICAN COMPANIES.

REGARDS,



FRED JEROY

Synthetic Products
Enterprises
(Private) Ltd.



127-S-5-I-E - TOWNSHIP KOTLAKHPAT, LAHORE - PAKISTAN 54770. TEL : 841175-6, 840474 TLX 47416 SPEL PK. FAX: 02-42-586950

Dated: November 10, 1993

Mr. Nam Y. Yung,
Pres & CEO, CURA,
3300 Edward Avenue,
Santa Clara, CA-95054,
U.S.A.

Dear sir,

We are writing this with reference to the visit you received from RONCO Technical Specialist, who discussed our Company with you.

We are part of the RONCO/USAID PIEP PROGRAM and we are interested in establishing relationship with your company.

We are enclosing herewith brochures covering briefly the type of businesses we are in.

We are a high growth set of companies which have, over a period of ten years, turned from small businesses to medium size businesses in the context of our country. These are entrepreneurial ventures and are making progress.

In case you need more information about us, please do let us know.

We need materials and machinery to support product lines which are predominantly Polymer Plastics and Electronic components.

Our future plans are to expand in the electronic field and we need help from time to time for locating sources of supply of machinery and raw materials.

We await your response and will gladly answer any queries you may wish to raise to enable us to build a durable relationship.

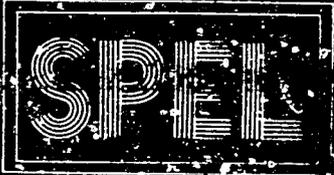
Thanking you, and remain,

Yours faithfully,
for SYNTHETIC PRODUCTS ENTERPRISES (PVT) LTD.

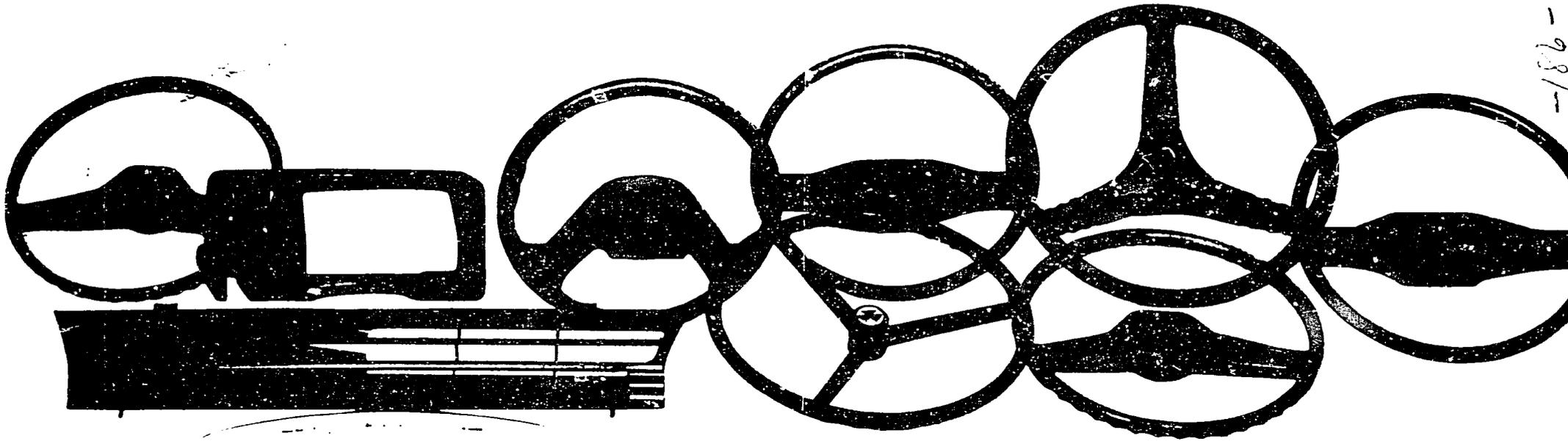

(DR. S.M. NAQI)
CHAIRMAN

Encl. as above.

CC: Mr. Fred Jeroy, Team Leader, USAID Private Investment Expansion Program, Flat # 6, 7 & 9, Qadoos Plaza, Block 13E, Markaz F-7, Islamabad, Pakistan (alongwith brochures).



COMMITTED TO PRODUCT QUALITY
AND CUSTOMER SATISFACTION



-98/-

SPEL- FOR PLASTIC PACKAGING FOR PLASTIC SHEETS

DISPOSABLE PLASTIC PACKAGING, DISPOSABLE GLASSES AND PLATES, PLASTIC SHEETS.

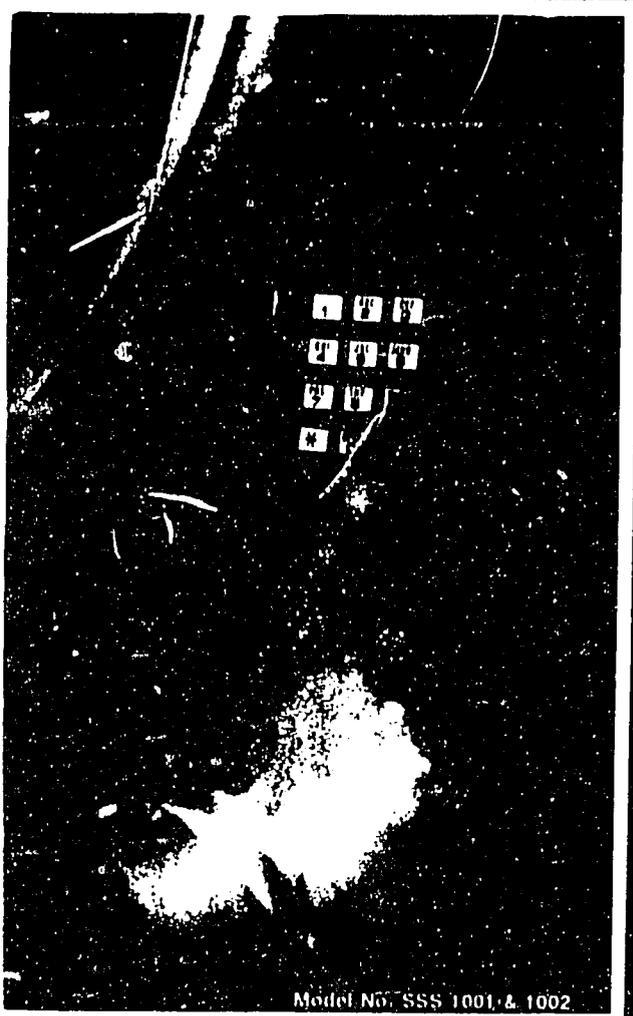


126-S-S-I-E-TOWNSHIP, KOT LAKHPAT, LAHORE-54770 PAKISTAN TEL: 841175-6, 842703 FAX: 042-835257, TLX: 47416 SPEL PI

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آپ کی گاڑی ہر جگہ محفوظ

SECURITY SYSTEMS



Model No. SSS 1001 & 1002

کار کی حفاظت کا سب سے مؤثر نظام

خصوصیات:

- آئین ہار و صرف آئین کے ذریعہ یہ نہیں دیکھا جاسکتا ہے۔
- آئین کے ذریعہ یہ دیکھا جاسکتا ہے۔

Sentinel ایک باثبات اور آسانی سے لگائے جانے والا ایجنٹ ایک آئین لاک ہے۔ جو آئین ہار کو پوروں سے محفوظ رکھتا ہے۔ اس نظام کو کار کے آئینشن سوئچ کے ساتھ منسلک کر دیا جاتا ہے۔ جب آئینشن سوئچ "آف" ہو تو آئین لاک خود بخود بند ہو جاتا ہے اور آئین لاک کے ذریعہ آئین ہار کو صرف اتنی وقت سہارا دیا جاسکتا ہے جب آپ اپنا فیصلہ و ذمہ داری لیں۔

SPEL ELECTRONICS

ROOM NO. 6, FIRST FLOOR, HAFEEZ CENTRE,
MAIN BOULEVARD, GULBERG, LAHORE

TEL: 5710204, 5712894 TLX: 47416 SPEL PK. FAX: 011-835257

"ایجنٹ"

SAFE-ANYWHERE.



SECURITY SYSTEMS

TUNNEL

CAR PROTECTION SYSTEM

MODEL SSS 1004

- ★ PROTECTION AGAINST THEFT AND ARMED ROBBERY.
- ★ SYSTEM ARMED AUTOMATICALLY WHEN IGNITION IS OFF.
- ★ INVISIBLE SYSTEM BLOWS HORN, STOPS THE CAR, AND FRIGHTENS THE THIEF.
- ★ COMPLETE CONFIDENTIALITY.

SPEL
ELECTRONICS

14-D/I, GHALIB ROAD, GULBERG-III, LAHORE
TEL: 875543, 877602 TLX: 47416 SPEL PK. FAX: 042 836257 877602



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ANNEX C
END OF CONTRACT LETTERS

- **TO U.S. COMPANIES**
- **TO PAKISTANI COMPANIES**

**END OF CONTRACT LETTERS TO U.S. COMPANIES
AGRIBUSINESS SECTOR**

Mr. Robert E. Briggs
President
ARBY'S INTERNATIONAL
6917 Collins Avenue
Miami Beach, FL 33141

Mr. James S. McGinnis
Vice President
Franchise Development
SIZZLER INTERNATIONAL, INC.
12655 West Jefferson Blvd.
Los Angeles, CA 90066

Mr. Paul Fischer
Director of Operations
BASKIN-ROBBINS INTERNATIONAL
31 Baskin-Robbins Plaza
Glendale, CA 91201

Ms. Dana D. Gray
Franchise Services Coordinator
WENDY'S INTERNATIONAL, INC.
4288 West Dublin Granville Road
Dublin, OH 43017

Mr. Steve Berg
Franchise Manager
Europe, Middle East, and Africa
BURGER KING CORPORATION
Cambridge House
Highbridge Industrial Estate
Oxford Road
Uxbridge, Middlesex UB8 1UN
ENGLAND

Mr. Paul Sing
BURGER KING CORPORATION
Cambridge House
Highbridge Industrial Estate
Oxford Road
Uxbridge, Middlesex, UB8 1UN
ENGLAND

Ms. Debra L. Wiseman
International Franchising
MCDONALD'S CORPORATION
McDonald's Plaza
Oak Brook, IL 60521



RONCO Consulting Corporation

2301 M Street, N.W.
Suite 400
Washington, DC 20037
(202) 785-2791
FAX (202) 785-2078
TELEX 6971725

December 20, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Robert E. Briggs
President
Arby's International
6917 Collins Avenue
Miami Beach, FL 33141

Dear Mr. Briggs:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

Thank you for the time you gave us and I hope we were of some help.

Sincerely,

Robert K. Swanson
Technical Specialist



RONCO Consulting Corporation

2301 M Street, N.W.
Suite 400
Washington, DC 20037
(202) 785-2791
FAX (202) 785-2078
TELEK 6974725

December 20, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Paul Fischer
Director of Operations
Baskin-Robbins International
31 Baskin-Robbins Plaza
Glendale, CA 91201

Dear Mr. Fischer:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

Thank you for the time you gave us and I hope we were of some help.

Sincerely,

Robert K. Swanson
Technical Specialist

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-193-



RONCO Consulting Corporation

2301 M Street, N.W.
Suite 400
Washington, DC 20037
(202) 785-2791
FAX (202) 785-2078
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December 20, 1993

California Office

1895 University Avenue
Suite 390
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Paul Sing
Burger King Corporation

Via Fax (216) 498-0042

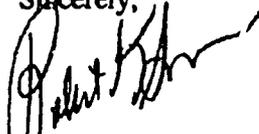
Dear Mr. Sing:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

Thank you for the time you gave us and I hope we were of some help.

Sincerely,



Robert K. Swanson
Technical Specialist

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RONCO Consulting Corporation

2301 M Street, N.W.
Suite 400
Washington, DC 20037
(202) 785-2791
FAX (202) 705-2078
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December 20, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Steve Berg
Franchise Manager
Europe, Middle East, and Africa
Burger King Corporation
Cambridge House
Highbridge Industrial Estate
Oxford Road
Uxbridge, Middlesex UB8 1UN
ENGLAND

Dear Mr. Berg:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

Thank you for the time you gave us and I hope we were of some help.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Swanson".

Robert K. Swanson
Technical Specialist

BEST AVAILABLE DOCUMENT



RONCO Consulting Corporation

2301 M Street, N.W.
Suite 400
Washington, DC 20037
(202) 785-2791
FAX (202) 785-2078
TELEEX 6974725

December 20, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Ms. Debra L. Wiseman
International Franchising
McDonald's Corporation
McDonald's Plaza
Oak Brook, IL 60521

Dear Ms. Wiseman:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

Thank you for the time you gave us and I hope we were of some help.

Sincerely,

Robert K. Swanson
Technical Specialist

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RONCO Consulting Corporation

2301 M Street, N.W.
Suite 400
Washington, DC 20037
(202) 785-2791
FAX (202) 785-2078
TELEX 6971725

December 20, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. James S. McGinnis
Vice President
Franchise Development
Sizzler International, Inc.
12655 West Jefferson Blvd.
Los Angeles, CA 90066

Dear Mr. McGinnis:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

Thank you for the time you gave us and I hope we were of some help.

Sincerely,



Robert K. Swanson
Technical Specialist

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RONCO Consulting Corporation

2301 M Street, N.W.
Suite 409
Washington, DC 20037
(202) 785-2791
FAX (202) 785-2078
TELEX 6974725

December 20, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Ms. Dana D. Gray
Franchise Services Coordinator
Wendy's International, Inc.
4288 West Dublin Granville Road
Dublin, OH 43017

Dear Ms. Gray:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

Thank you for the time you gave us and I hope we were of some help.

Sincerely,

Robert K. Swanson
Technical Specialist

BEST AVAILABLE DOCUMENT

**END OF CONTRACT LETTERS TO U.S. COMPANIES
CHEMICALS SECTOR**

Mr. Robert B. Jaeder
ARENOL CHEMICAL CORPORATION
189 Meister Avenue
Somerville, NJ 08876

Mr. Daniel Martinez
ASHLAND CHEMICAL INC.
200 N.E. 181st Street
Miami, FL 33162

Mr. Richard H. Eckfeldt
Director, Global New Business
Development
AVON PRODUCTS INC.
9 W. 57th Street
New York, NY 10019-2683

Mr. James P. Bernard
BERNCOLORS-POUGHKEEPSIE, INC.
75 N. Water Street
P.O. Box 29
Poughkeepsie, NY 12602-0029

Mr. Vincent A. Calarco
CROMPTON & KNOWLES
CORPORATION
One Station Plaza
Stamford, CT 06902

Mr. Edmund H. Fording, Jr.
President
CROMPTON & KNOWLES
CORPORATION
Dyes & Chemicals Division - Domestic
Route 10 (Pheasant Rd.)
Green Hills, PA 19607

Mr. Rudy M. Phillips
Vice President
CROMPTON & KNOWLES
CORPORATION
Ingredient Technology Division
1595 MacArthur Boulevard
Mahwah, NJ 07430

Mr. Robert M. Hull
President
HULL & CO.
5 Oak Street
Greenwich, CT 06830

Mr. Kenneth Rugg
Executive Vice President
FLORASYNTH INC.
300 North Street
Teterboro, NJ 07608

Mr. Arthur Andrews
KEYSTONE ANILINE
2501 W. Fulton Street
Chicago, IL 60612

Mr. F. Abi-Karam
Vice President, Marketing & Commercial
Dev.
KING INDUSTRIES
Science Road
Norwalk, CT 06852

Mr. James Moomaw
Marketing Manager
Membrane Cell Business
OXYTECH SYSTEMS
100 Seventh Avenue
Chardon, OH 44024-1000

Mr. Paul Morrisroe
President & CEO
PILOT CHEMICAL COMPANY
Parkway 109 Office Center
328 Newman Springs Road
Red Bank, NJ 07701

Mr. William E. Kingsley
Director - Int'l Sales & Marketing
QUAKER STATE CORPORATION
255 Elm Street
P.O. Box 989
Oil City, PA 16301

Mr. Edward Richman
RICHMAN CHEMICAL, INC.
317 East Ormandy Place
Ambler, PA 19002

Mr. Greg Jobin
Director, Commercial Operations
SCHWEIZERHALL, INC.
10 Corporate Place South
Piscataway, NJ 08854



RONCO Consulting Corporation

2301 M Street, N.W.
Suite 400
Washington, DC 20037
(202) 785-2794
FAX (202) 785-2078
TELEX 6971725

December 20, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Vincent A. Calarco
Crompton & Knowles Corporation
One Station Plaza
Stamford, CT 06902

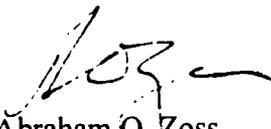
Dear Mr. Calarco:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

Thank you for the time you gave us and I hope we were of some help.

Sincerely,



Abraham O. Zoss
Technical Specialist

201-



RONCO Consulting Corporation

2301 M Street, N.W.
Suite 400
Washington, DC 20037
(202) 785-2791
FAX (202) 785-2078
TELEX 6971725

December 20, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Robert B. Jaeder
Arenol Chemical Corporation
189 Meister Avenue
Somerville, NJ 08876

Dear Mr. Jaeder:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

Thank you for the time you gave us and I hope we were of some help.

Sincerely,


Abraham O. Zoss
Technical Specialist



RONCO Consulting Corporation

2301 M Street, N.W.
Suite 400
Washington, DC 20037
(202) 785-2791
FAX (202) 785-2078
TELEX 6971725

December 20, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. James P. Bernard
Berncolors-Poughkeepsie, Inc.
75 N. Water Street
P.O. Box 29
Poughkeepsie, NY 12602-0029

Dear Mr. Bernard:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

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Sincerely,



Abraham O. Zess
Technical Specialist



RONCO Consulting Corporation

2301 M Street, N.W.
Suite 400
Washington, DC 20037
(202) 785-2794
FAX (202) 785-2078
TELEX 6971725

December 20, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. William E. Kingsley
Director - Int'l Sales & Marketing
Quaker State Corporation
255 Elm Street
P.O. Box 989
Oil City, PA 16301

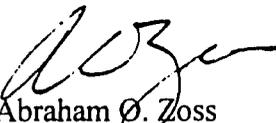
Dear Mr. Kingsley:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

Thank you for the time you gave us and I hope we were of some help.

Sincerely,


Abraham O. Zoss
Technical Specialist



RONCO Consulting Corporation

2301 M Street, N.W.
Suite 400
Washington, DC 20037
(202) 785-2791
FAX (202) 785-2078
TELEX 6971725

December 20, 1993

California Office
1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Paul Morrisroe
President & CEO
Pilot Chemical Company
Parkway 109 Office Center
328 Newman Springs Road
Red Bank, NJ 07701

Dear Mr. Morrisroe:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

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Thank you for the time you gave us and I hope we were of some help.

Sincerely,

Abraham O. Zoss
Technical Specialist



RONCO Consulting Corporation

2301 M Street, N.W.
Suite 400
Washington, DC 20037
(202) 785-2791
FAX (202) 785-2078
TELEX 6971725

December 20, 1993

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1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Rudy M. Phillips
Vice President
Crompton & Knowles Corporation
Ingredient Technology Division
1595 MacArthur Boulevard
Mahwah, NJ 07430

Dear Mr. Phillips:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

Thank you for the time you gave us and I hope we were of some help.

Sincerely,

Abraham O. Zoss
Technical Specialist



RONCO Consulting Corporation

2304 M Street, N.W.
Suite 400
Washington, DC 20037
(202) 785-2791
FAX (202) 785-2078
TELEX 6971725

December 20, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Daniel Martinez
Ashland Chemical Inc.
200 N.E. 181st Street
Miami, FL 33162

Dear Mr. Martinez:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

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(510) 548-3922
FAX (510) 848-1983

Mr. Edmund H. Fording, Jr.
President
Crompton & Knowles Corporation
Dyes & Chemicals Division - Domestic
Route 10 (Pheasant Rd.)
Green Hills, PA 19607

Dear Mr. Fording:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, US AID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

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(510) 548-3922
FAX (510) 848-1983

Mr. Richard H. Eckfeldt
Director, Global New Business Development

Avon Products Inc.
9 W. 57th Street
New York, NY 10019-2683

Dear Mr. Eckfeldt:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax: (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

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Sincerely,

Abraham D. Zoss
Technical Specialist



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2301 M Street, N.W.
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FAX (202) 785-2078
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December 20, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. F. Abi-Karam
Vice President, Marketing & Commercial Dev.
King Industries
Science Road
Norwalk, CT 06852

Dear Mr. Abi-Karam:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

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Berkeley, CA 94704
(510) 548-3922
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Mr. Robert M. Hull
President
Hull & Co.
5 Oak Street
Greenwich, CT 06830

Dear Mr. Hull:

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As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

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1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Kenneth Rugg
Executive Vice President
Florasynt Inc.
300 North Street
Teterboro, NJ 07608

Dear Mr. Rugg:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

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California Office:

1995 University Avenue
Suite 330
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(510) 548-3922
FAX (510) 848-1983

Mr. Edward Richman
Richman Chemical, Inc.
317 East Ormandy Place
Ambler, PA 19002

Dear Mr. Richman:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

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Technical Specialist



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Mr. Arthur Andrews
Keystone Aniline
2501 W. Fulton Street
Chicago, IL 60612

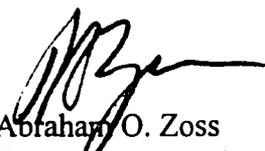
Dear Mr. Andrews:

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(510) 548-3922
FAX (510) 848-1983

Mr. James Moomaw
Marketing Manager
Membrane Cell Business
OxyTech Systems
100 Seventh Avenue
Chardon, OH 44024-1000

Dear Mr. Moomaw:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

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1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Greg Jobin
Director, Commercial Operations
Schweizerhall, Inc.
10 Corporate Place South
Piscataway, NJ 08854

Dear Mr. Jobin:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

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Sincerely,

Abraham O. Zoss
Technical Specialist

**END OF CONTRACT LETTERS TO U.S. COMPANIES
ELECTRONICS SECTOR**

Mr. Richard Strauss
AMETEK
627 Lake Street
Kent, OH 44240

Mr. Javed Khan
Mr. Mahboob Akhter
AST RESEARCH INC.
16215 Alton Parkway
Irvine, CA 92718

Mr. Steve Fleming
AUTOSPLICE INC.
10121 Barnes Canyon Rd.
San Diego, CA 92121

Mr. Ed Shulman
Mr. Neil Collins
AYDIN CORPORATION (WEST)
30 Great Oaks Blvd.
San Jose, CA 95119-1371

Mr. Joe Prin
BEACON LIGHT PRODUCTS
723 W. Taylor Ave.
Meridian, Idaho 83642

Mr. Neil Hamer
BLACK & DECKER INC.
P.O. Box 5420
Dubai, UAE

Mr. Gary George
CHRYSLER CORPORATION
12000 Chrysler Drive
Highland Park, Mich. 48288

Mr. John Bradshaw
Mr. Glen Dougherty
COMPAQ
20555 State Highway 249
Houston, TX 77070

Mr. Tony Stankovich
DELCO ELECTRONICS CORP.
700 East Firmin
Kokomo, Indiana

Mr. David Carlson
Mr. Yogen Banati
ECHOSPHERE HTS DIV.
90 Inverness Circle East
P.O. Box 6552
Englewood, CO 80155

Mr. E.S. Moreno
ELMO SEMICONDUCTOR CORP.
7590 N. Glenoaks Blvd.
Burbank, CA 91504

Ms. Bernadette Piano
FORD ELECTRONICS
2750 Morris Rd.
Lansdale, PA 19446

Mr. David Woolsey
HARRIS CORPORATION
Digital Telephone Systems Div.
300 Bel Marin Keys Blvd.
P.O. Box 1188
Novato, CA 94949-1188

Mr. Abdul Ghafoor
HYBRID INTERNATIONAL LTD.
311 North Lindenwood Dr.
Olathe, KS 66062

Mr. Raju Venamandra

Mr. Dave Fenton
INTERNATIONAL DRYER CORP.
74 Kilburn St.
New Bedford, Mass. 02740

Mr. George Hoyt
INTERSTATE ELECTRONICS
1001 East Ball Road
Anaheim, CA 92803

Mr. Steve T. Bonas
JOHNSON CONTROLS INC.
507 E. Michigan
Milwaukee, Wisc. 53201

Mr. Bill Bischoff
MICROELECTRONIC PACKAGING OF
AMERICA
CTM Division
9250 Trade Place
San Diego, CA 92126

Mr. Richard Bartels
MILWAUKEE ELECTRIC TOOL
N. 26 W23322 Paul Rd.
Pewaukee, Wisc. 53072

Mr. Phil Ganderson
MOTOROLA LIGHTING INC.
887 Deerfield Parkway
Buffalo Grove, Ill 60089

Mr. Rick Democo
PACKARD ELECTRIC
4944 Belmont Ave.
Youngstown, OH 44505

Mr. Charles Q. Scranton
SCRANTON ENGINEERING INC. (SEI)
3550 Cadillac Ave.
Costa Mesa, CA 92626

SIEMENS SOLAR INDUSTRIES
4650 Adohr Lane
Camarillo, CA 93011-6032

Mr. George Ure
SGC INC.
SGC Building
13737 SE 26th St.
Bellevue, WA 98005

Mr. Raj Vijayi
SOLEC INTERNATIONAL
12533 Chadrun Ave
Hawthorne, CA 90250

Mr. Bob Canoff
SOUTHLAND MICROSYSTEMS
11 Musick Ave.
Irvine, CA 92718

Mr. Joseph Leonard
TELTONE CORP.
22121-20th Ave. SE
Bothell, WA 98021



RONCO Consulting Corporation

2301 M Street, N.W.
Suite 400
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AMETEK
627 Lake Street
Kent, OH 44240

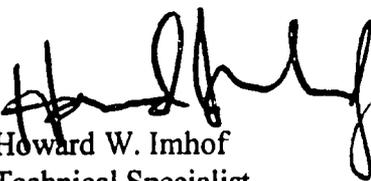
Dear Mr. Strauss:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

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Thank you for the time you gave us and I hope we were of some help.

Sincerely,



Howard W. Imhof
Technical Specialist



RONCO Consulting Corporation

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1995 University Avenue
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Mr. Javed Khan
Mr. Mahboob Akhter
AST RESEARCH INC.
16215 Alton Parkway
Irvine, CA 92718

Dear Messrs. Khan & Akhter:

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Mr. Steve Fleming
AUTOSPLICE INC.
10121 Barnes Canyon Rd.
San Diego, CA 92121

Dear Mr. Fleming:

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Mr. Ed Shulman
Mr. Neil Collins
AYDIN CORPORATION (WEST)
30 Great Oaks Blvd.
San Jose, CA 95119-1371

Dear Messrs. Shulman & Collins:

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Mr. Joe Prin
BEACON LIGHT PRODUCTS
723 W. Taylor Ave.
Meridian, Idaho 83642

Dear Mr. Prin:

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Mr. Neil Hamer
BLACK & DECKER INC.
P.O. Box 5420
Dubai, UAE

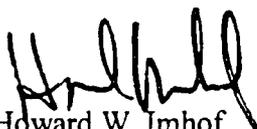
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Mr. Gary George
CHRYSLER CORPORATION
12000 Chrysler Drive
Highland Park, Mich. 48288

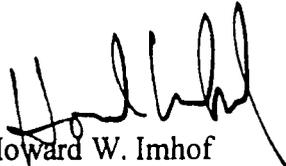
Dear Mr. George:

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Mr. John Bradshaw
Mr. Glen Dougherty
COMPAQ
20555 State Highway 249
Houston, TX 77070

Dear Messrs. Bradshaw & Dougherty:

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Mr. Tony Stankovich
DELCO ELECTRONICS CORP.
700 East Firmin
Kokomo, Indiana

Dear Mr. Stankovich:

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Mr. David Carlson
Mr. Yogen Banati
ECHOSPHERE HTS DIV.
90 Inverness Circle East
P.O. Box 6552
Englewood, CO 80155

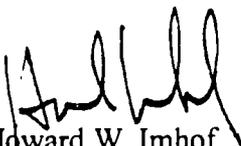
Dear Messrs. Carlson & Banati:

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Mr. E.S. Moreno
ELMO SEMICONDUCTOR CORP.
7590 N. Glenoaks Blvd.
Burbank, CA 91504

Dear Mr. Moreno:

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RONCO Consulting Corporation

2301 M Street, N.W.
Suite 400
Washington, DC 20037
(202) 785-2791
FAX (202) 785-2078
TELEX 6971725

December 20, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Ms. Bernadette Piano
FORD ELECTRONICS
2750 Morris Rd.
Lansdale, PA 19446

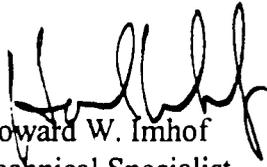
Dear Ms. Piano:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

Thank you for the time you gave us and I hope we were of some help.

Sincerely,



Howard W. Imhof
Technical Specialist



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California Office

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(510) 548-3922
FAX (510) 848-1983

Mr. David Woolsey
HARRIS CORPORATION
Digital Telephone Systems Div.
300 Bel Marin Keys Blvd.
P.O. Box 1188
Novato, CA 94949-1188

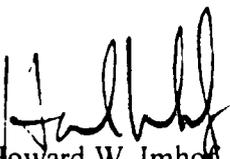
Dear Mr. Woolsey:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

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Sincerely,


Howard W. Imhoff
Technical Specialist



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Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Abdul Ghafoor
HYBRID INTERNATIONAL LTD.
311 North Lindenwood Dr.
Olathe, KS 66062

Dear Mr. Ghafoor:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

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Technical Specialist



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(510) 548-3922
FAX (510) 848-1983

Mr. Dave Fenton
INTERNATIONAL DRYER CORP.
74 Kilburn St.
New Bedford, Mass. 02740

Dear Mr. Fenton:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

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Sincerely,

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Technical Specialist



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Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. George Hoyt
INTERSTATE ELECTRONICS
1001 East Ball Road
Anaheim, CA 92803

Dear Mr. Hoyt:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

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California Office

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Berkeley, CA 94704
(510) 548-3022
FAX (510) 848-1983

Mr. Steve T. Bonas
JOHNSON CONTROLS INC.
507 E. Michigan
Milwaukee, Wisc. 53201

Dear Mr. Bonas:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

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Sincerely,

Howard W. Imhof
Technical Specialist



RONCO Consulting Corporation

2301 M Street, N.W.
Suite 400
Washington, DC 20037
(202) 785-2794
FAX (202) 785-2078
TELEX 6974725

December 20, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Bill Bischoff
MICROELECTRONIC PACKAGING OF AMERICA
CTM Division
9250 Trade Place
San Diego, CA 92126

Dear Mr. Bischoff:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

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Technical Specialist



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California Office

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Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Richard Bartels
MILWAUKEE ELECTRIC TOOL
N. 26 W23322 Paul Rd.
Pewaukee, Wisc. 53072

Dear Mr. Bartels:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

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1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Phil Ganderson
MOTOROLA LIGHTING INC.
887 Deerfield Parkway
Buffalo Grove, Ill 60089

Dear Mr. Ganderson:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

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Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Rick Democo
PACKARD ELECTRIC
4944 Belmont Ave.
Youngstown, OH 44505

Dear Mr. Democo:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

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FAX (510) 848-1983

Mr. Charles Q. Scranton
SCRANTON ENGINEERING INC. (SEI)
3550 Cadillac Ave.
Costa Mesa, CA 92626

Dear Mr. Scranton:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

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Berkeley, CA 94704
(510) 548-3922
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Mr. Joseph Leonard
TELTONE CORP.
22121-20th Ave. SE
Bothell, WA 98021

Dear Mr. Leonard:

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Sincerely,

Edward W. Imhoff
Technical Specialist



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California Office

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Berkeley, CA 94704
(510) 548-3922
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Mr. Bob Canoff
SOUTHLAND MICROSYSTEMS
11 Musick Ave.
Irvine, CA 92718

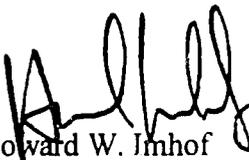
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California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Raj Vijayi
SOLEC INTERNATIONAL
12533 Chadrun Ave
Hawthorne, CA 90250

Dear Mr. Vijayi:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

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Technical Specialist



RONCO Consulting Corporation

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December 20, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Raju Venamandra
SIEMENS SOLAR INDUSTRIES
4650 Adohr Lane
Camarillo, CA 93011-6032

Dear Mr. Venamandra:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

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Technical Specialist



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California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. George Ure
SGC INC.
SGC Building
13737 SE 26th St.
Bellevue, WA 98005

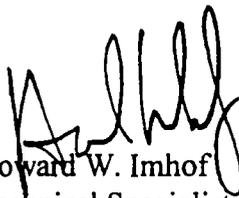
Dear Mr. Ure:

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Thank you for the time you gave us and I hope we were of some help.

Sincerely,



Howard W. Imhof
Technical Specialist

**END OF CONTRACT LETTERS TO U.S. COMPANIES
PLASTICS SECTOR**

Mr. John Jordan
Business Director, International Business
IRRIDELCO INTERNATIONAL
CORPORATION
440 Sylvan Avenue
Englewood Cliffs, NJ 07632

Mr. Jerry Bonnet
SECURITY ENVIRONMENTAL
RESOURCE INC. (SERI)
2740 Arts Street
New Orleans, LA 70117

Mr. Russell Clark
Director of Licensing
HUNTSMAN CHEMICALS
5100 Bainbridge Blvd.
Chesapeake, VA 23320

Mr. Gary George
CHRYSLER CORPORATION
12000 Chrysler Drive
Highland Park, MI 48288-1919

Mr. Riaz Wairichi
Managing Director
OLD WORLD INDUSTRIES
4065 Commercial Avenue
Northbrook, IL 60062-1851

Mr. Bill Bennett
Director of Plastic Recycling
RUBBERMAID
3124 Valley Avenue
Winchester, VA 22601

Mr. Kamal Dishi
PUSHPA AMERICA CORPORATION
370 S. Crenshaw Boulevard
Torrance, CA 90503

PLASTICS & EQUIPMENT SALES CO.
INTERNATIONAL
6001 NW 37th Avenue
Miami, FL 33145

Mr. Bill Buroughs
YOSEMITE PACKAGING
CORPORATION
40359 Highway 41
Oakhurst, CA 93644

Mr. Gary D. Laurentiis
President & CEO
ANEW CORPORATION
4865 Scotts Valley Drive
Scotts Valley, CA 95066

Mr. Nam N. Yung
President & CEO
CURA
330 Edward Avenue
Santa Clara, CA 95054

BERES INDUSTRIES INC.
1785 Swarthmore Avenue
Lakewood, NJ 08701



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(510) 548-3922
FAX (510) 848-1983

Mr. John Jordan
Business Director, International Business
Irridelco International Corporation
440 Sylvan Avenue
Englewood Cliffs, NJ 07632

Dear Mr. Jordan:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

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Sincerely,

Michael S. Montemayor
Technical Specialist



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(510) 548-3922
FAX (510) 848-1983

Mr. Jerry Bonnet
Security Environmental Resource Inc. (SERI)
2740 Aris Street
New Orleans, LA 70117

Dear Mr. Bonnet:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

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Sincerely,

Michael S. Montemayor
Technical Specialist



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1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Russell Clark
Director of Licensing
Huntsman Chemicals
5100 Bainbridge Blvd.
Chesapeake, VA 23320

Dear Mr. Clark:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 31, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

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Michael S. Montemayor
Technical Specialist



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Suite 330
Berkeley, CA 94704
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FAX (510) 848-1983

Mr. Gary George
Chrysler Corporation
12000 Chrysler Drive
Highland Park, MI 48288-1919

Dear Mr. George:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

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Technical Specialist



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FAX (510) 848-1983

Mr. Riaz Wairichi
Managing Director
Old World Industries
4065 Commercial Avenue
Northbrook, IL 60062-1851

Dear Mr. Wairichi:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

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Mr. Bill Bennett
Director of Plastic Recycling
Rubbermaid
3124 Valley Avenue
Winchester, VA 22601

Dear Mr. Bennett:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

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Mr. Kamal Dishi
Pushpa America Corporation
370 S. Crenshaw Boulevard
Torrance, CA 90503

Dear Mr. Dishi:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

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FAX (510) 848-1983

Plastics & Equipment Sales Co. International
6001 NW 37th Avenue
Miami, FL 33145

Dear Sir:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

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Suite 400
Washington, DC 20037
(202) 785-2791
FAX (202) 785-2078
TELEX 6971725

December 20, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Bill Buroughs
Yosemite Packaging Corporation
40359 Highway 41
Oakhurst, CA 93644

Dear Mr. Buroughs:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

Thank you for the time you gave us and I hope we were of some help.

Sincerely,

Michael S. Montemayor
Technical Specialist



RONCO Consulting Corporation

2301 M Street, N.W.
Suite 400
Washington, DC 20037
(202) 785-2791
FAX (202) 785-2078
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Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Gary D. Laurentiis
President & CEO
Anew Corporation
4865 Scotts Valley Drive
Scotts Valley, CA 95066

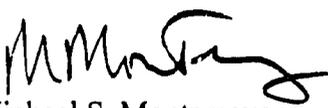
Dear Mr. Laurentiis:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

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Sincerely,


Michael S. Montemayor
Technical Specialist



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December 20, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Nam N. Yung
President & CEO
CURA
330 Edward Avenue
Santa Clara, CA 95054

Dear Mr. Yung:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramna 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

Thank you for the time you gave us and I hope we were of some help.

Sincerely,

Michael S. Montemayor
Technical Specialist



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California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Beres Industries Inc.
1785 Swarthmore Avenue
Lakewood, NJ 08701

Dear Sir:

Our contract on the Private Investment Expansion Project with USAID/Pakistan will reach its normal date of termination on December 30, 1993.

As of this aforementioned date, you should contact Mr. Randall C. Cummings, Office of Private Enterprise, USAID/Pakistan, P.O. Box 1028, 18-6th Avenue, Ramra 5, Islamabad, Pakistan. His telephone number is (92 51) 824071 and Fax (92 51) 824086. Mr. Cummings and his staff will provide any assistance needed.

Thank you for the time you gave us and I hope we were of some help.

Sincerely,

Michael S. Montemayor
Technical Specialist

**END OF CONTRACT LETTERS TO PAKISTANI COMPANIES
AGRIBUSINESS SECTOR**

Azeem Food Industries, Karachi

Icepac Ltd., Lahore

F.A.M. Business Services, Islamabad

Pakistan Industrial Promoters (Pvt) Ltd., Karachi



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California Office

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Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Azeem Food Industries
Room "D", 1st Floor
Al-Haroon Chambers
Garden Road
Karachi Pakistan

Dear Sir:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

Of course, you need not forward any letters or faxes that you have previously sent to me in Islamabad.

Good luck and hope to see you soon.

Sincerely,

FRED D. JEROY

Fax: 011 (202) 785-2078



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California Office

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Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Mansoor Arifeen
Chief Executive
Ice Pac Ltd.
8/3 Floor, Imitiaz Plaza
85-The Mall
Lahore, Pakistan

Dear Mr. Arifeen:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

Of course, you need not forward any letters or faxes that you have previously sent to me in Islamabad.

Good luck and hope to see you soon.

Sincerely,

FRED D. JEROY

Fax: 011 (202) 785-2078



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Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Majeedulah Klan
Chief Executive
F.A.M. Business Services
256-260 Street, No. 9
Islamabad, Pakistan

Dear Mr. Klan:

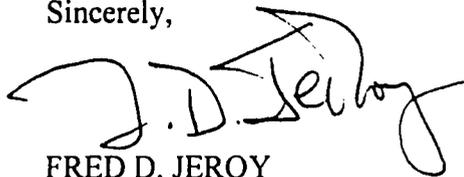
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Good luck and hope to see you soon.

Sincerely,



FRED D. JEROY

Fax: 011 (202) 785-2078



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Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. A.L. Ansari
President
Pakistan Industrial Promoters (Pvt) Ltd.
Polka Annexe
Hotel Metropole, Club Road
Karachi-75520, Pakistan

Dear Mr. Ansari:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

Of course, you need not forward any letters or faxes that you have previously sent to me in Islamabad.

Good luck and hope to see you soon.

Sincerely,

FRED D. JEROY

Fax: 011 (202) 785-2078

**END OF CONTRACT LETTERS TO PAKISTANI COMPANIES
CHEMICALS SECTOR**

Chemitex (Pvt) Ltd., Karachi

Heritage Cosmetics Ltd., Lahore

Housing Society, Lahore

Indus Sugar Mills Ltd., Lahore

Industrial Chemical Services, Karachi

OFSET International, Islamabad

Pan Globe, Karachi

Raziki Private Ltd., Karachi

Sardar Chemical Industries (Pvt) Ltd., Islamabad

Union Chemical Industries (Pvt) Ltd., Landhi, Karachi



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December 7, 1993

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1995 University Avenue
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(510) 548-3922
FAX (510) 848-1983

Mr. Zahid Saeed
Chemitex (Pvt) Ltd.
(Alliance Commercial Corporation)
Emnirates Bank Int. Limited Bldg.
I.I. Chundrigar Road
Karachi, Pakistan

Dear Mr. Saeed:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

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Good luck and hope to see you soon.

Sincerely,


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December 7, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Omer Aftab
Heritage Cosmetics Limited
190-C, Model Town
Lahore, Pakistan

Dear Mr. Aftab:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

Of course, you need not forward any letters or faxes that you have previously sent to me in Islamabad.

Good luck and hope to see you soon.

Sincerely,



FRED D. JEROY

Fax: 011 (202) 785-2078



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Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Ahmed R. Vine
32, 1st Street, Lahore Cantt Coop.
Housing Society
Lahore-54792, Pakistan

Dear Mr. Vine:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

Of course, you need not forward any letters or faxes that you have previously sent to me in Islamabad.

Good luck and hope to see you soon.

Sincerely,

FRED D. JEROY

Fax: 011 (202) 785-2078



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December 7, 1993

California Office
1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Mohammad Ali Shah
Chief Executive
Indus Sugar Mills Ltd.
93-A, New Muslim Town
Lahore, Pakistan

Dear Mr. Shah:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

Of course, you need not forward any letters or faxes that you have previously sent to me in Islamabad.

Good luck and hope to see you soon.

Sincerely,

FRED D. JEROY

Fax: 011 (202) 785-2078



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December 7, 1993

California Office

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Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Muhammad Anwar
Industrial Chemical Services
8/44, Arkay Sauare, Shahrah-e-Liaqat
Karachi-7400, Pakistan

Dear Mr. Anwar:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

Of course, you need not forward any letters or faxes that you have previously sent to me in Islamabad.

Good luck and hope to see you soon.

Sincerely,

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December 7, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Akhtar Mahmood
Director (Project Development)
OFSET International
Suite 9, Block 12-E
Markaz F-7
Islamabad, Pakistan

Dear Mr. Mahmood:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

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Good luck and hope to see you soon.

Sincerely,

FRED D. JEROY

Fax: 011 (202) 785-2078



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December 7, 1993

California Office
1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Zilley H. Syed
Pan Globe
13-Yousaf Chambers, Denso Hall
M.A. Jinnah Road
Karachi-7400, Pakistan

Dear Mr. Syed:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

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Good luck and hope to see you soon.

Sincerely,

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December 7, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Abazer Nakhoda
Raziki Private Limited
Suite 904/905/907, 9th Floor
Business Center
(Donally Road) Mumtaz Hassan Road
Karachi-7400, Pakistan

Dear Mr. Nakhoda:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

Of course, you need not forward any letters or faxes that you have previously sent to me in Islamabad.

Good luck and hope to see you soon.

Sincerely,

FRED D. JEROY

Fax: 011 (202) 785-2078



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California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Sardar Mohammad Sadiq
Sardar Chemical Industries (Pvt) Ltd.
Sector I-9
Islamabad, Pakistan

Dear Mr. Sadiq:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

Of course, you need not forward any letters or faxes that you have previously sent to me in Islamabad.

Good luck and hope to see you soon.

Sincerely,

FRED D. JEROY

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1995 University Avenue
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Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. S. Wajih H. Kazmi
Union Chemical Industries (Pvt) Ltd.
475, National Highway Landhi
Landhi, Karachi-22, Pakistan

Dear Mr. Kazmi:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

Of course, you need not forward any letters or faxes that you have previously sent to me in Islamabad.

Good luck and hope to see you soon.

Sincerely,

FRED D. JEROY

Fax: 011 (202) 785-2078

**END OF CONTRACT LETTERS TO PAKISTANI COMPANIES
ELECTRONICS SECTOR**

Ayenbee (Pvt) Ltd., Karachi

Carrier Telephone Industries (Pvt) Ltd., Islamabad

Energy Saving Devices (Pvt) Ltd. (ESD), Rawalpindi

Hybrid Technics (Pvt) Ltd., Lahore

Micro Electronics, Lahore

Micropak (Pvt) Ltd., Islamabad

Micro Systems (Pvt) Ltd., Karachi

PECS Industries (Pvt) Ltd., Lahore

SABRO [S.A. Brothers (Pvt) Ltd.], Islamabad

SIPKA Manufacturing (Pvt) Ltd., Karachi

Soild State Electronics Industry, Karachi

Video Shack Systems (Pvt) Ltd., Rawalpindi



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Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Sayed Athar Mahmood
Ayenbee (Pvt) Ltd.
113 Sector 27
Korangi Industrial Area
Karachi, Pakistan

Dear Mr. Mahmood:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

Of course, you need not forward any letters or faxes that you have previously sent to me in Islamabad.

Good luck and hope to see you soon.

Sincerely,

FRED D. JEROY

Fax: 011 (202) 785-2078



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December 7, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Muhammad Saeed
Carrier Telephone Industries (Pvt) Ltd.
Sector I-9/2, Industrial Area
Islamabad, Pakistan

Dear Mr. Saeed:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

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Good luck and hope to see you soon.

Sincerely,

FRED D. JEROY

Fax: 011 (202) 785-2078



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California Office

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Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Qadir Nawaz Khan
Energy Saving Devices (Pvt) Ltd. (ESD)
89-A, Street No. 2
Race Course Road
Rawalpindi, Pakistan

Dear Mr. Khan:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

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Good luck and hope to see you soon.

Sincerely,

FRED D. JEROY

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Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Mophsin H. Syed
Hybrid Technics (Pvt) Limited
11 Fane Road
Lahore, Pakistan

Dear Mr. Syed:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

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Sincerely,

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Berkeley, CA 94704
(510) 543-3922
FAX (510) 848-1983

Mr. Bakhtir Alam
Micro Electronics
172 Industrial Estate
Kot Lakpat
Lahore, Pakistan

Dear Mr. Alam:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

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Sincerely,

FRED D. JEROY

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Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Dr. Shahid Khan
Micropak (Pvt) Ltd.
I-9, Industrial Area
Islamabad, Pakistan

Dear Dr. Khan:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

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Good luck and hope to see you soon.

Sincerely,

FRED D. JEROY

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FAX (510) 848-1983

Mr. Shohaib Ali Imran
Micro Systems (Pvt) Ltd.
9-D, Block 6, P.E.C.H.S.
Karachi, Pakistan

Dear Mr. Imran:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

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Good luck and hope to see you soon.

Sincerely,

FRED D. JEROY

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(510) 548-3922
FAX (510) 848-1983

Mr. Javaid Iqbal
PECS Industries (Pvt) Ltd.
246, Sector A-1
Township
Lahore-40, Pakistan

Dear Mr. Iqbaq:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

Of course, you need not forward any letters or faxes that you have previously sent to me in Islamabad.

Good luck and hope to see you soon.

Sincerely,

FRED D. JEROY

Fax: 011 (202) 785-2078



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FAX (510) 848-1983

Mr. Asif Siddique
SABRO (S.A. Brothers (Pvt) Ltd.)
77-78 Sector I-9
Islamabad, Pakistan

Dear Mr. Siddique:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

Of course, you need not forward any letters or faxes that you have previously sent to me in Islamabad.

Good luck and hope to see you soon.

Sincerely,

FRED D. JEROY

Fax: 011 (202) 785-2078



RONCO Consulting Corporation

2301 M Street, N.W.
Suite 400
Washington, DC 20037
(202) 785-2791
FAX (202) 785-2078
TELEX 6971725

December 7, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Engr. Shahmir Khan
SIPKA Manufacturing (Pvt) Ltd.
8-D, Block 6
P.E.C.H.S.
Karachi, Pakistan

Dear Engr. Khan:

I am leaving Islamabad on 10 December 1993 for the United States.

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FAX (510) 848-1983

Mr. Jamshad-ur-Rehman
Solid State Electronics Industry
Plot no. 14, Sector 20
Korangi Industrial Area
Karachi, Pakistan

Dear Mr. Rehman:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

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FAX (510) 848-1983

Mr. T.A. Jilani
Video Shack Systems (Pvt) Ltd.
18 D Industrial Area
Peshawar Road
Rawalpindi, Pakistan

Dear Mr. Jilani:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

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Sincerely,

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Fax: 011 (202) 785-2078

**END OF CONTRACT LETTERS TO PAKISTANI COMPANIES
PLASTICS SECTOR**

Adamjee Polycrafts Ltd., Karachi
Agricides (Pvt) Ltd., Clifton, Karachi
Al-Huda Enterprises, Karachi
Engro Chemical Pakistan Ltd., Karachi
Jawed Metal Industries (Pvt) Ltd., Karachi
Mandviwalla Mauser Plastics Industries Ltd., Lasbella
Master Enterprises (Pvt) Ltd., Karachi
Metaplast (Pvt) Ltd., Karachi
Pak Atlas Plastic Industries (Pvt) Ltd., Karachi
Modern Plastic Industries, Karachi
Omar Jabran, Karachi
Pakistan PVC Ltd., Karachi
Pak Polymer (Pvt) Ltd., Karachi
Plastic Crafters (Pvt) Ltd., Karachi
Raza International, Lahore
Relieance Industreis (Pvt) Ltd., Karachi
Synthetic Products Enterprises (Pvt) Ltd., Lahore
Syyed Engineers (Pvt) Ltd., Gujranwala
Trade Ways, Karachi
Unipack Industries, Lahore



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FAX (510) 848-1983

Mr. Zafar Adamjee
Director
Adamjee Polycrafts Ltd.
Adamjee House, 10th Floor
I.I. Chunmdrigar Road
Karachi, Pakistan

Dear Mr. Adamjee:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

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FAX (510) 848-1983

Mr. Aziz Damji
Agricides (Pvt) Ltd.
Marine Trade Center
BC 3, Kehkashan, Block 9
Clifton, Karachi, Pakistan

Dear Mr. Damji:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

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Sincerely,

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RONCO Consulting Corporation

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December 7, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Syed Ghulam Ghous
Managing Director
Al-Huda Enterprises
Suite 207, Hotel Metropole
Karachi-75520, Pakistan

Dear Mr. Ghous:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

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Sincerely,

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December 7, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Shaukat Raza Mirza
President
Engro Chemical Pakistan Ltd.
PNSC Building, M.T. Khan Road
Karachi-7400, Pakistan

Dear Mr. Mirza:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

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Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Jawed Iqbal Siddiqui
Technical Director
Jawed Metal Industries (Pvt) Ltd.
1 D-8, Street 9, 16-B
North Karachi-75850, Pakistan

Dear Mr. Siddiqui:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

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California Office

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Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Azeem H. Mandviwalla
Director
Mandviwalla Mauser Plastics Industries Ltd.
Works C-5, Uthal Industrial Estate
Uthal District
Lasbella, Pakistan

Dear Mr. Mandviwalla:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

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December 7, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Naveed Malik
Master Enterprises (Pvt) Ltd.
Master House
54-Darul Aman Cooperative Housing Society
Sharea Faisal
Karachi, Pakistan

Dear Mr. Malik:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

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Good luck and hope to see you soon.

Sincerely,

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California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Malbool Ellahi
Managing Director
Metaplast (Pvt) Ltd.
F-212, S.I.T.E.
Karachi, Pakistan

Dear Mr. Ellahi:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

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December 7, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Shakil Ahmed
Managing Director
Pak Atlas Plastic Industries (Pvt) Ltd.
Faqir Mohammad, Durra Khan Road
Usmanabad
Karachi, Pakistan

Dear Mr. Ahmed:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

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December 7, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Zakaria Mohammad Godil
Chief Executive
Modern Plastic Industries
Sector A/3, Plot No. 8
Karachi Export Zone
Karachi-54, Pakistan

Dear Mr. Godil:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

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Good luck and hope to see you soon.

Sincerely,

FRED D. JEROY

Fax: 011 (202) 785-2078

-298-



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December 7, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr Feroz U. Khan
Chief Executive
Omar Jabran
DSU-10, Pakistan Steel Industries Estate
Bin Qasim
Karachi, Pakistan

Dear Mr. Khan:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

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December 7, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Rayaz Shaffi
Pakistan PVC Ltd.
9th Floor, Al-Haroon
Garden Road
Karachi, Pakistan

Dear Mr. Shaffi:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

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1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Ghayoor Ahmed Hashmami
Technical Director
Pak Polymer (Pvt) Ltd.
B/12-A, S.I.T.E.
Karachi, Pakistan

Dear Mr. Hashmami:

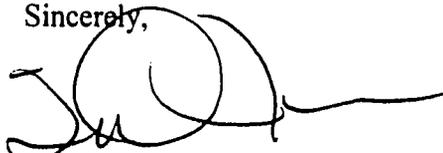
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December 7, 1993

California Office

1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3972
FAX (510) 848-1983

Mr. Iqbal Alam
Managing Director
Plastic Crafters (Pvt) Ltd.
L/A-6, Block 22
Federal B. Industrial Area
Karachi-38, Pakistan

Dear Mr. Alam:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

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Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Saeed Ahmed
Raza International
Near Rice Sheller
Kohna Road, Kahna Kachha
Lahore, Pakistan

Dear Mr. Ahmed:

I am leaving Islamabad on 10 December 1993 for the United States.

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Berkeley, CA 94704
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FAX (510) 848-1983

Mr. Ali Farooq Dossa
Director
Reliance Industreis (Pvt) Ltd.
217, Sector 23
Korangi Industrial Area
Karachi-74900, Pakistan

Dear Mr. Dossa:

I am leaving Islamabad on 10 December 1993 for the United States.

If, after this date, you wish me to follow up your correspondence with the American Companies, please fax me copies of all the correspondence to and from the American Companies. In this manner I will be fully informed when I talk to them.

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Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. S.M. Naqi
Synthetic Products Enterprises (Pvt) Ltd.
(SPEL)
127-S, Small Industries Estate
Township, Kot Lakhpat
Lahore, Pakistan

Dear Mr. Naqi:

I am leaving Islamabad on 10 December 1993 for the United States.

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FAX (510) 848-1983

Mr. Dawood Bhatti
Syyed Engineers (Pvt) Ltd.
19-A/21-A, S.I.E.
Gujkranwala, Pakistan

Dear Mr. Bhatti:

I am leaving Islamabad on 10 December 1993 for the United States.

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Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Mr. Ali Naved Kizilbash
Trade Ways
9/14, Prima Plaza
M.A. Jinnah Road
Karachi, Pakistan

Dear Mr. Kizilbash:

I am leaving Islamabad on 10 December 1993 for the United States.

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1995 University Avenue
Suite 330
Berkeley, CA 94704
(510) 548-3922
FAX (510) 848-1983

Chi ali Ahmed
Managing Partner
Unipack Industries
221, Guishan Block
Allama Iqbal Town
Lahore-54570, Pakistan

Dear Mr. Ahmed:

I am leaving Islamabad on 10 December 1993 for the United States.

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