

Indus Motor Company Ltd.

2017
annual report



Caring at the core

The ethics of care is a long-lasting commitment and we strongly believe that it revolves around relationships that generate responsibilities. From care of our people to the care of our business partners, contribution to the community's well being and that of the country, it gives us the pride of being a part of this great nation. We would like to share in our annual report this year, the steps we have taken to move towards a brighter tomorrow through our core concepts, our products and our operations.



TOYOTA



ALL NEW
FORTUNER

Corporate Profile

IMC was incorporated in 1989 as a joint venture company between certain House of Habib Companies, Toyota Motor Corporation and Toyota Tsusho Corporation. The Company manufactures and markets Toyota brand vehicles in Pakistan. The main product offerings include several variants of the flagship 'Corolla' in the passenger cars category, 'Hilux' in the light commercial vehicles segment and 'Fortuner' Sports Utility Vehicle.

The manufacturing facility and offices are located at a 105 acre site in Port Qasim, Karachi, while the product is delivered to end customers nationwide through a strong network of 45 independent 3S Dealerships spread across the country.

In its 27 years since inception, IMC has sold more than 750,000 CBU/CKD vehicles and has demonstrated impressive growth, in terms of volumetric increase from a modest beginning of 20 vehicles per day production in 1993 to 240 units daily at present through the development of human talent embracing the 'Toyota Way' of quality and lean manufacturing. Over the years, IMC has made large scale investments in enhancing its own capacity and in meeting customer requirements for new products. Today, Corolla is the largest selling automotive brand model in Pakistan and it also has the distinction of being # 1 in Toyota's Asian market.

The Company invests heavily in training its 2,800 plus workforce of team members and management employees and creating a culture of high performing empowered teams working seamlessly across processes in search of quality and continuous improvement. The core values of the Company encourage employees to pursue high standards of business ethics and safety; communicating candidly by giving bad news first and to respect people. The bi-annual TMC morale surveys show that employees rate IMC high on work environment and level of job satisfaction.

The Company has played a major role in the development of the entire value chain of the local auto industry and is proud to have contributed in poverty alleviation at the grass root level by nurturing localization that has directly created thousands of job opportunities and transferred technology to over 60 vendors supplying parts. IMC is also a major tax payer and significant contributor to the GOP Exchequer.



Contents

| | | | |
|-------------------------------------|----|---|-----|
| Vision, Mission and Core Values | 04 | Directors' Report | 40 |
| Toyota Guiding Principles | 08 | Global Vision for Those We Serve | 59 |
| Toyota Motor Corporation CSR Policy | 09 | Fun Facts & Tips for Safety | 62 |
| Strategic Objectives | 10 | Statement of Compliance with the Code of Corporate Governance | 66 |
| Board of Directors | 12 | Review Report to the Members | 68 |
| Company Information | 18 | Auditor's Report to the Members | 69 |
| Corporate Governance | 20 | Financial Statements | 70 |
| Organization Chart | 21 | Pattern of Shareholding | 111 |
| Shareholder Information | 24 | Ten Year Performance Indicators | 114 |
| Operating Highlights | 26 | Notice of Annual General Meeting | 116 |
| Financial Summary | 27 | Notice of Annual General Meeting (Urdu) | 123 |
| Vertical and Horizontal Analysis | 30 | Directors' Report (Urdu) | 134 |
| Statement of Value Addition | 34 | Chairman's Review (Urdu) | 136 |
| Chairman's Review | 36 | | |

Vision

“To be the most respected and successful enterprise, delighting customers with a wide range of products and solutions in the automobile industry with the best people and the best technology.”

Mission

IMC's Mission is reflected in the Company's slogan

Action, Commitment and Teamwork to become # 1 in Pakistan

Respect & Corporate Image

Customer Satisfaction

Production & Sales

Quality & Safety

Best Employer

Profitability

Act #1
**Action,
Commitment,
Teamwork**

Core Values

- World class production quality
- Achieving the ultimate goal of complete customer satisfaction
- Being seen as the best employer
- Fostering the spirit of teamwork
- Inculcating ethical and honest practices



Caring

for our people

At IMC, we provide our employees with a range of tools, services and environment to help preserve their work-life balance. Our 2,800 plus employees are engaged in training and developing people through local and international institutions, with 1.8 million man-hours achieved through skill training. Last year, we sent our employees to Harvard, Wharton and INSEAD to add value to their knowledge and skills. Our management outlook is merit-based. It works towards ensuring equality in the workplace and developing solutions to guarantee a satisfactory fit between the multiple roles in a person's life.



TOYOTA



Toyota Guiding Principles



Akio Toyoda

President, Toyota Motor Corporation

The Toyota business is guided by seven principles:



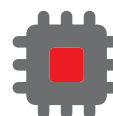
- 1 | Honor the language and spirit of the law of every nation and undertake open and fair corporate activities to be a good corporate citizen of the world.



- 2 | Respect the culture and customs of every nation and contribute to economic and social development through corporate activities in the communities.



- 3 | Dedicate ourselves to providing clean and safe products and to enhancing the quality of life everywhere through all our activities.



- 4 | Create and develop advanced technologies and provide outstanding products and services that fulfill the needs of customers worldwide.



- 5 | Foster a corporate culture that enhances individual creativity and teamwork value, while honoring mutual trust and respect between labor and management.



- 6 | Pursue growth in harmony with the global community through innovative management.



- 7 | Work with business partners in research and creation to achieve stable long-term growth and mutual benefits, while keeping ourselves open to new partnerships.

Toyota Motor Corporation

CSR Policy

Contribution Towards Sustainable Development

Preamble

We, Toyota Motor Corporation and our subsidiaries, take initiative to contribute to harmonious and sustainable development of society and the earth through all business activities that we carry out in each country and region, based on our Principles. We comply with local, national and international laws and regulations as well as the spirit thereof and we conduct our business operations with honesty and integrity. In order to contribute to sustainable development, we believe that management interacting with its stakeholders as described below is of considerable importance, and we will endeavor to build and maintain sound relationships with our stakeholders through open and fair communication. We expect our business partners to support this initiative and act in accordance with it.

Customers

- Based on our philosophy of "Customer First," we develop and provide innovative, safe and outstanding high quality products and services that meet a wide variety of customers' demands to enrich the lives of people around the world. (Guiding Principles 3 and 4)
- We will endeavor to protect the personal information of customers and everyone else we are engaged in business with, in accordance with the letter and spirit of each country's privacy laws. (Guiding Principles 1)

Employees

- We respect our employees and believe that the success of our business is led by each individual's creativity and good teamwork. We stimulate personal growth for our employees. (Guiding Principles 5)
- We support equal employment opportunities, diversity and inclusion for our employees and do not discriminate against them. (Guiding Principles 5)
- We strive to provide fair working conditions and to maintain a safe and healthy working environment for all our employee. (Guiding Principles 5)
- We respect and honor the human rights of people involved in our business and, in particular, do not use or tolerate any form of forced or child labor. (Guiding Principles 5)
- Through communication and dialogue with our employees, we build and share the value "Mutual Trust and Mutual Responsibility" and work together for the success of our employees and the company.
- We recognize our employees' right to freely associate, or not to associate, complying with the laws of the countries in which we operate. (Guiding Principles 5)
- Management of each company takes leadership in fostering a corporate culture, and implementing policies, that promote ethical behavior. (Guiding Principles 1 and 5)

Business Partners

- We respect our business partners such as suppliers and dealers and work with them through long-term relationships to realize mutual growth based on mutual trust. (Guiding Principles 7)
- Whenever we seek a new business partner, we are open to any and all candidates, regardless of nationality or size, and evaluate them based on their overall strengths. (Guiding Principles 7)
- We maintain fair and free competition in accordance with the letter and spirit of each country's competition laws. (Guiding Principles 1 and 7)

Shareholders

- We strive to enhance corporate value while achieving a stable and long-term growth for the benefit of our shareholders. (Guiding Principles 6)
- We provide our shareholders and investors with timely and fair disclosure on our operating results and financial condition. (Guiding Principles 1 and 6)

Global Society/Local Communities

Environment

We aim for growth that is in harmony with the environment by seeking to minimize the environmental impact of our business operations, such as by working to reduce the effect of our vehicles and operations on climate change and biodiversity. We strive to develop, establish and promote technologies enabling the environment and economy to coexist harmoniously, and to build close and cooperative relationships with a wide spectrum of individuals and organizations involved in environmental preservation. (Guiding Principles 3)

Community

- We implement our philosophy of "respect for people" by honoring the culture, customs, history and laws of each country. (Guiding Principles 2)
- We constantly search for safer, cleaner and superior technology that satisfies the evolving needs of society for sustainable mobility. (Guiding Principles 3 and 4)
- We do not tolerate bribery of or by any business partner, government agency or public authority and maintain honest and fair relationships with government agencies and public authorities. (Guiding Principles 1)

Social contribution

- Wherever we do business, we actively promote and engage, both individually and with partners, in social contribution activities that help strengthen communities and contribute to the enrichment of society. (Guiding Principles 2)

Strategic Objectives



Achieving Market Leadership by Delivering Value to Customers

- Following our “Customer First” philosophy in manufacturing and providing high quality vehicles and services that meet the needs of Pakistani customers.
- Enhancing the quality and reach of our 3S Dealership Network.
- Employing customer insight and feedback for continuous corporate renewal, including product development, improving service and customer care.



Optimizing Cost by Kaizen

- Fostering a Kaizen culture and mindset at IMC, its Dealers and Vendors.
- Implementing Toyota Production System.
- Removing waste in all areas and operating in the lowest cost quartile of the industry.



Bringing Toyota Quality to Pakistan

- Maximizing QRD (Quality, Reliability and Durability) by built-in engineering.
- Transferring technology and promoting indigenization at IMC and its Vendors.
- Raising the bar in all support functions to meet Toyota Global Standards.



Respecting our people

- Treating employees as the most important sustainable competitive resource.
- Providing a continuous learning environment that promotes individual creativity and teamwork.
- Supporting equal employment opportunities, diversity and inclusion without discrimination.
- Building competitive value through mutual trust and mutual responsibility between the Indus Team and the Company.



Become a Good Corporate Citizen

- Following ethical business practices and the laws of the land.
- Engaging in philanthropic and social activities that contribute to the enrichment of the Pakistani society, especially in areas that are strategic to both societal and business needs e.g. road safety, technical education, environment protection, etc.
- Enhancing corporate value and respect while achieving a stable and long term growth for the benefit of our shareholders.

Board of Directors



Ali S. Habib
Chairman

Ali S. Habib is the Chairman of Indus Motor Company Limited and is also the Founding Director of the Company. He also serves as a Member on the board of directors of Thal Limited, Shabbir Tiles & Ceramics Limited and Habib Metropolitan Bank Limited.

He is a graduate in Mechanical Engineering from the University of Minnesota, USA. He has attended the PMD Program at Harvard University.



Toshiya Azuma
Vice Chairman

Toshiya Azuma has been appointed as a Director on the Board and Vice Chairman of Indus Motor Company Limited with effect from January 2016. He has been serving at Toyota Motor Corporation for over 29 years and has worked in different capacities. He has also served as Assistant Vice President, Purchasing Division and Vice President, Marketing Division for Toyota Motor Philippines Corporation (TMP).

He has completed his Bachelor's degree in Law from Kobe University, Japan.



Ali Asghar Abbas Jamali
Chief Executive

Ali Asghar Abbas Jamali was appointed as Chief Executive Officer in January 2017. He has been with the Company since October 2000 and has served in key roles in various departments, owing to which he has acquired rich experience in end to end management of the company operations.

He is a fellow member of the Institute of Chartered Accountants of Pakistan and has attended the Advance Management Program at Harvard University and the Accelerated Management Program at Wharton School of Business, USA.



Azam Faruque
Independent Director

Azam Faruque was elected as a Director of the Company in October 2014. He is a director and CEO of Cherat Cement Co. Limited, a Ghulam Faruque Group (GFG) company. Apart from the 25 years he has spent in the cement industry and other GFG businesses, he has served as a member on the boards of various public and private sector institutions. Currently he is a director of International Industries Limited, Madian Hydro Power Limited, Atlas Battery Limited, Faruque (Pvt) Limited, and Greaves Pakistan (Pvt) Limited.

He is an Electrical Engineering and Computer Science graduate from Princeton University USA, and has also completed his MBA with High Honors from the University of Chicago.



Farhad Zulficar
Director

Farhad Zulficar is the Founding Director of Indus Motor Company Limited. He was the first Managing Director of the Company from 1989 to 2001 and has also served as Director on various listed and private companies.

He is a commerce graduate from the University of Karachi.

Board of **Directors**



Mohamedali R. Habib
Director

Mohamedali R. Habib is the Founding Director of Indus Motor Company Limited. He has been an Executive Director of Habib Metropolitan Bank Limited since 2004 and currently serves as the Chairman of the Board of Directors of the Bank. He also serves as a Member on the Board of Thal Limited and Habib Insurance Company Limited. He was appointed as Joint-President & Division Head (Asia) & Member of General Management of Habib Bank AG Zurich in 2011.

He has a graduate degree in Business Management – Finance from Clark University, USA.



Hiroyuki Fukui
Director

Hiroyuki Fukui was appointed as a Director of Indus Motor Company Limited in May 2016. Currently he is serving as the President of Toyota-Astra Motor, Toyota Motor Asia Pacific and Managing Officer of Toyota Motor Corporation. He is presently director on the boards of various Toyota Group companies in countries around the globe.

He graduated from Kyoto University, Japan.



Sadatoshi Kashihara
Director

Sadatoshi Kashihara was appointed as Director of Indus Motor Company Limited in January 2017 and also serves as Senior Director Manufacturing. He has been with Toyota Group since 1990 during which time he held various senior executive positions. He has vast experience in the areas of Production, Plant Engineering at various Toyota plants in the world.

He is a graduate from the Miyazaki University, Japan.



Masato Yamanami
Director

Masato Yamanami was appointed as Director of Indus Motor Company Limited in June 2015. He has been associated with Toyota Motor Corporation from 1981 to 2013, during which time he has held various senior positions. He joined Toyota Tsusho Corporation in January 2014 as a member of Management team. He is presently director on the boards of various Toyota Group companies in countries around the globe.

He is a graduate from Faculty of Political Science and Economics from Waseda University, Japan.



Parvez Ghias
Director

Parvez Ghias served as Chief Executive of the Company from 2005 to 2016. After stepping down as Chief Executive, he has continued as a Director on the Board. Prior to joining the Company, he was the Vice President and CFO at Engro Chemical Pakistan Limited and served as a Member of the Board of Directors. He also serves as an independent director on the boards of Standard Chartered Bank (Pakistan) Limited, Dawood Hercules Corporation Limited and Shell Pakistan Limited.

He is a fellow of the Institute of Chartered Accountants in England & Wales and holds a Bachelors Degree in Economics and Statistics.

Caring

for the economy

We are engaged deeply with the principles of caring economics and we build meaningful connections through our leaders. This is how we increase the confidence of our people in the vital area of the national economy. This enables us to provide a forward momentum to the thousands of people employed at our plant as well as at our vendors and 45 dealerships across the country. This assisted us in contributing Rs. 39 billion to the national exchequer.



TOYOTA



Company Information

Bankers

Bank Alfalah Limited
Bank Al-Habib Limited
Citibank N.A.
Habib Bank Limited
Habib Metro Bank Limited
MCB Bank Limited
Meezan Bank Limited
National Bank of Pakistan
Standard Chartered Bank (Pakistan) Limited
The Bank of Tokyo-Mitsubishi UFJ Limited
United Bank Limited

Auditors

A.F. Ferguson & Co.
Chartered Accountants,
State Life Building No. 1-C,
I.I. Chundrigar Road, Karachi.

Legal Advisors

A.K. Brohi & Company
Mansoor Ahmed Khan & Co.
Mahmud & Co.
Sayeed & Sayeed

Share Registrar

Central Depository Company of Pakistan Limited
CDC House, 99-B, Block "B",
S.M.C.H.S., Main Shahrah-e-Faisal,
Karachi-74400.
Tel: 0800-23275
UAN: 111-111-500
Email: info@cdcpak.com

Factory / Registered Office

Plot No. N.W.Z/1/P-1, Port Qasim Authority,
Bin Qasim, Karachi.
Phone: (PABX) (92-21) 34720041-48
(UAN) (92-21) 111-TOYOTA (869-682)
Fax: (92-21) 34720056
Website: www.toyota-indus.com

Chief Financial Officer

Mr. Mohammad Ibadullah

Company Secretary

Mr. Muhammad Arif Anzer

Head of Internal Audit

Mr. Azam Khan

Board Audit Committee Members

Mr. Mohamedali R. Habib (Chairman)
Mr. Farhad Zulficar
Mr. Azam Faruque
Mr. Hiroyuki Fukui
Mr. Masato Yamanami
Mr. Azam Khan (Secretary)

Board Human Resource and Remuneration Committee Members

Mr. Ali S. Habib (Chairman)
Mr. Farhad Zulficar
Mr. Parvez Ghias
Mr. Toshiya Azuma
Mr. Ali Asghar Abbas Jamali
Mr. Qaiser Abbas (Secretary)

Board Ethics Committee Members

Mr. Farhad Zulficar (Chairman)
Mr. Parvez Ghias
Mr. Ali Asghar Abbas Jamali
Mr. Muhammad Arif Anzer (Secretary)





Corporate Governance

IMC's Basic Approach to Corporate Governance

IMC has a range of long-standing in-house committees responsible for monitoring and discussing management and corporate activities from viewpoints of various stakeholders to make prompt decisions for developing strategies, speed up operation while ensuring heightened transparency and the fulfillment of social obligations. IMC has a unique corporate culture that places emphasis on problem solving and preventative measures in line with Toyota Global Standards.

Basic Concept of Compliance

IMC follows the guiding principles of Toyota and not only complies with local laws and regulations, but also meets social norms, corporate ethics and expectations of various stakeholders. IMC undertakes open and fair corporate activities to meet local standards as well as Toyota Global Standards. The Audit Committee consists of four non-Executive Directors and one independent Director.

Board Human Resource and Remuneration Committee

The Remuneration Committee is a sub-committee of the Board. It recommends human resource management policies to the Board. It also recommends selection, evaluation, compensation and the succession plan of the CEO and Senior Management employees who directly report to the CEO. The Committee consists of three Non-Executive Directors, one Executive Director and the CEO.

Board Ethics Committee

The Committee has the responsibility of overseeing ethical policies and compliance by the Company. It provides expeditious actions on disclosures of wrongdoing. The Ethics Committee also reviews and investigates incidents of whistle-blowing. The Committee consists of the CEO and two Non-Executive Directors.

Investment Committee

The Investment Committee assists the Board in fulfilling its oversight responsibility for the investment in assets of the company. It evaluates the capital

expenditures required to be made and recommends the same to the Board for approval. The Committee is also responsible for formulating the overall policies for investment in fixed assets, subject to approval by the Board, and establishing investment guidelines in furtherance of those policies. The Committee consists of the CEO, two Directors, the CFO and Secretary.

Marketing Technical Co-ordination Committee

Marketing Technical Co-ordination Committee is a management committee responsible for synchronization between the marketing and technical departments. The committee also controls new products or minor model specification changes and schedules. The Committee is chaired by the CEO every month and representatives from marketing and technical departments attend the meeting.

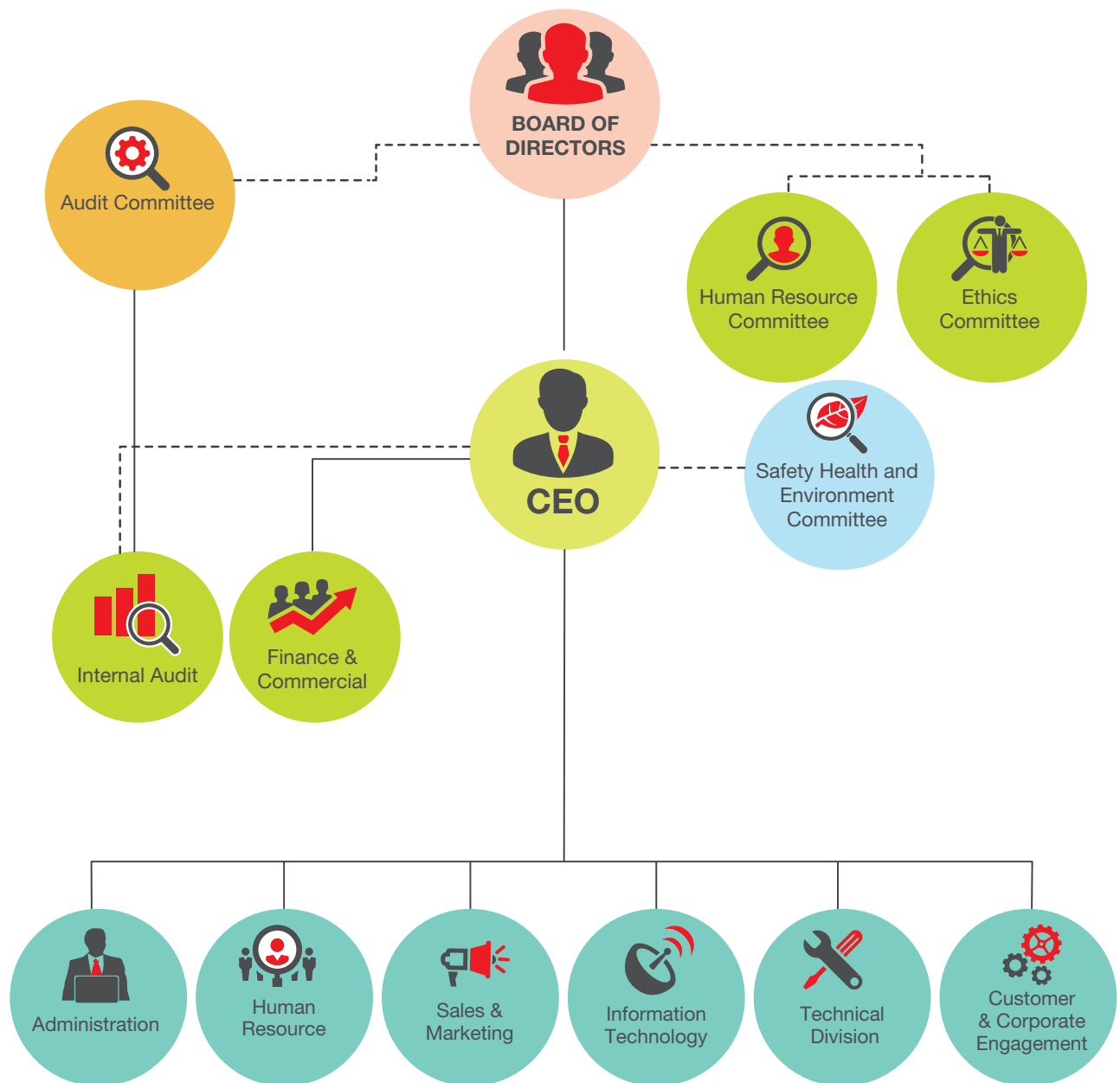
ACT #1 Management Committee

The ACT #1 Management Committee is responsible for the monitoring of organizational KPIs and stewardship of financial performance every month. It also reviews departmental targets and accomplishments achieved during the month. In addition ACT #1 reviews government regulatory affairs including macro-economic situations which results in formation of the Company's strategy and risk management policies. The meeting is headed by the Chairman with representation from all departments.

Safety, Health and Environment Committee

The Committee meets on a monthly basis and keeps a close eye on company wide Safety, Health and Environment (S.H.E) statistics, KPI trends, relevant local laws compliance, promulgating drive and focus on S.H.E. right from the top; enabling Management to have a first hand feel of S.H.E issues prevailing on the shop floor and ways to resolve them via efficient and swift decision-making. The S.H.E Committee, chaired by the CEO, formulates the overall policies and S.H.E framework for the company.

Organization Chart



Caring

for development

This is an important pillar of our work. Capacity-building is a customer-focused strategy that requires higher levels of integration. 60% of the Corolla is localized with latest high tech parts. This includes high quality chrome plating, LED type headlamps and LIN type alternator assembly.



TOYOTA



Shareholder **Information**

Factory / Registered Office

Plot No. N.W.Z/1/P-1, Port Qasim Authority,
Bin Qasim , Karachi.
PABX: (92-21) 34720041-48
Fax: (92-21) 34720056

Share Registrar

Central Depository Company of Pakistan Limited
CDC House, 99-B, Block "B",
S.M.C.H.S., Main Shahrah-e-Faisal,
Karachi-74400.
Tel: 0800-23275
UAN: 111-111-500
Email: info@cdcpak.com

Annual General Meeting

The Annual General Meeting will be held at 9:30 a.m. on October 6, 2017 at the Institute of Chartered Accounts of Pakistan, Karachi.

Shareholders as on September 29, 2017 are encouraged to participant and vote.

Any shareholder may appoint a proxy to vote on his or her behalf. Proxies must be deposited with the Company not less than 48 hours before the Meeting.

Ownership

On June 30, 2017 there were 3,891 shareholders on record of the Company's ordinary shares.

Dividend Payment

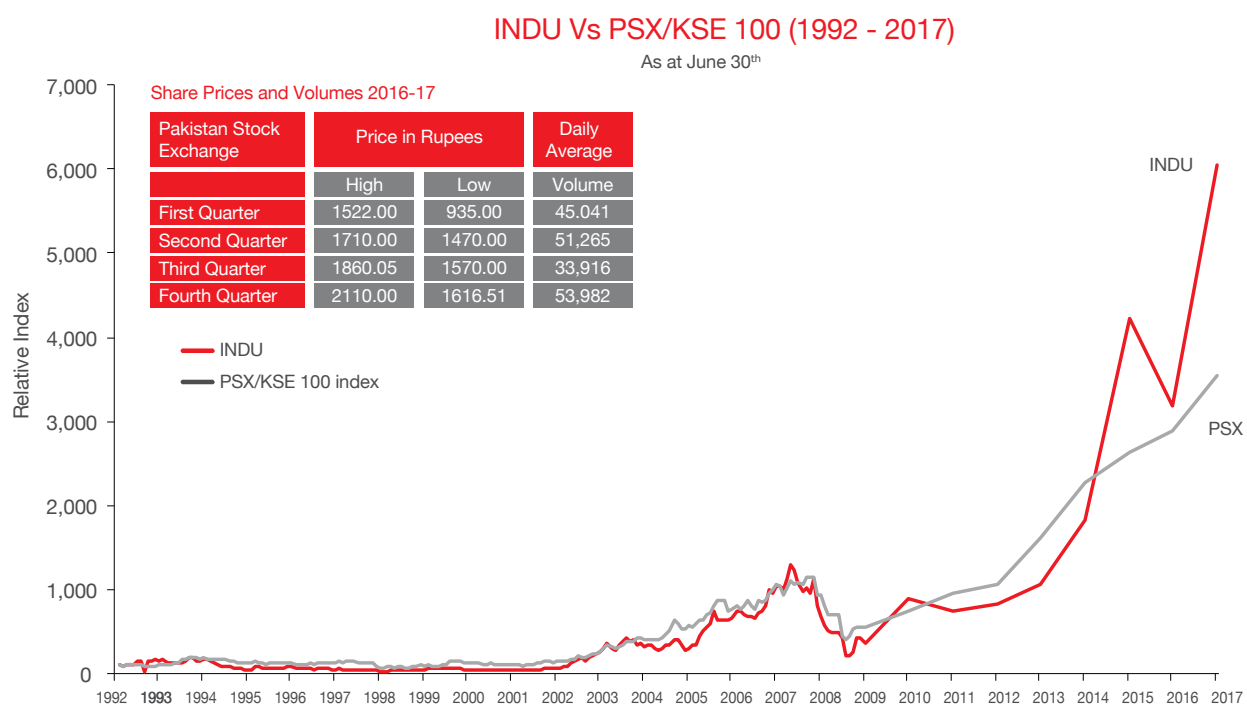
The proposal of the Board of Directors for dividend payment will be considered at the Annual General Meeting. The dividend warrants will be sent to persons listed in the register of members on September 29, 2017. Income Tax and Zakat will be deducted in accordance with the prevailing regulations.

Listing on Stock Exchanges

Indus Motor Company Limited equity shares are listed on the Pakistan Stock Exchange.

Stock Code

The stock code for dealer in equity shares of Indus Motor Company Limited at PSX is INDU.



Operating Highlights

Net Revenues (Rs. in billion)

| | |
|------|--------------|
| 2017 | 112.3 |
| 2016 | 108.8 |

Vehicle Sales (Units)

| | |
|------|---------------|
| 2017 | 60,586 |
| 2016 | 64,584 |

Vehicle Production (Units)

| | |
|------|---------------|
| 2017 | 59,945 |
| 2016 | 64,096 |

Earnings Per Share (Rs.)

| | |
|------|--------------|
| 2017 | 165.4 |
| 2016 | 145.7 |

Year ended June 30

| | | 2017 | 2016 |
|------------------------------------|------------------|--------------|-------|
| Profit after Tax | Rs in billion | 13.0 | 11.5 |
| Annual Cash Dividend Per Share | Rs | 115.0 | 100.0 |
| Shareholders' Equity | Rs in billion | 31.2 | 27.6 |
| Contribution to National Exchequer | Rs in billion | 39.0 | 37.3 |
| Manpower | No. of employees | 2,849 | 2,765 |

Financial Summary

| | | % Change | | Year ended June 30 | | | | |
|-------------------|---------------|--------------|--------|--------------------|--------|--------|--------|--------|
| For The Year: | | 2017 Vs 2016 | 2017 | 2016 | 2015 | 2014 | 2013 | 2012 |
| Units sold | | -6% | 60,586 | 64,584 | 57,387 | 34,470 | 38,517 | 55,060 |
| Net revenues | Rs in billion | 3% | 112.3 | 108.8 | 96.5 | 57.1 | 63.8 | 77.0 |
| Profit before tax | Rs in billion | 10% | 19.1 | 17.4 | 14.1 | 5.0 | 4.9 | 6.3 |
| Profit after tax | Rs in billion | 13% | 13.0 | 11.5 | 9.1 | 3.9 | 3.4 | 4.3 |
| Return on equity | Percentage | 1% | 41.7 | 41.5 | 37.9 | 19.4 | 19.0 | 25.3 |

Per Share Data:

| | | | | | | | | |
|----------------------|----|-----|-------|-------|-------|-------|-------|-------|
| Earnings (EPS) | Rs | 13% | 165.4 | 145.7 | 115.9 | 49.3 | 42.7 | 54.7 |
| Cash dividends | Rs | 15% | 115.0 | 100.0 | 80.0 | 29.5 | 25.0 | 32.0 |
| Shareholders' equity | Rs | 13% | 396.9 | 351.5 | 305.8 | 253.4 | 225.1 | 216.5 |

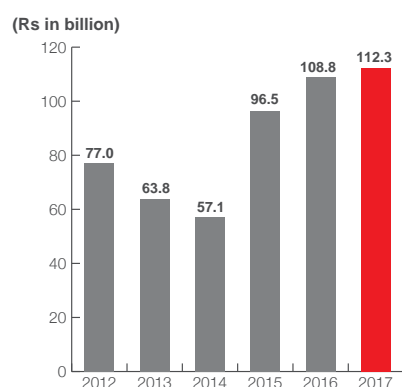
At Year-End:

| | | | | | | | | |
|----------------------|---------------|-----|-------|-------|-------|-------|-------|-------|
| Total assets | Rs in billion | 11% | 63.9 | 57.5 | 50.4 | 26.1 | 25.1 | 27.6 |
| Shareholders' equity | Rs in billion | 13% | 31.20 | 27.63 | 24.04 | 19.92 | 17.69 | 17.01 |

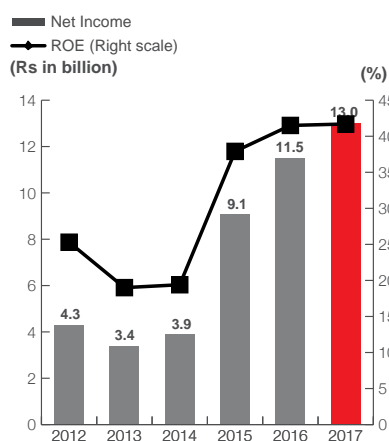
Share Performance (June 30):

| | | | | | | | | |
|-----------------------|---------------|-----|---------|-------|---------|-------|-------|-------|
| Price per share | Rs | 91% | 1,793.6 | 939.5 | 1,249.0 | 537.9 | 311.0 | 245.1 |
| Market capitalization | Rs in billion | 91% | 141.0 | 73.8 | 98.2 | 42.3 | 24.4 | 19.3 |

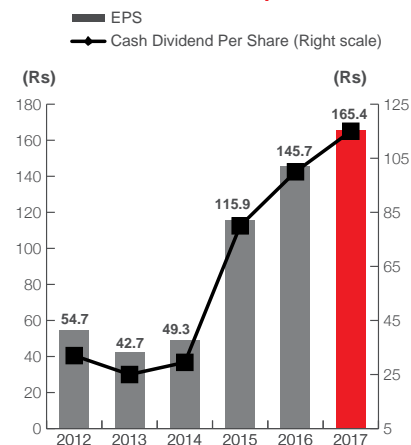
Net Revenues



Net Income / ROE



EPS / Dividend per share



Caring

for community

We encourage our people to make personal connections within the communities they work in. This is how we promote empathy, honesty and transparency. Besides producing cars, we are involved in several sectors from health to education to community development. This is why CSR is of prime importance at IMC. Our various programs aimed at uplifting the community are focused at improving lives in a number of villages surrounding our vicinity.



TOYOTA



Vertical Analysis

| | 2017 | 2016 | 2015 | 2014 | 2013 | 2012 | 2017 | 2016 | 2015 | 2014 | 2013 | 2012 |
|--|-----------------------------|---------------|---------------|---------------|---------------|---------------|--------------------------|---------------|---------------|---------------|---------------|---------------|
| BALANCE SHEET | ----- (Rs in million) ----- | | | | | | ----- (Percentage) ----- | | | | | |
| Property, plant and equipment | 6,258 | 4,919 | 5,184 | 6,032 | 2,742 | 3,472 | 9.80 | 8.55 | 10.29 | 23.10 | 10.92 | 12.59 |
| Intangibles | 88 | 19 | 10 | 1 | - | 1 | 0.14 | 0.03 | 0.02 | 0.00 | - | 0.00 |
| Long-term loans and advances | 9 | 4 | 11 | 29 | 131 | 6 | 0.01 | 0.01 | 0.02 | 0.11 | 0.52 | 0.02 |
| Long-term investments | - | 5,006 | 4,955 | - | - | - | - | 8.70 | 9.83 | - | - | - |
| Long-term deposits | 9 | 10 | 10 | 10 | 10 | 8 | 0.01 | 0.02 | 0.02 | 0.04 | 0.04 | 0.03 |
| Deferred taxation | 74 | 199 | 5 | - | 34 | - | 0.12 | 0.35 | 0.01 | - | 0.14 | - |
| Stores and spares | 204 | 154 | 179 | 142 | 154 | 178 | 0.32 | 0.27 | 0.35 | 0.54 | 0.61 | 0.65 |
| Stock-in-trade | 9,318 | 7,785 | 6,150 | 4,469 | 7,883 | 7,530 | 14.59 | 13.53 | 12.20 | 17.12 | 31.40 | 27.31 |
| Trade debts | 759 | 1,132 | 448 | 1,737 | 1,383 | 1,460 | 1.19 | 1.97 | 0.89 | 6.65 | 5.51 | 5.29 |
| Loans and advances | 1,653 | 1,125 | 1,221 | 1,006 | 1,558 | 945 | 2.59 | 1.96 | 2.42 | 3.85 | 6.21 | 3.43 |
| Short-term prepayments | 21 | 45 | 19 | 15 | 11 | 21 | 0.03 | 0.08 | 0.04 | 0.06 | 0.04 | 0.08 |
| Accrued return | 376 | 513 | 419 | 87 | 12 | 45 | 0.59 | 0.89 | 0.83 | 0.33 | 0.05 | 0.16 |
| Other receivables | 402 | 191 | 168 | 176 | 163 | 448 | 0.63 | 0.33 | 0.33 | 0.67 | 0.65 | 1.62 |
| Short-term Investments | 41,488 | 33,697 | 26,257 | 9,121 | 6,698 | 9,691 | 64.95 | 58.57 | 52.10 | 34.93 | 26.68 | 35.14 |
| Taxation - payment less provision | - | - | - | 1,216 | 131 | - | - | - | - | 4.66 | 0.52 | - |
| Cash and bank balances | 3,221 | 2,738 | 5,365 | 2,068 | 4,195 | 3,771 | 5.04 | 4.76 | 10.65 | 7.92 | 16.71 | 13.67 |
| Total Assets | 63,880 | 57,537 | 50,399 | 26,111 | 25,106 | 27,576 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 |
| Issued, subscribed and paid up capital | 786 | 786 | 786 | 786 | 786 | 786 | 1.23 | 1.37 | 1.56 | 3.01 | 3.13 | 2.85 |
| Reserves | 30,411 | 26,844 | 23,250 | 19,130 | 16,907 | 16,228 | 47.61 | 46.65 | 46.13 | 73.26 | 67.34 | 58.85 |
| Shareholders' Equity | 31,197 | 27,630 | 24,036 | 19,916 | 17,693 | 17,014 | 48.84 | 48.02 | 47.69 | 76.27 | 70.47 | 61.70 |
| Deferred taxation | - | - | - | 219 | - | 166 | - | - | - | 0.84 | - | 0.60 |
| Deferred Revenue | 4 | - | - | - | - | - | 0.01 | - | - | - | - | - |
| Trade, other payables and provisions | 9,683 | 10,035 | 9,181 | 4,430 | 6,014 | 6,512 | 15.16 | 17.44 | 18.22 | 16.97 | 23.95 | 23.61 |
| Advances from customers and dealers | 22,189 | 19,127 | 16,193 | 1,546 | 1,399 | 3,824 | 34.74 | 33.24 | 32.13 | 5.92 | 5.57 | 13.87 |
| Taxation - provision less payment | 807 | 745 | 990 | - | - | 60 | 1.26 | 1.29 | 1.96 | - | - | 0.22 |
| Total Equity and Liabilities | 63,880 | 57,537 | 50,399 | 26,111 | 25,106 | 27,576 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 |
| PROFIT AND LOSS ACCOUNT | | | | | | | | | | | | |
| Net Sales | 112,272 | 108,758 | 96,516 | 57,064 | 63,829 | 76,963 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 |
| Cost of sales | 92,450 | 91,027 | 82,272 | 51,270 | 57,972 | 70,401 | 82.34 | 83.70 | 85.24 | 89.85 | 90.82 | 91.47 |
| Gross profit | 19,822 | 17,731 | 14,244 | 5,794 | 5,857 | 6,562 | 17.66 | 16.30 | 14.76 | 10.15 | 9.18 | 8.53 |
| Distribution costs | 1,228 | 1,061 | 996 | 794 | 814 | 820 | 1.09 | 0.98 | 1.03 | 1.39 | 1.28 | 1.07 |
| Administrative expenses | 1,053 | 931 | 799 | 635 | 644 | 628 | 0.94 | 0.86 | 0.83 | 1.11 | 1.01 | 0.82 |
| Other operating expenses | 177 | 144 | 119 | 52 | 66 | 45 | 0.16 | 0.13 | 0.12 | 0.09 | 0.10 | 0.06 |
| WPPF and WWF | 1,418 | 1,285 | 1,052 | 372 | 370 | 471 | 1.26 | 1.18 | 1.09 | 0.65 | 0.58 | 0.61 |
| Operating income | 3,593 | 3,164 | 2,907 | 1,113 | 1,038 | 1,776 | 3.20 | 2.91 | 3.01 | 1.95 | 1.63 | 2.31 |
| Finance costs | 398 | 77 | 52 | 38 | 31 | 61 | 0.35 | 0.07 | 0.05 | 0.07 | 0.05 | 0.08 |
| Profit before taxation | 19,141 | 17,397 | 14,133 | 5,016 | 4,970 | 6,313 | 17.05 | 16.00 | 14.64 | 8.79 | 7.79 | 8.20 |
| Taxation | 6,140 | 5,942 | 5,022 | 1,143 | 1,612 | 2,010 | 5.47 | 5.46 | 5.20 | 2.00 | 2.53 | 2.61 |
| Profit after taxation | 13,001 | 11,455 | 9,110 | 3,873 | 3,358 | 4,303 | 11.58 | 10.54 | 9.44 | 6.79 | 5.26 | 5.59 |

Horizontal Analysis

| | 2017 | 2016 | 2015 | 2014 | 2013 | 2012 | 2017 vs 2016 | 2016 vs 2015 | 2015 vs 2014 | 2014 vs 2013 | 2013 vs 2012 |
|--|-----------------|---------------|---------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| BALANCE SHEET | (Rs in million) | | | | | | (Percentage) | | | | |
| Property, plant and equipment | 6,258 | 4,919 | 5,184 | 6,032 | 2,742 | 3,472 | 27.22 | (5.11) | (14.07) | 119.99 | (21.02) |
| Intangibles | 88 | 19 | 10 | 1 | - | 1 | 356.17 | 98.32 | 872.70 | - | (100.00) |
| Long-term loans and advances | 9 | 4 | 11 | 29 | 131 | 6 | 137.22 | (65.81) | (62.25) | (77.62) | 2,088.95 |
| Long-term investments | - | 5,006 | 4,955 | - | - | - | (100.00) | 1.03 | - | - | - |
| Long-term deposits | 9 | 10 | 10 | 10 | 10 | 8 | (9.53) | 2.91 | - | - | 20.84 |
| Deferred taxation | 74 | 199 | 5 | - | 34 | - | (62.74) | 3,651.10 | 102.42 | (737.48) | 120.69 |
| Stores and spares | 204 | 154 | 179 | 142 | 154 | 178 | 32.85 | (14.02) | 26.08 | (7.82) | (13.67) |
| Stock-in-trade | 9,318 | 7,785 | 6,150 | 4,469 | 7,883 | 7,530 | 19.69 | 26.58 | 37.61 | (43.30) | 4.69 |
| Trade debts | 759 | 1,132 | 448 | 1,737 | 1,383 | 1,460 | (32.93) | 152.75 | (74.23) | 25.64 | (5.29) |
| Loans and advances | 1,653 | 1,125 | 1,221 | 1,006 | 1,558 | 945 | 46.87 | (7.79) | 21.33 | (35.43) | 64.86 |
| Short-term prepayments | 21 | 45 | 19 | 15 | 11 | 21 | (53.87) | 140.60 | 26.62 | 38.36 | (48.58) |
| Accrued return | 376 | 513 | 419 | 87 | 12 | 45 | (26.76) | 22.57 | 379.46 | 618.67 | (72.99) |
| Other receivables | 402 | 191 | 168 | 176 | 163 | 448 | 110.14 | 14.04 | (4.51) | 7.71 | (63.59) |
| Short-term Investments | 41,488 | 33,697 | 26,257 | 9,121 | 6,698 | 9,691 | 23.12 | 28.34 | 187.86 | 36.18 | (30.88) |
| Taxation - payment less provision | - | - | - | 1,216 | 131 | - | - | - | (181.41) | 825.96 | 318.94 |
| Cash and bank balances | 3,221 | 2,738 | 5,365 | 2,068 | 4,195 | 3,771 | 17.66 | (48.98) | 159.44 | (50.70) | 11.25 |
| Total Assets | 63,880 | 57,537 | 50,399 | 26,111 | 25,106 | 27,576 | 11.02 | 14.16 | 93.02 | 4.00 | (8.96) |
| Issued, subscribed and paid up capital | 786 | 786 | 786 | 786 | 786 | 786 | - | - | - | - | - |
| Reserves | 30,411 | 26,844 | 23,250 | 19,130 | 16,907 | 16,228 | 13.29 | 15.46 | 21.54 | 13.14 | 4.19 |
| Shareholders' Equity | 31,197 | 27,630 | 24,036 | 19,916 | 17,693 | 17,014 | 12.91 | 14.95 | 20.69 | 12.56 | 3.99 |
| Deferred taxation | - | - | - | 219 | - | 166 | - | - | (102.42) | 737.48 | (120.69) |
| Deferred Revenue | 4 | - | - | - | - | - | - | - | - | - | - |
| Trade, other payables and provisions | 9,683 | 10,035 | 9,181 | 4,430 | 6,014 | 6,512 | (3.51) | 9.31 | 107.22 | (26.33) | (7.65) |
| Advances from customers and dealers | 22,189 | 19,127 | 16,193 | 1,546 | 1,399 | 3,824 | 16.01 | 18.12 | 947.60 | 10.51 | (63.42) |
| Taxation - provision less payment | 807 | 745 | 990 | - | - | 60 | 8.34 | (24.78) | 181.41 | - | (318.94) |
| Total Equity and Liabilities | 63,880 | 57,537 | 50,399 | 26,111 | 25,106 | 27,576 | 11.02 | 14.16 | 93.02 | 4.00 | (8.96) |
| PROFIT AND LOSS ACCOUNT | | | | | | | | | | | |
| Net Sales | 112,272 | 108,758 | 96,516 | 57,064 | 63,829 | 76,963 | 3.23 | 12.68 | 69.14 | (10.60) | (17.07) |
| Cost of sales | 92,450 | 91,027 | 82,272 | 51,270 | 57,972 | 70,401 | 1.56 | 10.64 | 60.47 | (11.56) | (17.65) |
| Gross profit | 19,822 | 17,731 | 14,244 | 5,794 | 5,857 | 6,562 | 11.79 | 24.48 | 145.86 | (1.08) | (10.74) |
| Distribution costs | 1,228 | 1,061 | 996 | 794 | 814 | 820 | 15.75 | 6.51 | 25.52 | (2.54) | (0.70) |
| Administrative expenses | 1,053 | 931 | 799 | 635 | 644 | 628 | 13.13 | 16.54 | 25.85 | (1.45) | 2.54 |
| Other operating expenses | 177 | 144 | 119 | 52 | 66 | 45 | 23.05 | 20.42 | 129.67 | (21.43) | 47.09 |
| WPPF and WWF | 1,418 | 1,285 | 1,052 | 372 | 370 | 471 | 10.31 | 22.15 | 182.91 | 0.54 | (21.44) |
| Operating income | 3,593 | 3,164 | 2,907 | 1,113 | 1,038 | 1,776 | 13.54 | 8.86 | 161.09 | 7.27 | (41.56) |
| Finance costs | 398 | 77 | 52 | 38 | 31 | 61 | 415.07 | 48.93 | 35.63 | 24.59 | (49.67) |
| Profit before taxation | 19,141 | 17,397 | 14,133 | 5,016 | 4,970 | 6,313 | 10.02 | 23.10 | 181.72 | 0.94 | (21.28) |
| Taxation | 6,140 | 5,942 | 5,022 | 1,143 | 1,612 | 2,010 | 3.32 | 18.32 | 339.38 | (29.10) | (19.79) |
| Profit after taxation | 13,001 | 11,455 | 9,110 | 3,873 | 3,358 | 4,303 | 13.50 | 25.74 | 135.20 | 15.37 | (21.97) |

Caring

for customers

A caring customer service must permeate the entire organization, inside and out and from top to bottom. This helps build essential, lasting and meaningful relationships. With the launch of new cars, such as the Hilux REVO and Fortuner, we are catering to diverse needs of our customers, with solutions for ease of purchase, partial payment plans and excellent after sales services. This is in alignment with international market parameters.



TOYOTA

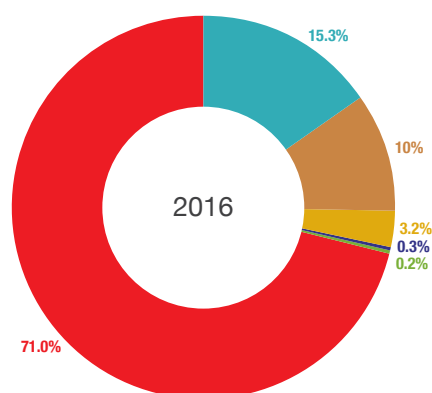
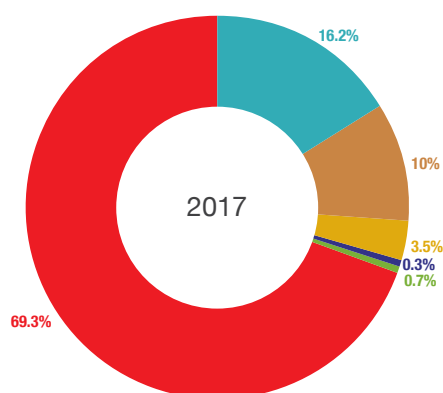


Statement of Value Addition

For The Year Ended June 30, 2017

| | 2017 | | 2016 | |
|--|--------------------|---------------|--------------------|---------------|
| | Rupees in '000 | % | Rupees in '000 | % |
| Wealth Generated | | | | |
| Gross revenue | 135,681,765 | 97.4% | 131,047,204 | 97.6% |
| Other income | 3,593,425 | 2.6% | 3,164,440 | 2.4% |
| | <u>139,275,190</u> | <u>100.0%</u> | <u>134,211,644</u> | <u>100.0%</u> |
| Bought in material and services and other expenses | 83,555,766 | 60.0% | 82,868,614 | 61.7% |
| | <u>55,719,424</u> | <u>40.0%</u> | <u>51,343,030</u> | <u>38.3%</u> |
| Wealth Distributed | | | | |
| Employees | | | | |
| Salaries, wages and other benefits | 1,937,435 | 3.5% | 1,626,473 | 3.2% |
| Society | | | | |
| Donations towards education, health and environment | 173,975 | 0.3% | 140,996 | 0.3% |
| Providers of Finance | | | | |
| Finance cost | 397,998 | 0.7% | 77,271 | 0.2% |
| Government | | | | |
| Income tax, sales tax, excise duty, customs duty, WWF and WPPF | 38,605,810 | 69.3% | 36,477,914 | 71.0% |
| Shareholders | | | | |
| Dividend | 9,039,000 | 16.2% | 7,860,000 | 15.3% |
| Retained within the business for future growth | | | | |
| Retained earnings, depreciation and amortization | 5,565,206 | 10.0% | 5,160,376 | 10.0% |
| | <u>55,719,424</u> | <u>100.0%</u> | <u>51,343,030</u> | <u>100.0%</u> |

Distribution Of Wealth



■ Employees
 ■ Society
 ■ Providers of finance
 ■ Government
 ■ Shareholders
 ■ Retained within the business for future growth



بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Ali S. Habib
Chairman



Chairman's
Review

"I welcome you to this 28th Annual General Meeting of your Company for the year ended June 30, 2017."

Dear Shareholders,

The two main pillars of the Toyota Way are kaizen (continuous improvement) and respect for people. Over the past 27 years your Company has been committed on creating sustainable value for all of our stakeholders based on these principles.

During the year under review, IMC bid farewell to one of our own – Mr. Parvez Ghias – our CEO who served the Company for over a decade, inspiring the team with his gentle but steadfast leadership. While his contributions as the leader of the Company firmly established IMC as a leader in the Pakistan industrial landscape, earning numerous awards from the Stock Exchange, the Management Association of Pakistan, Consumer Awards, the Forbes list of best companies; his most outstanding achievements were in cascading the Values and Vision of the Company to all of our 3,000 team members in our unending quest to be the most respected. Mr. Ghias is greatly admired and loved by the whole team and while we will miss him dearly, we will continue to benefit from his wisdom and guidance as a member of the Board. On behalf of all our management team, our network of dealers and suppliers and our shareholders, we offer him our sincere thanks and gratitude.

One of the most important and final responsibilities of every leader is to groom and install a successor. Under Mr. Ghias' leadership, our Chief Operating Officer, Mr. Ali Asghar Jamali, who has grown from within the ranks of our organization and is a testament to our, promote from within culture, was appointed as Chief Executive. I am confident that he will build on the strong foundation and continue to lead the organization with dedication, responsibility and continue to respect our two main pillars of never-ending improvement and empowering and respecting our team. On behalf of the board and shareholders, we welcome him and offer him every support and guidance that we can provide.

In a significant change from my past practice, the Directors' Report will provide a detailed review of the past year of operations and achievements. I will be limiting the Chairman's Review in its scope from hereon.

Our world is changing very rapidly. The digital era and technology are disrupting almost every sphere of our lives. Renewable energy, incredible advancements in computing power, quantum improvements in batteries, electric cars, driverless cars and other forces are moving at a pace that makes it impossible to predict and plan in the conventional way over a 10 or 20 year period. Our vision is to embrace these changes by transforming ourselves into a continuously evolving and learning organization that is nimble and well prepared to seize these opportunities and continue to lead. During the past year we implemented the new SAP S4/HANA and will continue to embrace technology and social media as a way to reach our customers quickly, efficiently and to hear from them in real time.

Safety in the work place is of paramount importance. Unfortunately, during the past year we had two incidents, one of which involved our team member and the other involved an external construction contractor's employee. We are deeply saddened by these events and have resolved to re-intensify our efforts to transform the mindset of our team and all stakeholders in our value chain to re-examine and improve all safety protocols to prevent any recurrence.

I would like to offer my thanks to our partners, Toyota, who have supported us with many visits from their dedicated teams to help us review and improve our safety procedures.

The Directors' Report will elaborate on our financial results and operations. I would like to extend my appreciation to the management team for delivering a record Profit-Before-Tax of Rs.19.14 billion which is a 10% increase over our previous best year.

The automobile market continues to exhibit strong growth and is forecasted to achieve a level of half a million units by the year 2025. The new Auto Development Policy is attracting new entrants with several well regarded and respected local groups entering into joint ventures to meet this growing demand. We strongly support and welcome these new entrants and we believe that a "Make in Pakistan" national strategy will benefit

our country, create jobs, save foreign exchange and further develop the supplier network in the years to come. The consumers will be afforded a wider choice of makes and models and we are resolved to embrace the competition which will both challenge us but undoubtedly make us better.

As a respected company, we make every effort to make our products and services available to customers in an efficient and customer friendly way. However, this is one area where our multi-year struggle continues without any significant success. The Company's distribution model is based on independently owned dealers, located throughout the country which continues to grow. Unfortunately, between the customer, the dealer and the company, there is an intermediary layer of investors operating in the undocumented sector that book vehicles and artificially created a false waiting period and exploit this for further sale to customers who are impatient to obtain their vehicles. This vicious cycle rewards the unscrupulous, undocumented investors while preventing us from being able to directly connect with our customers. We have made and will continue to make suggestions and requests to the Government to assist us in curbing this menace and on behalf of our management team, we offer our sincere regrets and apologies to our customers for the inconvenience that they face.

The Auto Development Policy envisaged a procedure in which customers would be compensated for delays in obtaining their vehicles beyond a stipulated period. Even though no procedure or details were ever mandated by the Government, your Company is the only automobile maker in Pakistan that is voluntarily making delayed delivery payments to all those customers who have to undergo a longer waiting period. While this step does not resolve the issue, it is our way of continuing to make our best efforts in order to continue to gain your trust and respect.


With many China Pakistan Economic Corridor (CPEC) projects being implemented, the rapid improvement in energy and infrastructure and

continuing low inflation, Pakistan economy has the potential to achieve sustained GDP growth. These positive factors are being challenged by a huge growth in imports (despite low oil prices), putting a strain on our foreign exchange reserves and balance of payments and leading to loss of jobs, loss of Government revenue and de-industrialization. I would urge the Government to adopt a Pakistan First Policy and continue to expand on their efforts to broaden the tax base and document the economy. 2018 will be an election year and Pakistan is at an important cross-road in which we must seize the opportunity and build on the strength and resources that our nation possesses in abundance.

During the year under review there were 6 board meetings, in which the board received presentations on the Company's operations, challenges and progress towards achieving their agreed objectives set by the board for the Company. We are privileged to have on our board, a rich balance of expatriates that bring Toyota's global knowledge to our Company and highly experienced and respected Pakistani individuals who are able to provide meaningful guidance and input regularly. We are particularly grateful to our Audit Committee members, who conduct an extremely detailed and diligent review to ensure that we continue to anticipate and mitigate risks and comply with corporate best practices.

Finally, on behalf of our management and board, I would like to extend our sincere thanks and gratitude to our 3,000 plus team members, all our stakeholders and especially our customers, who continue to have a strong faith in your Company's products and services and while the future is promised to no one, I am optimistic that the best days for Pakistan and IMC lie ahead.

We bow to Allah and pray for His blessings and guidance.



Ali S. Habib
Chairman



Directors'
Report

Ali Asghar Abbas Jamali
Chief Executive



- Industry Review & Business Environment
- Company Review
- Customer Relations
- Customer First – Parts & Service
- Safety, Health & Environment
- Human Resources
- Operations
- Information Technology
- Corporate Social Responsibility - Concern Beyond Cars
- Corporate Matters & Related Disclosures
- Moving Forward

The Directors of Indus Motor Company Limited takes pleasure in presenting Directors' Report, together with the Accounts of the Company for the year ended June 30, 2017.

Financial Results, Appropriations and Subsequent Effects

The financial results and appropriations for the year ended June 30, 2017 are as follows:

| | 2017 | 2016 |
|---|------------------|------------|
| | (Rupees in '000) | |
| Profit After Taxation | 13,001,265 | 11,454,940 |
| Other Comprehensive Loss for the year | (1,912) | (851) |
| Un-appropriated Profit brought forward | 52,059 | 57,970 |
| | 13,051,412 | 11,512,059 |
| Appropriations | | |
| 1 st Interim Dividend @ 250% i.e. Rs. 25 per share (2016: 200% i.e. Rs. 20 per share) | 1,965,000 | 1,572,000 |
| 2 nd Interim Dividend @250% i.e. Rs. 25 per share (2016: 200% i.e. Rs. 20 per share) | 1,965,000 | 1,572,000 |
| 3 rd Interim Dividend @ 300% i.e. Rs. 30 per share (2016: 200% i.e. Rs. 20 per share) | 2,358,000 | 1,572,000 |
| | 6,288,000 | 4,716,000 |
| Un-appropriated Profit Carried Forward | 6,763,412 | 6,796,059 |
| Subsequent Effects | | |
| Proposed Final Dividend @ 350% i.e. Rs.35 per share (2016: 400% i.e. Rs.40 per share) | 2,751,000 | 3,144,000 |
| Transfer to General Reserves | 4,000,000 | 3,600,000 |
| | 6,751,000 | 6,744,000 |
| Basic and Diluted Earnings per share | 165.41 | 145.74 |

Financial Performance

The total sales of Toyota CKD and CBU closed at 60,586, -6% after reaching an all-time high last year of 64,584. The decline translates into a slight reduction in the market share from 29% to 28%. Notwithstanding this, the Company managed to surpass its financial performance as compared to last year.

The company has posted new records on the financial front with gross sales revenue of Rs 135.68 billion, up by 3.53% compared to Rs 131.05 billion for the year ended June 2016, while profit after tax grew 13.5% to Rs 13.0 billion from Rs 11.45 billion posted for

the year ended June 2016. The surge in the revenue and net profit is mainly attributable to the launch of new models, change in sales mix and substantial improvement in trading business.

Contribution to National Exchequer

During the year, the Company contributed a sum of Rs 39 billion to the national exchequer, which amounts to about 1% of the total revenue collection by the Government of Pakistan during the year. Since the Company's incorporation in 1989, our contribution stands in excess of Rs 318 billion.

Industry Review & Business Environment

Business Environment, Risk and Uncertainties

It is encouraging that the macroeconomic fundamentals of the country remained stable throughout the year and GDP is forecast to grow at 6% for the financial year 2017-18. Interest rates touched record low levels with availability of consumer finance that boosted auto demand. Planned spending on infrastructural development pertaining to the China-Pakistan Economic Corridor (CPEC) bodes well and investor confidence has been bolstered by improvements in the law and order situation. Despite the ongoing political commotion following the recent Supreme Court judgment, we hope it will lead to better overall governance and put the country firmly on track to achieve economic prosperity and potential.

We are concerned with the widening trade deficit that has reached an alarming US\$ 32.5 billion. While the imports grew on account of capital goods which augers well for the country in the long term, the failure of exports to reach the targeted levels despite the offer of relief incentives by the government is disconcerting. We expect this imbalance will keep the Rupee under immense pressure causing inflation to spiral upwards and affect consumer spending that will adversely affect the growth momentum of the auto industry.

Mobile internet penetration is growing exponentially, causing a shift in social preferences. Smartphone based ride hailing services have gained significant popularity in the metropolitan areas. A direct positive effect is seen in sales of 1000cc segment and used imported cars of the same category this year and is expected to continue.

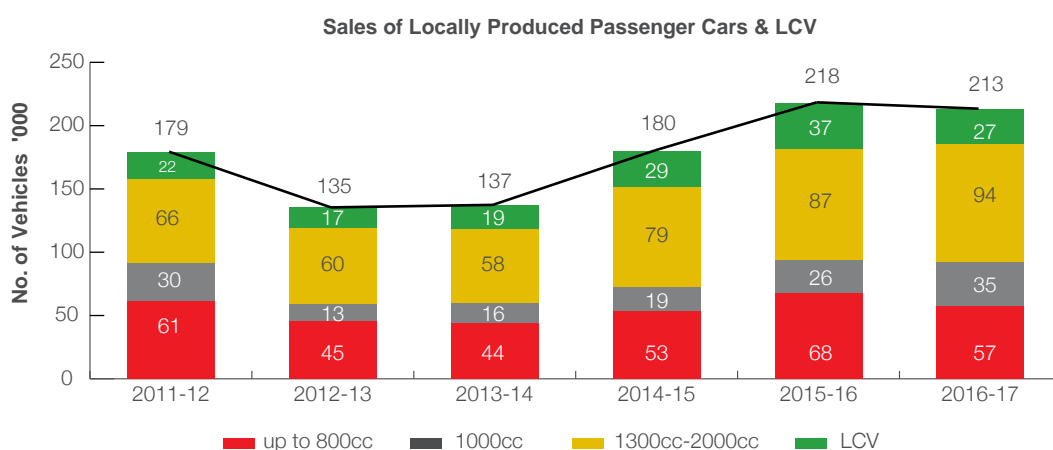
Industry Review

Robust sales of automobiles throughout fiscal year 2016-17 enabled the OEMs and the parts suppliers to operate at maximum capacities to meet the growing demand.

A total of 213,119 locally manufactured units were sold in the country during 2016-17 compared to 217,679 units sold last year, indicating a 2% drop. The sales growth appears dampened due to inclusion of 32,000 unit sales in last year on account of "Apna Rozgar Scheme". However, excluding the scheme from 2015-16, the growth in 2016-17 registered a 15% increase which reflects the true market demand. Our assertion is supported by the fact that 59,000 used cars landed in the country under various schemes, up by 9% compared to 54,000 units imported last year.

The growth in demand was also driven by introduction of the new locally produced models. The improved Corolla Altis Grande, the All-New Toyota Fortuner and the All-New Toyota Hilux REVO have been well-received by the consumer base in the relevant segments.

The Punjab Government's scheme of easy car finance culminated in early 2016 had reflected in the 800cc and LCV Pickup segments as -25% and -15%, respectively.



Recommendations

We wish to put our strong appreciation on record for the Federal Government's efforts in broadening the taxpayer base and for curbing the undocumented economic base. The Pakistan market offers huge potential, we urge the Government to bolster good governance as a key item on the public policy agenda and introduce long-term industrial policies in order to restore market confidence without stifling the dynamism that underlies all economic activity.

In tandem with the government's measures to increase competition and industry production volumes, it is also imperative to thoroughly revamp the distribution mechanism without which the benefits of competition cannot reach the real customers. Your Company will continue advocating to the government to revisit the double taxation regime which is hampering the auto industry to move from the current distribution mechanism to a wholesale-retail method. The proposed distribution model is already implemented in the motorcycle industry in addition to other fast moving consumer goods industries.

The long waiting period in the delivery of almost all models across the industry is a point of concern for all stakeholders. While, the Auto Development Policy (ADP) proposed measures to address this issue and we responded in time to all our obligations, regrettably, the government has yet to consider the proposals we tabled to curb the menace of premium, which has resulted in dissatisfaction of our loyal customers. Our proposal aims at imposition of a transfer tax on the first buyer who, as investor, is selling the vehicle soon after taking delivery. The Company believes this would considerably discourage investors and safeguard genuine customer interest.

Moreover, we strongly recommend the State Bank to strictly enforce restriction of issuance of pay orders on account of an unrelated third party after a customer has booked an order. At present, it is possible to issue pay orders on account of an unrelated third party which does not fund the transaction, which in turn leads to misrepresentation in terms of the source of funds.

We also recommend that the disparate load placed on the formal corporate sector for collection of taxes of withholding nature is reviewed as it is becoming increasingly complex to manage and is adding significantly to the cost of doing business in the country.

We are confident that the Government will effectively control the ongoing malpractices of under-invoicing and incorrect declaration of imported auto parts by unprincipled importers. During the year, some corrections have been made in parts valuation disparity. However, many other anomalies need to be corrected.

Company Review

Your Company has been making crucial headway as the leading player in Pakistan's auto industry and has accomplished important milestones. The fiscal year ending June 2017 marked another important period in the Company's revenues and profitability. Our sales successfully stayed above 60,000 units mark for the second consecutive year with record high financial performance. It showed the solid customer confidence in the Company and its value proposition offered to the customer.

The year under review was challenging for the manufacturing division throughout the year amidst a pressing demand to meet production targets. The Company migrated from the legacy SAP system to the state-of-the-art SAP S/4 HANA version which required slowing down the pace of production to support the learning curve of team members on the new system. We also witnessed the innate challenges related to run-out of the first generation Fortuner and 7th generation Hilux. In the last quarter, preparations were made for minor model changes in the Corolla that required the making of new tools for parts and improving the process by addition of safety features in the vehicle. This also resulted in a brief loss in production volume.

Spirit of "Kaizen" or Continuous Improvement is part of our basic values. Several actions were taken to eradicate bottlenecks and enhance production capacity. A multi-billion Rupee investment was made in the paint shop to increase production capacity, which is expected to yield results from the last quarter of next year. This will further help in our drive to reduce the delivery period and intensify customer satisfaction. However, it restricted our production volume during the year under review.

In order to reduce the impact of these factors on production, the Company continued to operate its manufacturing facility at full capacity, working daily overtime hours and on off Saturdays to offset the loss in production. The total production at the Company stood at 59,945 units, down 6% from 64,096 units produced in the corresponding period last year.

In line with our commitment to the ADP, we introduced multiple specification upgrades in our entire vehicle lineup, including expensive safety features that adversely affected the business proposition. In addition, we have taken a step forward to standardize dual SRS Airbags in the entire model lineups of passenger cars and SUVs.

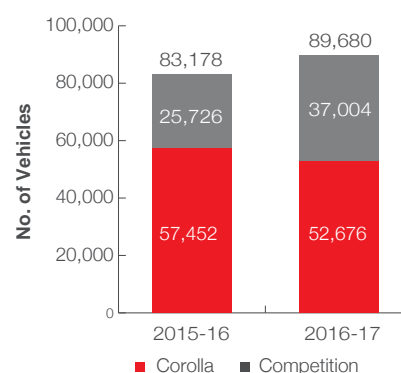
Toyota Corolla – CKD Passenger Car Segment:

Staying true to its brand values and attributes, Toyota works tirelessly to further improve its specifications in the areas of lifestyle and safety and to ensure that Toyota in Pakistan remains the Best in Class.

The changes in Corolla Altis Grande that was introduced in June 2016 with Dual SRS Airbags, Automatic Climate Control System and other luxury features, had been highly appreciated throughout the year. During the year, the anti-theft system "Immobilizer" was standardized in the entire Corolla range. The immobilizer is designed to help prevent the engine from running unless the original key is inserted.



Corolla segment grew by 8% from 83,178 units to 89,680 units. The production constraint had limited the Company's sales to reach its true potential closing at 52,676 units -8% as compared to 57,452 units last year with market share of 59%. Meanwhile, the competition gained traction and increased volume by 44%. The Company has always been quick to respond to changing customer needs. Recently, the Company has introduced Big Minor Model change in Toyota Corolla with the best in class safety and luxury features standardizing Dual SRS Airbags across the entire Corolla range, which will result in considerable benefits through the next fiscal year.





Spectacular launch event of All-New Toyota Hilux REVO featuring a star-studded cultural performance.

Toyota Hilux – CKD Pickup Segment

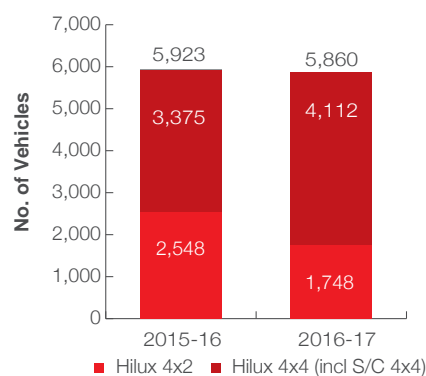
A targeted consumer segmentation and careful feature selection enabled the Company to launch another milestone - the eighth generation of the Hilux marketed under the new name “REVO” derived from the word “Revolution”. The All-New Hilux REVO, replacing the previous Hilux Vigo champ, was launched in November 2016.

True to its name, REVO is a luxurious 4x4, graceful enough for businessmen in the urban areas and tough enough for the rugged terrain in an off-road environment. The new Hilux REVO is the personification of the optimum drive.



The All-New Toyota Hilux REVO, which is a daringly bold, sturdy and sleek all-terrain vehicle.

The all-new Toyota Hilux REVO comes with the much-awaited and powerful 3.0L turbo-intercooler diesel engine in addition to other advanced features aimed at luxury and superior off-road performance of the vehicle. This included powered Leather Seats, Cool Box, Automatic Climate Control System, Differential Lock, Cruise Control and an even more durable chassis design for superior structural integrity. The All-New Hilux REVO was warmly welcomed by the customers.



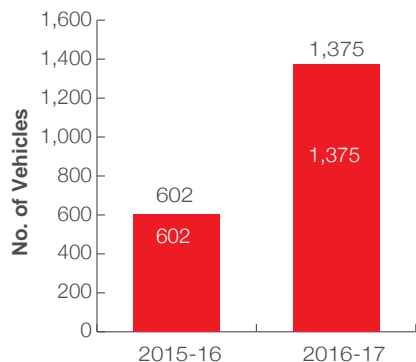
The Hilux 4x4 models moved confidently forward and recorded 22% volume increase to 4,112 units compared to 3,375 units last year. Hilux 4x2 remains a favorite amongst fleet users, institutional buyers, entrepreneurs and SMEs due to its built, durability and versatility. However, due to production limitations, the Hilux 4x2 could achieve only 1,748 units with a drop of 31%. The total Hilux sales stood at 5,860 units compared to 5,923 units last year with a drop of 1%.

Toyota Fortuner - CKD SUV Segment:

This year the Toyota Fortuner also entered into its second generation. The All-New Toyota Fortuner, designed to capture the emerging SUV market, was launched in December 2016 at a grand ceremony that was attended by Mr. Hiroki Nakajima, Chief Engineer, Toyota Motor Corporation. The market response to the new Fortuner has exceeded all expectations and translated into 128% growth from 602 units to 1,375 units this year.

The All-New Fortuner has futuristic styling, a luxurious interior and cutting-edge drive train features like On-Demand Electronic 4WD, 6-Speed Automatic Transmission with Paddle Shift, 3-Mode Smart

Driving options (Eco/Normal/Power), Cruise Control, Cool Box, Differential Lock, innovative Bi-Beam LED Headlamp, Knee Airbag and 18" Alloy Wheels.



Mr. Hiroki Nakajima, Chief Engineer, Toyota Motor Corporation graced the auspicious launch event of the All-New Toyota Hilux REVO and All-New Toyota Fortuner.

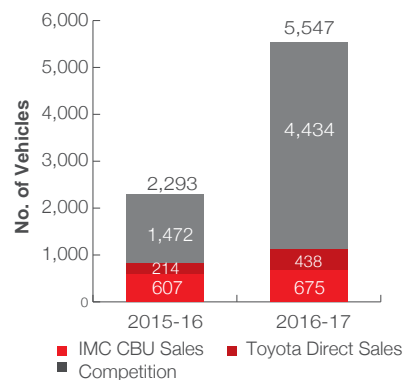
Toyota Imported Vehicles - CBU Segment:

The new Land Cruiser 200 series was also launched during the year. The model was well-received by our valued customers and, in turn, strengthened the Company's presence in the luxury SUV category in Pakistan.



Stunning, strong and classic, the New Toyota Land Cruiser 200 series.

The market for the new CBU grew from 2,293 units to 5,547 units this year, achieving a growth rate of 142%. This is attributed to the introduction of new models in Passenger car and SUV segments, while luxury passenger cars also posted sizeable growth. The demand for heavy duty trucks and buses also grew, fueled by CPEC-related demand. It is heartening to note that the anomaly that existed in the import of CBUs in the hybrid sector has now been removed and the government must be commended for taking due initiative in this regard.



The Company's sales of imported vehicles rose by 11% in FY17 to 675 units as compared to 607 units last year. Additionally, 438 units were sold directly to customers by Toyota Motors including a large fleet order of Land Cruiser 70 series as compared to 214 units last year.

Strengthening the Dealership Network

To facilitate market growth and continuous quest to reach out to and cater to its valued customers' needs, the Company added three new dealerships to its already vast network making it a total of 45 3S dealerships nationwide. These include Toyota Clifton Motors in Karachi, Toyota HN Motors in Lahore and Toyota Point Motors in Hyderabad. To ensure that the increasing demand is met efficiently, the Company will continue to expand its dealership network in the near future.



Three new 3S dealership launched this year, Toyota Point Motors in Hyderabad, Toyota HN in Lahore and Toyota Clifton in Karachi.



160 managers of Sales, Aftersales, CR and TSure attended Toyota Customer Delight Workshop in Lahore.

Customer Relations

People form a lifelong affinity with their vehicles, and our Customer Relations function plays a vital role to keep customer satisfied through implementing Toyota's Global CR standards in letter and spirit at the Company and at all dealerships. While our customers' first point of contact is the dealership, we are just a call away and can be reached at 0800-11123 in addition to email customer.relations@toyota-indus.com.

Toyota Customer Delight Workshop

The Toyota Customer Delight Workshop or TCDW as it has now come to be known is in its sixth year. The annual workshop brings together Dealers' and the Company's Sales, After Sales, T-Sure and Customer Relations teams on one platform. The TCDW's prime focus is on developing a customer-centric mindset through collaborative thinking and close coordination amongst functions to achieve the common goal of customer delight at every customer touch point.

This year the theme was "5S" (Sort, Set in order, Shine, Standardize, Sustain), which is a simple tool, handed down by Toyota that facilitates organizing our workplace in a clean, efficient and safe manner to enhance productivity and visual management and to ensure a standardized working environment.

The purpose of the workshop was to extend this philosophy to our dealers to manage a better workplace and provide customers a fulfilling shopping experience by creating an engaging and refreshing dealership ambience.

Training was given to 160 managers of all nationwide dealerships from the functions of Sales, Parts,

Service, CR and TSure. The trainers represented the departments of Safety, Health & Environment and Customer Relations. To get an in-depth understanding of the subject, the participants were taken through a simulation exercise.

Toyota Way - Let's LiVE iT!

Living up to customers' expectations and delighting them is fundamental to our cornerstone "Customer First" principle and the way to do so is by living the Toyota Way. The theme of the program is to live up to customers' expectations by living the Toyota Way. The basic idea of the program is the "implementation" in letter and spirit, of Toyota Standards on the Dealership floor, essentially achieved through cross-functional collaboration and a culture of thinking, acting and living Customer First. The 5S philosophy too is part of the Toyota Way-Lets LiVE iT program, which promises deliverables such as (a) earning customer smiles, building trust and enhancing customer retention (b) creating Toyota fans, and (c) representing the voice of the customer as the base for corporate renewal.



The initiative grew to the extent that the Toyota Dealer Success Program (TDSP) - a performance evaluation mechanism for Dealers - was brought under the umbrella of Customer Relations to facilitate uniform understanding and promotes evaluation uniformity across the nation and across all the dealership functions.

Customer First – **Parts & Service**

The Customer First Department consolidates Parts sales and After Sales Service as a single strategic area to provide customers a complete and reliable ownership experience throughout the life cycle of their vehicles. A superior customer experience through quality Toyota services and the availability of genuine spare parts is disseminated throughout our dealership network and selected retail outlets across the country.

Business Initiatives

The Toyota Mobile Application is the first of its kind in Pakistan. It enables Toyota customers to locate the nearest Toyota Dealerships, book their service appointments online, get maintenance plans and give online feedbacks. The initiative has so far engaged more than 25,000 users and made more than 900 appointments.

In addition, warranty activation process has been digitized through an online portal. The Warranty Activation Portal engages customers by having all warranty and safety related information for a better and secure ownership experience. The campaign was run on social media and attained the key achievement of generating more than 2,500 genuine customer registrations so far.



Another initiative was the launch of an Extended Warranty (EW) for an additional 1 year/ 25,000 KMs (whichever comes first) for all Toyota Corolla customers so that they could enjoy extra miles with added peace of mind. As a result, more than 1,500 EWs were sold in 3 months.

Prepaid Maintenance Package was also introduced this year. The purpose of this program is to retain customers for longer periods and to create an additional revenue stream for the Company through providing customers with one-stop maintenance solutions. The Prepaid Periodic Maintenance package also supported the increased sale of Extended Warranty, thus creating additional revenue for the Company and the authorized dealership.

Toyota Prestige Club (TPC)

An exclusive club for Toyota Fortuner customers was formed this year, where members are frequently invited at various customer engagement activities. It is aimed at recognizing their patronage and ensuring best in class customer satisfaction. Several activities are planned round the year to achieve the objective.

Customer Satisfaction Kaizen Evolution (CSKE) Cup

CSKE is a dealership level competition which gave the participants a platform to showcase their year-long Kaizen efforts and compete amongst each other for the Best of the Best title. It comprised training sessions, mid-term evaluation, a regional contest and a national Grand Finale which was won by Toyota Central Motors. The key achievement of the competition was the transfer of practical knowledge about Toyota Way in problem solving in addition to a successful alliance of 3S+CR.

Toyota Genuine Motor Oil (TGMO) Business

After establishing in-house sales with absorption rate of more than 95%, the Company has developed Distributors (with defined Prime Responsibility Areas) where they run their distribution vans in order to make TGMO available at every shop. It involved Shop Brandings and Retailer Brand Promotion activities.

A seminar was organized to interact with jobbers in the market. On this occasion, a Trade Promotion was announced for the jobbers. As a result, market availability increased from 155 shops to 682 shops while market sales increased significantly.

Brand Promoters were placed at petrol stations and retail shops. The key achievement was that the activity was able to pull customers to dealerships through a petrol pump brand promotion activity. As a result, more than 4,000 new customers were added to the database and KYC improved.

After 10 successful years, the Company has changed its Toyota Genuine Motor Oil bottle design to make it more attractive. To increase the product range and market offering, new grades will also be introduced in near future.

Parts Business Results

The Parts business has witnessed highest ever gross sales in the history of the Company amounting to Rs. 5.3 billion in the year under review. This includes Rs. 2.2 billion achieved through fleet business. Another major milestone of highest ever, more than 500,000 Customer Paid Units Serviced (CPUS), was achieved this year which will add to the Company's reach to real end customers.

Safety, Health & Environment

At Indus Motor Company, our Safety Policy conveys the following simple message:

“SAFETY WILL ALWAYS TAKE PRECEDENCE OVER PRODUCTION, SALES AND PROFITS”

The Company continues to comply with all safety, health and environmental laws and regulations. At the same time, we recognize the benefits of appropriate safety and environmental management as one of our highest priorities. To this end, we pursue programs and practices for conducting operations in a healthy, safe and environmentally sound manner.



Emergency response training being conducted for combating fire breakout

Our policy is to pursue internationally accepted S.H.E standards. We are fully committed to maintaining product and service quality while ensuring that no harm is caused to people and no damage is done to the environment.

We are committed to provide a safe workplace to all our employees, ensuring that, as far as are reasonably practicable, full care is taken of the safety of contractors, suppliers, vendors and all members of the public who may be affected by the Company's business operations.

The Company continues to strive to prevent all accidents and injuries through the active participation of every employee and is committed in making continuous efforts towards identifying, eliminating and managing all safety risks associated with its actions.

Our Safety Philosophy revolves around (a) Safety is everyone's responsibility, (b) All accidents are preventable, (c) All employees are empowered to stop any unsafe job or act and (d) No task is so important that risk of injury to people is justified.

Safety Training

The Company conducted a series of training programs for its employees throughout the year. The general safety training programs like firefighting, safety dojo and first aid are aimed at empowering every working member to deal with any emergency and to avoid accidents. Special programs include specific job training pertaining to construction safety, working at height, electrical job,

machine installation and process safety. There are seven Toyota certified safety trainers in the Company who had conducted weekly trainings throughout the year training more than 1,000 people and covering 100% of all contractors and relevant Company employees. These programs have been proven effective in creating a safety mindset and promoting a safety culture. Additionally, five more personnel have been trained at Safety Training Center, Thailand for machine safety and risk assessment.



Frequent emergency drills conducted across the company

Safety Record

The Company had 01 Lost Working Day injury after six consecutive years of zero Lost Work Day. One of our colleagues has faced an accident this year leading to permanent disability. The whole organization felt the pain and agony and committed to bring about all the necessary changes to avoid such incident in future. Subsequently, Toyota officials conducted a detailed Risk Audit of the plant and recommended actions against each audit observations. The progress had been monitored by the S.H.E. steering committee and completed to the satisfaction of the Audit team. In addition, a fatal accident happened with a third-party contractor's staff during a construction of Palut Shop extension.

Both the incidents had forced the Company to rethink and thoroughly investigate the genuine root causes and to eliminate them forever. The in-depth root-cause analysis revealed that the safety mindset had been weakened which allured employees to cut corners and take shortcuts at the cost of safety risks, while other people hesitated or didn't advocate safer practices to the risk-takers. A thorough mindset and behavioral change regime was put in place that included detailed safety trainings and a mandatory screening of safety video for every outsider entering the Company's premises.

In addition, the Company took a number of operational measures to avoid such incidents in future. These include development PMRs (Plant Management Requirements) guidelines for process safety focusing on production and non-production jobs and a dedicated team for

Construction Safety Management which is working tirelessly to ensure safety at the work site. In addition, more than 100 Anzen (safety) leaders were trained and designated across the plant to ensure implementation of Safety Management System, Job Safety Analysis and Work Permits and to conduct tools and machinery inspection on a daily basis to inculcate widespread adoption of the Company's safety culture.

The Company has achieved continuous reduction in Non-Lost Work Day injuries. Last year we had 04 Non-Lost Work Day injury cases showing improvement from 09 cases in the year before. All 04 Non-Lost Work Day injuries happened in non-production areas.

Construction Safety Management

The Company has developed a dedicated team for Construction Safety Management and improved Contractor Management as a part of its Construction Safety Management System. These improvements include specific training programs for specific jobs accompanied by classes, a practical session and exams. It has also introduced a Worker Control System and has improved the Work Permit System from one general permit to four specific work permits (Work at Heights, Hot Work, Electrical Work and General Work).

The Company has made it mandatory for all high-risk jobs to make a Job Safety Analysis before commencing it. This includes the need for a machine and tool inspection system to be developed. The Company has drawn up training programs for safety leaders who are responsible to carry out jobs safely. All these systems work with full commitment from the top management who ensure compliance of the system through audit walks.



Training session conducted on Construction Safety Management

Safety & Environment Months

Celebrating a Safety Month is a way to promote safety awareness in the team. The activities in a Safety Month include conducting safety training programs and line-side safety circles. It is a method of conveying safety messages to all concerned. Safety audits and distribution of safety souvenirs is undertaken at the end of the month to involve everyone in establishing a safety culture. Celebrating the Safety Month is a way to convey the importance of safety at the workplace.



Executive commitment for greener environment

Environmental Assessment Audit

The Environmental Assessment System (EAS) is the Toyota system for environment management. Toyota has developed a five-year plan and sets key performance indicators to achieve its environment targets. The Company has made remarkable achievements in previous years and raising the bar. The environmental performance indicators are made challenging this year as per the 6th Environmental Action Plan. The Company is focusing on ISO-14000 certification covering all manufacturing shops at Indus Motor Company while expanding the coverage to all 60 parts suppliers and 45 dealers nationwide. In addition, CO₂, waste and water consumption reduction targets were also increased.



IMC team promoting Toyota Global project for greener environment

Human Resources

At Indus Motor Company, the capabilities of the organisation reside in knowledge, skills and motivation of its human resources, who are considered as our strategic business partners and play a key role in nurturing a work ethic that is a combination of both hard work and a cheerful work environment.

Attracting the Best Talent

The Company has undertaken several campus-recruitment drives at leading graduate educational institutions for Management Trainee and Trainee Engineers. Our aim is to reach out to the best talent available and be easily accessible to them. For this purpose, an HR portal has been developed and can be accessed at www.toyota-indus.com where the candidates can register themselves online, upload their CVs and have a fair chance of selection.

Capability Building

As part of our development and retention policy, a rigorous training and development programs were rolled out to enhance their skills. In addition to structured in-house trainings, we have partnered with leading institutes such as LUMS, IBA and KSBL for Management Development Programs locally and with the world's top-class institutions like Harvard Business School, London Business School, INSEAD and Wharton to stay on the top of the business through enriching the strategic and leadership skill in our organization.

Maintaining the Global Standards, we have a pool of Toyota Certified Trainers to pass the Toyota Best Practices on to the organization through the concept of Training within the industry (TWI). The Company has one-of-a-kind in-house training facility equipped with certified equipment by Toyota where our work force is trained to give them a plant-like feel environment before taking on the actual work.

Adding to this we have worked on the overall engagement of our employees through creating a healthy and positive environment for our employees. On Production shop floor "1st line managers" is one of the initiatives we took, as this program tend to be the interface between management and non-management staff and thus plays a leading role in resolution of workplace grievances on time and in motivating the team members to perform at their best.

Diversity

We also support equal opportunity employment and facilitate women's engagement in the workforce. Last year, for instance, we inducted a batch of 34 women on the shop floor and helped them successfully perform production-related tasks, which were earlier supposed to be performed by male staff members only. Our target is to increase female employees' population ratio to 9% of total management employees and this will improve gradually over the years.

Engagement

To ensure a healthy and positive environment for our employees, we regularly assess employees' morale and satisfaction. During the year under review, a thorough Climate Survey was conducted over the entire population. The results showed that people take pride in their association with the Company. They also believe that their work is important, as it directly contributes to the organization's success. While we achieved several positive results in that regard, some areas of improvement were also highlighted for which we have developed an action plan.

We have started celebration of birthdays of our employees and this gives the employees an opportunity to interact with our top management in a lighter mood. We have also installed snack vending machines at various locations to facilitate employees. Dedicated movie shows are also organized where employees and their families can enjoy quality time together. In addition to that, the Company has decided to roll out a series of sporting events in the coming months in order to promote a culture of healthy activities among the employees.

Operations

During the year under review, the production volume had reduced to 59,945 recording a drop of 6.5% vs. 64,096 last year, the background of which had been explained in earlier section.

Commitment to Quality

The Company continuously endeavors to take product quality to a new level which can match the best in the region. To achieve this, we are making investments and are upgrading our manufacturing facilities and processes. The management places a sharper focus at all levels and Toyota Motamachi, which is the designated mother plant, provides us unrelenting support. This has a positive impact in leading us towards an even stronger culture of quality as we aim to be recognized as a Company that ensures quality, dependability and reliability in its products.

Quality Control Circle (QCC) Convention

The Annual QCC convention was held in August 2016 with Engr. Baligh ur Rehman, Minister of State for Federal Education and Professional Training, as the Chief Guest. The Minister lauded the efforts of the Company for organizing a QCC convention each year and making sure that continuous improvement activities never cease. Several themes were presented in the convention aimed at improving safety and quality, enhancing efficiency and cost reduction. The

convention helps in increasing employees' motivation by empowering each employee to play an active role in process improvement and solving problems Encountered on the Shop floor. Weld Shop bagged the 1st position followed by Press Shop and Paint Shop as the 2nd and 3rd position holders, respectively. In the vendor category, Thal Boshoku won the 1st position. The winning Weld Shop team represented Pakistan and participated in the 27th Toyota Global QC Circle Convention held in Toyota City, Japan.

Asia Pacific Skill Contest

Toyota Daihatsu Engineering and Manufacturing, Thailand (TDEM) organizes the Asia Pacific Skill Contest each year, this is aimed at recognizing the talent of affiliate plants. The competing IMC team leaders and team members won 3 medals this year. The Silver medal was won by Mr. Muhammad Imran of Assembly Shop while the Bronze medals went to Mr. Muhammad Farhan of Press Shop and Mr. Zeeshan Yousuf of Weld Shop. In addition, 5 skill awards were presented to Indus Motor Company. Of these, 3 were for the Assembly Shop and 1 each for the Press and Weld Shops.

2nd Jishuken Marathon

Toyota Daihatsu Engineering and Manufacturing (TDEM) has established the Jishuken (Self Study



27th Toyota Global QC Circle Convention with participants from IMC Weld Shop.



Proud winners of Asia Pacific Skill Contest. IMC members from left to right: Farhan, Zeeshan and Imran with their medals.

Group) activity, following Asia Pacific manufacturing companies for Yokoten to develop shop floor management. The Group Leader must understand the process of the Toyota Production System (TPS), enhance Kaizen ability by identifying 3Ms (Muri, Mura and Muda) and take effective countermeasures to eliminate them. The Company has developed certified TPS trainers and human resource by participating in Jishuken at Toyota Motor Manufacturing, Indonesia and Toyota Motors, Thailand.

The 2nd Jishuken Marathon was held in November 2016. The activities were Gemba-focused, which is the soul of TPS and included the opinions of team members, the true spirit of the Toyota Way i.e. Respect for People. In the Marathon, a total of 224 3M observations were highlighted and 12% cycle time reduced against a target of 10%. The Assembly Shop won all 3 positions and appreciation awards were distributed to all participants.

Localization

Indus Motor Company is continuously engaged in a quest to enrich the Pakistani auto industry and increase the percentage of local parts used in its vehicles. The Company has already excelled in this

pursuit and plans to continue in this direction in future. It has increased the total number of localized parts from 752 to 777 in the Corolla; some of the key high-tech parts had never been localized before.

In this spirit, the Company has again been successful in assisting its suppliers. Its Technical Assistance Agreements with foreign principal companies have resulted in transfer of cutting-edge technology to Pakistan. With more in the pipeline, there are a few noteworthy accomplishments that the Company has already achieved.

The Chrome Plating Plant has now been completed through a technical assistance agreement with Japanese manufacturer Kanto Kasai and a spot assistance agreement with a Taiwanese company, FornYou. Frame assembly for the Toyota Hilux and Toyota Fortuner was also localized. We have introduced the LED type Head Lamps in new Toyota Corolla. This localization took place for the first time in Pakistan by Auvitronics Limited with technical assistance agreements with Koito Japan. Also LIN type Alternator assembly was localized with the support of Denso Japan, making the headlamps more efficient.

Information Technology



IMC Project team at SAP S/4 HANA Go-Live

Induction of SAP

The Company is currently going through a digital transformation of its entire value chain. In order to meet growing customer needs and expectations of quality, there is a need to integrate supplier and dealership network in the context of People, Process and Technology so that the operations become even more efficient.

As part of the digital transformation initiative and with the end goal of enabling production of superior quality vehicles with faster delivery times and a delightful customer experience, the Company has implemented the latest version of Enterprise Resource Planning (ERP) tool, SAP S/4 HANA. With this, the Indus Motor Company becomes the first automotive company in the world to go-live with SAP S/4 HANA on high-performance IBM Power8 infrastructure. Major operations including Sales, Production, Finance, Material Management, Plant Maintenance, Production Engineering and Human Capital Management have been upgraded. Additionally, Business Warehouse and Fiori Data Analytics have been implemented for improved decision making based on real-time data.

These capabilities will allow the Company to offer a delightful experience to its customers through innovative service offerings. There are three major challenges that are being addressed with the implementation of SAP S/4 HANA - Volume, Velocity and Visibility, the 3Vs in a Supply chain.

Volume refers to the capability of maximizing throughput through existing facilities. Through a combination of SAP Warehouse management, RFID technology and access control, the Company will be able to handle a high volume of vehicles and parts in order to meet customer demand.

Velocity is the speed with which information traverses through the supply chain, reducing the cycle and shipping time. Through SAP S/4 HANA integrated with suppliers and partner portals, the Company will be able to achieve the desired velocity.

The third component is process visibility. With RFID, it is now possible to feed data to SAP S/4 HANA in real-time, which can be analyzed instantly. This provides actionable information when it matters the most. This added visibility will improve overall decision-making at the Company.

IT Initiatives

Keeping up with the latest trends in technology, such as Big Data, Mobility and Internet of Things (IOT), the Company has launched several initiatives in alignment with the corporate objectives.

It has revamped its Legacy Email system to state-of-the-art Microsoft Exchange Hybrid with the collaboration capabilities of Office 365. This addresses enhanced security requirements around IMC's messaging infrastructure.

On the Information Security front, IMC's backend infrastructure was improved with the latest Firewall implementation to cope with modern-day cyber threats. A comprehensive information security and awareness program was also launched to promote awareness about common information security threats and how to avoid them by following good practices.

Some of the major Data Analytics dashboards that have been provided during the current year include the ones for Customer Relations, After-Sales Service, Production Progress, Quality Tracking, Management Dashboard, Finance and Human Capital Management, etc.

During the current fiscal year, the Company has also automated several business processes through in-house application development. For the Technical Division, a Productivity Management System has been created to automate the process of recording, analysis and communication of production efficiency.

Business interactions between the Company and dealerships have also been automated through the Sales Order Booking application (PBO), Revamp and the Genesis Dealership portal. Such digital transformation at the dealership end has eliminated considerable manual work at the pre-delivery inspection level

In order to support the Marketing and Sales functions, a Toyota Mobile app has been created to provide a direct link between the customer and the Company which will eventually improve Know-Your-Customer (KYC). Moreover, a Toyota Bliss portal has been developed to manage and incentivize sales staff performance at dealerships. For the convenience of customers, IT has also provided Vehicle availability and Invoicing Status on the corporate website, which has resulted in customer convenience while checking vehicle availability and a considerable reduction in call volumes at IMC Call Center.

Corporate Social Responsibility – **Concern Beyond Cars**

As a caring and responsible corporate entity and a member of the UN Global Compact, the Company is proud of its outreach to the communities in education, health and social services that is contributing to changing lives of the underprivileged segments of society. Additionally, the Company will continue to retain focus on road safety, technical education, protection of the environment and responding to natural disasters.

The Company is fully cognizant of its responsibility towards the environment and the society at large and actively participated in various forms of social contribution. A total of Rs 174 million was spent on social contribution in the year of 2016-17 with major spending in health and education sectors. The Company also conducts Environmental Assessment Audits every year in line with its principals with sharp focus on emissions and waste. It also played leading role advocating for introduction of better quality diesel fuel in the country in order to enable the industry to introduce cleaner and more efficient diesel engines of Euro-2 emission regulation standards. In addition, the Company has launched an education campaign for general public aimed at adopting safe driving habits in the name of “Be Safety Leader”.

The Company remains committed to its social investment principle which we owe to the society we live and operate in. We strive to make a positive contribution for the underprivileged communities among which we operate and substantially invest in, such as the education and health program that aims to bring sustainable improvement to economically marginalized people. As a part of the CSR effort, our “Community Uplift Program” is focused at improving lives in a number of villages surrounding our vicinity.

Major CSR initiatives in 2016-17, that continue to be of immense interest to us since they are, in their own right, comparable to the best-in-class and are helping to transform education and health care for the deserving in the country.

- **Habib University:** Appropriate nurturing of human potential is essential for the creation of a socially responsible society. The Habib University is envisioned as a world-class research-based undergraduate institution, which aims to redefine higher education by becoming a true center of reflective knowledge that will spark constructive dialogue and provide a platform for civic engagement in Pakistan. The University is uniquely positioned to draw the knowledge and skills required to address emerging challenges of the twenty first century and beyond. Subscribing to the cause, we contributed Rs 83 million during the year, while our accumulative contribution to this institution stands at nearly Rs 200 million.
- **The Citizens Foundation:** This is a professionally managed charitable organization that builds and runs schools for primary and secondary education in rural and urban slum areas across Pakistan. Apart from a regular contribution to TCF, the Company has the privilege of donating two School Campuses; one in Muzaffargarh and the other in Hyderabad. During the year, the Company set up an Endowment Fund in perpetuity, contributing Rs 22 million to support its campus located in Orangi Town.
- **Jinnah Hospital's New Surgical Complex:** The Patients Aid Foundation, a non-profit organization, has played a fundamental role in raising funds for infrastructure and medical equipment facilities for the Surgical Complex at JPMC. Construction work of Pakistan's first state-of-the-art 600-bed Surgical Complex is underway at a fast pace and completion is expected by the end of 2017. The Company this year again donated Rs 30 million for the project, with our total contribution rising to Rs 130 million.
- **Indus Hospital,** funded solely through charitable donations, provides free-of-cost high quality healthcare services to millions of patients who come from across Pakistan and its neighboring countries. The Indus Hospital is now on its way to expanding its facilities to 1800+ bed capacity, aiming to serve millions of under-served patients with greater efficiency and quality. Being one of its regular donors, the Company supported the Indus Hospital also in construction of its new building infrastructure, donating Rs. 7.5m this year, with our total contribution rising to Rs 12.5 million.
- **Thar Foundation** is engaged in the betterment of the people of Tharparkar by improving their education and healthcare sectors. Appreciating the efforts, the Company made a contribution of Rs 1 million.
- **The Company** went a step further in its Community Uplift Program, adding an initiative by arranging Free Medical Camps for around 200 Psychiatric and Epilepsy Patients under a collaboration with Basic Needs Pakistan, an NGO. Every two months, two camps are being arranged at two locations of our neighboring area. Among other activities, the Company runs Weekly Food Distribution and Free Medical Camps under OPD. Since 2008, the Toyota-Goth Education program continues to support 250 students for their education. In addition, this year a Computer Lab has been established for the Government Secondary School, situated at Razzaqabad.

Corporate Matters & **Related Disclosures**

Chairman's Review

The Directors of the Company endorse the contents of the Chairman's Review, dealing with the matters of strategic nature along with the report on performance and effectiveness of the Board.

Compliance Statement with the Code of Corporate Governance

The "Statement of Compliance with the Code of Corporate Governance" (CCG) is annexed on pages 66 to 67.

Corporate and Financial Reporting Framework

The Board members are pleased to state that the Management of the company is committed to good corporate governance and complying with the best practices. In compliance with the Code of Corporate Governance, the Directors are pleased to state as follows:

- The financial statements prepared by the management of the Company present fairly its state of affairs, the result of its operations, cash flows and changes in equity.
- Proper books of accounts of the Company have been maintained.
- Appropriate accounting policies have been consistently applied in preparation of the financial statements and accounting estimates are based on reasonable and prudent judgment.
- The Board arranged Directors Training Programs for the Directors. 50% of the Directors have obtained Certification under Director Training Program.
- International Financial Reporting Standards, as applicable in Pakistan, have been followed in preparation of the financial statements.
- The system of internal financial control is sound in design and has been effectively implemented and monitored.
- There are no significant doubts upon the Company's ability to continue as a going concern.
- There is no material departure from the best practices of Corporate Governance as detailed in the Listing Regulations.

Internal Controls

The Company has employed an effective system of internal controls to carry on the business of the

Company in an orderly manner, safeguard its assets and secure the accuracy and reliability of its records. The Management supervision and reviews are an essential element of the system of internal controls. The Management has delegated the function of detailed examination and special reviews to the team of internal auditors.

The Board reviews the Company's financial operations and position at regular intervals by means of interim accounts, reports, profitability reviews and other financial and statistical information. Analysis of budgetary control is in place and the Board reviews material variances with explanations and actions taken thereon.

Related Party Transactions

All transactions with related parties have been executed at arm's length and have been disclosed in the financial statements under relevant notes.

Financial Statements

The auditors of the Company, M/s. A.F. Ferguson & Co., Chartered Accountants, audited the Financial Statements of the Company and have issued an unqualified report to the members.

Material Changes and Commitments

No material changes and commitments affecting the financial position of the Company have occurred between the end of the financial year of the Company to which the balance sheet relates and the date of the report.

Directors Training Program

During the year, the company has arranged Directors training program for two of its directors, while 50% of the directors have already completed certification under the Directors training program.

Key Operating and Financial Data

The Key Operating and Financial Data are mentioned on pages 114 to 115 of the Annual Report.

Appointment of Auditors

The existing auditors, M/s A.F. Ferguson & Co., Chartered Accountants retire and being eligible, offer themselves for re-appointment. The Directors endorse the recommendation of the Audit Committee for re-appointment of A.F. Ferguson & Co, as the auditors for the year ending 2018.

Investments of Retirement Benefit Funds

The value of Investments held in the retirement benefit funds at the year ended 30 June, 2017, is as follows:

| Name of Fund | 2017 (Unaudited) | 2016 (Unaudited) |
|---|---------------------|---------------------|
| | (Rupees in '000) | |
| Indus Motor Company Limited Employees' Provident Fund | 726,008 | 633,674 |
| Indus Motor Company Limited Employees' Pension Fund | 392,476 | 344,757 |

Government Levies

Government levies outstanding as at June 30, 2017 have been disclosed in Note No. 19 to the Financial Statements.

Board of Directors Meetings

A total of Six (06) meetings of the Board of Directors were held during 12 month period from July 01, 2016 to June 30, 2017. Name of directors of the Company, along with their attendance at the Board Meetings is as follows:

| Director's Name | Meetings Attended |
|--|-------------------|
| Mr. Ali S. Habib | 6 |
| Mr. Toshiya Azuma | 6 |
| Mr. Ali Asghar Abbas Jamali / Mr. Raza Ansari (Ex-director) | 6 |
| Mr. Sadatoshi Kashihara / Mr. Yoshiyuki Matsuo (Ex-director) | 4 |
| Mr. Hiroyuki Fukui / [Mr. Y. Tokuda, Alternate] | 5 |
| Mr. Masato Yamanami / [Mr. K. Sotowa, Alternate] | 6 |
| Mr. Mohamedali R. Habib | 3 |
| Mr. Farhad Zulficar | 3 |
| Mr. Azam Faruque | 6 |
| Mr. Parvez Ghias | 6 |

During the year, Mr. Raza Ansari resigned as Director with effect from October 21, 2016 and Mr. Ali Asghar Abbas Jamali was appointed as Director with effect from October 21, 2016. Furthermore, Mr. Yoshiyuki Matsuo resigned as Director with effect from January 01, 2017 and Mr. Sadatoshi Kashihara was appointed as Director with effect from January 01, 2017.

Mr. Ali Asghar Abbas Jamali appointed as Chief Executive w.e.f. January 01, 2017 after the resignation of Mr. Parvez Ghias in the capacity of CEO, however,

he continues to be a Director on the Company's Board.

The Board acknowledges the valuable contributions made by the outgoing Directors and welcomes new Directors to the Board.

Board Audit Committee

The Board Audit Committee comprises of five Non-Executive directors, out of which one is an Independent Director.

The Committee meets at least once every quarter and assists the Board in fulfilling its oversight responsibilities. A total of Four (04) Board Audit Committee meetings were held during the 12 month period from July 01, 2016 to June 30, 2017. Attendance at the Board Audit Committee Meetings by each Director is as follows:

| Director's Name | Meetings Attended |
|--|-------------------|
| Mr. Mohamedali R. Habib | 4 |
| Mr. Farhad Zulficar | 3 |
| Mr. Azam Faruque | 4 |
| Mr. Hiroyuki Fukui / [Mr. Y. Tokuda, Alternate] | 3 |
| Mr. Masato Yamanami / [Mr. K. Sotowa, Alternate] | 4 |
| Mr. Raza Ansari [Ex-Director] | 1 |

Terms of Reference of the Audit Committee include the requirements for review of annual and quarterly financial statements, review of internal audit reports, information before dissemination to Stock Exchanges and Consideration and recommendation for appointment of external auditors, in addition to other matters of a significant nature.

Consequent to the resignation of Mr. Raza Ansari, the Board Audit Committee was reconstituted from six to five members, with effect from October 21, 2016.

Trading of Shares of the Company

The Directors, the Executives, and their spouses and minor children have not carried out trading of shares of the Company, other than that disclosed in the Pattern of Shareholding.

Pattern of Shareholding

The Pattern of Shareholding of the Company as at June 30, 2017, is given on pages 111 to 113.

Moving Forward

Vision and Aspiration for Future

Moving forward, your Company plans to secure new and exciting products from Toyota that will further strengthen the existing product slate to provide a wider choice to customers and ensure sustainable growth and value creation.

Your Company is equally determined to achieve the targeted results with sharp focus on its Hoshin and its four principal areas. The first aims to enhance safe operations at the plant for the employees, contractors and visitors with the objective of achieving zero lost work-day injury; the second, works towards enriching the Company's Human Resource capabilities by promoting Indus Motor Company as the preferred employer of choice leveraged through appropriate training and skills; in the third, efforts will be geared towards enhancing the Company's image and ensuring customer satisfaction and finally there will be an attempt to sustain and augment the Company's growth through cost reduction, efficient production, ongoing quality improvement and increased sales during the year.

2017-18 will be the pre-election year. In addition to elevated political activities, we anticipate a higher number of development projects to be concluded within the year, resulting in a higher demand of vehicles.

Your Company has taken necessary measures to better address the upcoming surge in demand.

Acknowledgment

We are grateful to our customers for their continued patronage of our products and wish to acknowledge the efforts of the entire Indus team, including our staff, vendors, dealers and all business partners for their untiring efforts in these challenging times and look to their continued support.

We bow to the Almighty and pray for His blessings and guidance.

Karachi.

August 24, 2017



Ali Asghar Abbas Jamali
Chief Executive



Toshiya Azuma
Vice Chairman & Director

Global Vision for **Those We Serve**

Defining the ideal form of the company for each stakeholder and the outline for the future it should take in order to realize the Global Vision

We aim to exceed expectations and be rewarded with a smile. We will meet challenging goals by engaging the talent and passion of people, who believe there is always a better way” as we set out in the Global Vision. That means, we will sincerely listen to the voices of every stakeholder - customers, employees, business partners, shareholders, and global society/local communities, and respond to those expectations. The expression “Global Vision for Those We Serve” is our way of organizing and explaining the thoughts constituting the Global Vision in relation to stakeholders. It is Toyota’s resolve to meet challenging goals step by step to see the smiles and happiness of everyone including customers and beyond.



Customers

Provide safe and reliable vehicles that inspire enthusiasm at affordable prices. Listen sincerely to customer voices and continue to reinvent ourselves through sufficient information disclosure and dialogue.



Shareholders

Ensure sustainable growth by fostering the virtuous circle;

- o Always better cars
- o Enriching lives of communities
- o Stable base of business.



Employees

Create working environments for various employees to work proudly and with loyalty and confidence in fulfilling their potential, which realize their self-growth.



Business Partners

Contribute for economic development of local communities with open stance to new suppliers and dealers and through sustainable growth based on mutually beneficial business relationships with dealers/distributors and suppliers.



Global Society/Local Communities

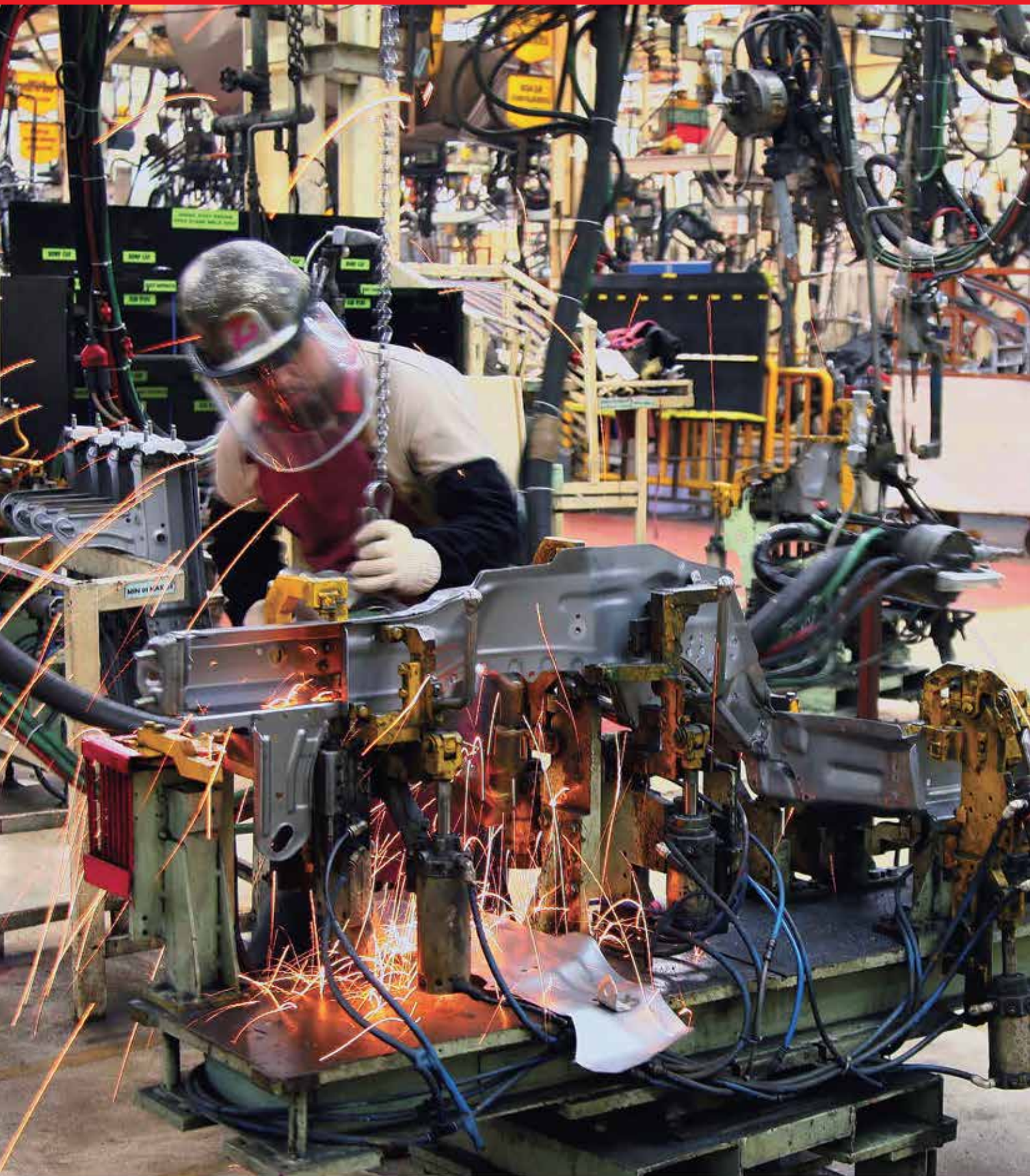
Reduce environmental burdens through lifecycle by developing various eco-friendly vehicles and technologies and making them prevail. As a good corporate citizen, respect the culture and customs of every nation and contribute to social development. Be aware of responsibilities of developing and producing vehicles and contribute for realization of new mobility society free from traffic accidents and congestion.

Caring for safety

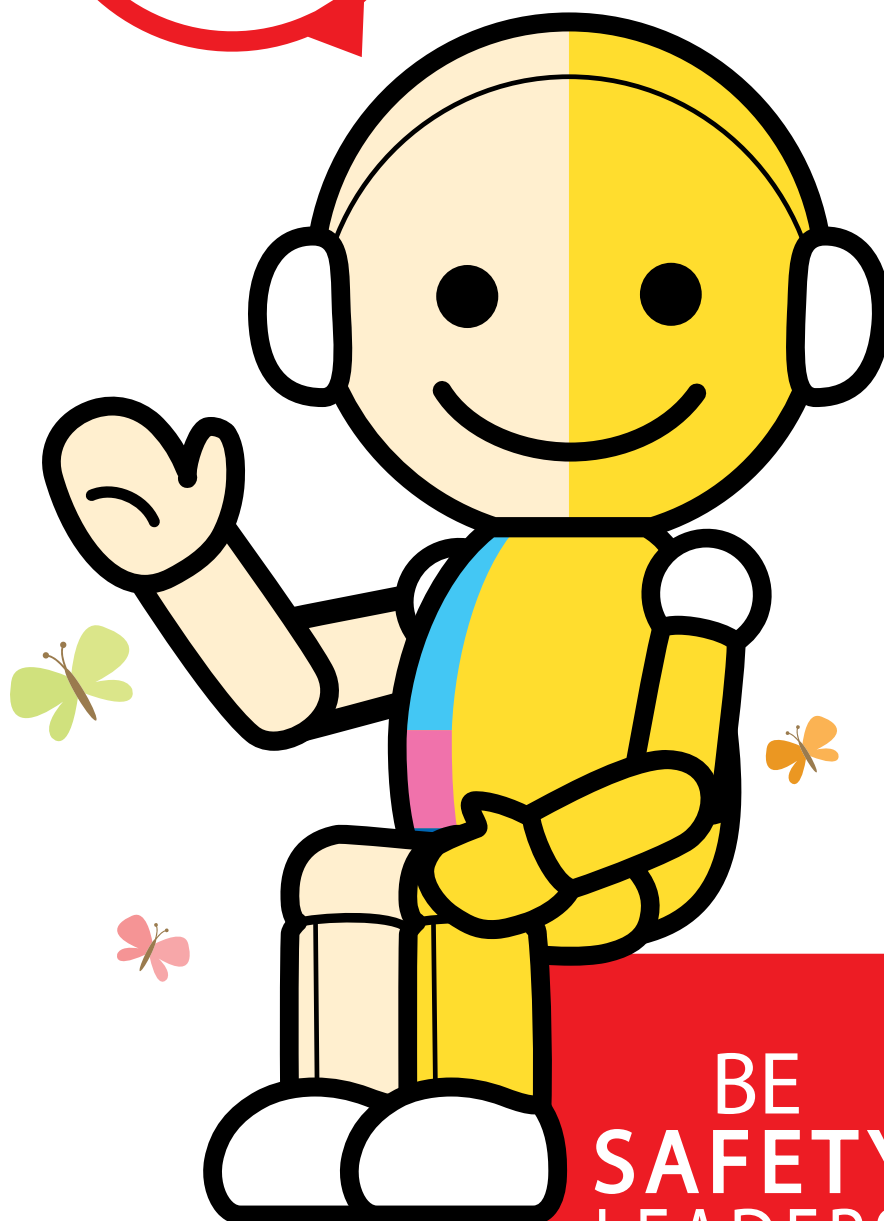
IMC is working towards increasing awareness about the importance of safer vehicles in Pakistan and ensuring safety of its workers and others. We are the first company in Pakistan's auto industry to standardize Dual SRS Airbags in all our passenger cars. We are also committed to providing a safe workplace to our employees and take full care of the safety of our contractors, suppliers, vendors and all members of the public.



TOYOTA



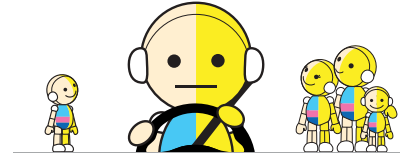
Fun
Facts & Tips for Safety



**BE
SAFETY
LEADERS**
besafetyleaders.com

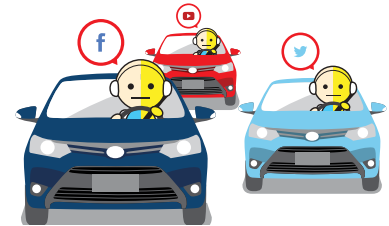
YOU NEVER DRIVE ALONE

Even if you are alone in the car, you're still responsible for more lives than you think. That's because the safety of other road users are in your hands every time you're behind the wheel.



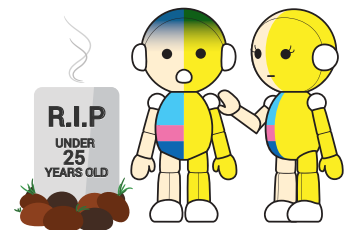
DANGERS OF TECHNOLOGY

Did you know that new technology is posing a significant danger on our roads? 1 in 8 drivers (12%) has used the internet, social media, or other mobile phone apps at the wheel, half of those on a regular basis.



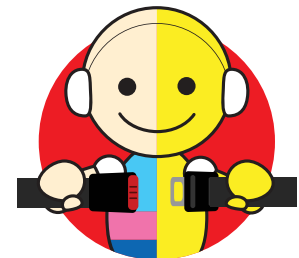
THE GENDER GAP

More than three-quarters (77%) of all road traffic accidents occur among men. Young males under the age of 25 years are almost 3 times more likely to be killed in a car crash than young females. We can prevent this by practicing safe driving habits. Guys and gals, let's drive safely!



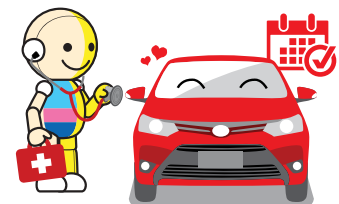
SAFETY MULTIPLIER

There's a very simple way to enhance the effectiveness of airbags by 15 times- WEAR YOUR SEATBELT.



LOVE OF YOUR LIFE

Love your car and it will love you back by giving you peace of mind. Ensure your car is regularly inspected by a professional and don't postpone maintenance work such as a change of tires.



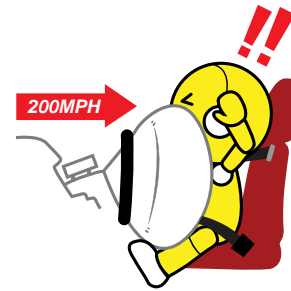
S IS FOR SAFETY

Keeping your child safe during a car ride is easy as ABC. Just put your child in a child safety seat. This can reduce the risk of fatality by 71% for infants and 54% for toddlers aged 1 to 4 years.



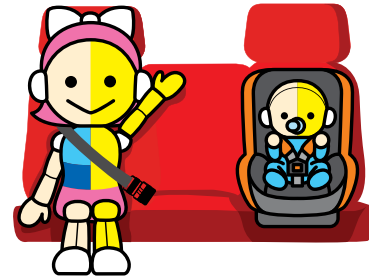
AIRBAG SPEED

The only thing that should be speeding is your airbag. Deployed at speeds of up to 200mph in 0.2 seconds, the airbag provides protection between you and the steering wheel, dashboard or windshield.



AIRBAGS ENDANGER CHILDREN

Children aged 12 and under should always ride in the rear because the explosive force used to deploy an airbag can be fatal to young children. For the same reason, a rear-facing car seat for infants and toddlers should not be placed in front of an airbag.



SAVED BY A SEATBELT

100,000 - that's the average number of people saved by seatbelts every year.



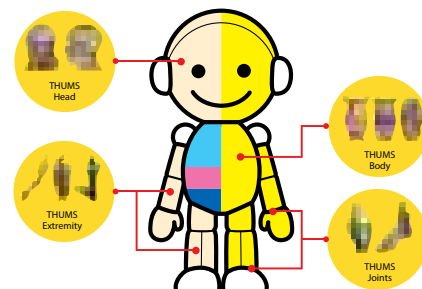
BETTER IN THE MIDDLE

Give your child the safest spot in your vehicle - the center seat of the rear passenger bench, but only if it has a 3-point seatbelt and not a lap-only belt.



THE THUMS DIFFERENCE

Thanks to THUMS's vital organs, Toyota has been able to recreate and study situations that are closer to realworld conditions. The result is enhanced safety in Toyota's cars to give you and your passengers peace of mind.



SAFETY FEATURES TO KNOW

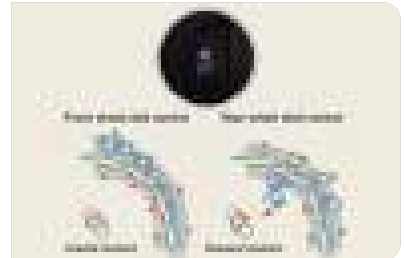
ISOFIX CHILD SEAT ANCHORS

ISOFIX child seat anchors allow you to fit a car seat directly into a vehicle without using a seatbelt. It is used for the safety of children so that child seat is installed properly on a regular basis.



VSC (VEHICLE STABILITY CONTROL)

VSC helps suppress vehicle lateral skidding when cornering or during emergency steering maneuvers for excellent handling and stable performance.



GOA BODY WITH REINFORCEMENT

GOA (Global Outstanding Assessment) is collision safety body consisting of an impact absorbing body structure and high integrity cabin. In the case of a crash, the GOA body helps in minimizing cabin deformation.



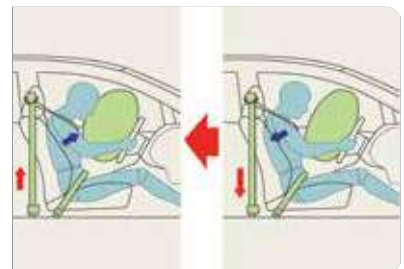
DUAL SRS AIRBAGS

The SRS (Supplemental Restraint System) airbags inflate when the vehicle is subjected to certain types of severe impacts that may cause significant injury to the occupants. They work together with the seat belts to help reduce the risk of death or serious injury. They can help protect the head and chest of the driver and front passenger from impact with interior components. SRS front airbags do not generally inflate if the vehicle is involved in a side or rear collision, if it rolls over, or if it is involved in a low-speed frontal collision.



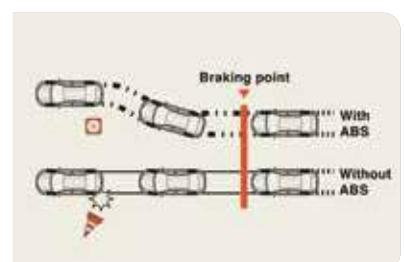
SEATBELT: PRETENSIONER WITH FORCE LIMITER & ELR

The pretensioners help the seatbelts to quickly restrain the occupants by retracting the seatbelts when vehicle is subjected to certain types of severe frontal collision. Force limiters mitigate the impact applied to the chest, thus contributing to achieving excellent occupant restraint performance, minimizing cabin deformation.



ABS AND EBD

Anti-lock Braking System (ABS) helps to prevent the wheels from locking up and skidding during hard braking, allowing you to retain steering control. Electronic Brake Distribution (EBD) ensures brake force is distributed optimally between all wheels for effective braking.



Statement of Compliance with the **Code of Corporate Governance**

This statement is being presented for the year ended June 30, 2017, to comply with the Code of Corporate Governance ("Code") contained in Regulations No. 5.19.24 of listing regulations of Pakistan Stock Exchange Limited for the purpose of establishing a framework of good governance, whereby a listed company is managed in compliance with the best practices of corporate governance.

The Company has applied the principles contained in the Code in the following manner:

- At the year ended June 30, 2017, the Board consists of the following Non-Executive, Independent and Executive Directors:

Non Executive Directors

| | |
|-------------------------|----------|
| Mr. Ali S. Habib | Chairman |
| Mr. Hiroyuki Fukui | Director |
| Mr. Masato Yamanami | Director |
| Mr. Farhad Zulficar | Director |
| Mr. Mohamedali R. Habib | Director |
| Mr. Parvez Ghias | Director |

Executive Directors

| | |
|-----------------------------|-------------------------------|
| Mr. Toshiya Azuma | Vice Chairman |
| Mr. Ali Asghar Abbas Jamali | Chief Executive |
| Mr. Sadatoshi Kashiwara | Senior Director Manufacturing |

Independent Director

Mr. Azam Faruque

The Independent Director meets the criteria of independence under clause 5.19.1(b) of the Code of Corporate Governance.

- The Directors have confirmed that none of them is serving as a director in more than seven listed companies, including this Company.
- All the resident directors of the Company are registered as taxpayers and none of them has defaulted in payment of any loan to a banking company, a DFI or an NBFIs or, being a member / broker of stock exchange, has been declared as a defaulter by the stock exchange.
- Two casual vacancies occurred on the Board on October 21, 2016 and January 01, 2017, that were duly filled by the Directors on the same day.
- The Company has prepared a "Code of Conduct" and has ensured that appropriate steps are taken to disseminate it throughout the Company along with its supporting policies and procedures.
- The Board has adopted a Vision / Mission statement, overall corporate strategy and significant policies of the Company prepared by the management. A complete record of particulars of significant policies along with the dates on which they were approved or amended has been maintained.
- All the powers of the Board have been duly exercised and decisions on material transactions, including appointment and determination of remuneration and terms and conditions of employment of the Chief Executive (CEO) and other executive directors, have been taken by the Board.
- The meetings of the Board were presided over by the Chairman and the Board met at least once in every quarter. Written notices of the Board meetings, along with agenda and working papers, were circulated at least seven days before the meetings. The minutes of the meetings were appropriately recorded and circulated.
- The Board arranged Directors Training Program / Course for its directors during the year. 50% of the Directors have obtained Certification under the Directors' Training Program.
- During the year, there were no changes in the position of the Company Secretary and Chief Financial Officer. The Head of Internal Audit resigned towards the year end, while the Board approved the appointment, subsequent to the year end, including the remuneration and terms and condition of the employment.

11. The Directors' Report for this year has been prepared in compliance with the requirements of the Code and fully describes the salient matters required to be disclosed.
12. The financial statements of the Company were duly endorsed by the CEO and the CFO before approval by the Board.
13. The Directors, CEO and Executives do not hold any interest in the shares of the Company other than that disclosed in the pattern of shareholding.
14. The Company has complied with all the corporate and financial reporting requirements of the Code.
15. The Board has formed an Audit Committee. It comprises of five members, including four Non-Executive Directors and one Independent Director.
16. The meetings of the Audit Committee were held at least once every quarter prior to approval of interim and final results of the Company, as required by the Code. The terms of reference of the committee have been approved by the Board and advised to the committee for compliance.
17. The Board has formed a Human Resource and Remuneration Committee. It comprises of five members, of whom three are non-executive directors, including the Chairman of the committee.
18. The Board has set-up an effective internal audit function within the Company who are considered to be suitably qualified and experienced for the purpose and are conversant with the policies and procedures of the Company.
19. The statutory auditors of the Company have confirmed that they have been given a satisfactory rating under the quality control review program of the Institute of Chartered Accountants of Pakistan (ICAP), that they or any of the partners of the firm, their spouses and minor children do not hold shares of the Company and that the firm and all its partners are in compliance with International Federation of Accountants (IFAC) guidelines on Code of Ethics as adopted by ICAP.
20. The statutory auditors or the persons associated with them have not been appointed to provide other services except in accordance with the listing regulations and the auditors have confirmed that they have observed IFAC guidelines in this regard.
21. The 'closed period', prior to the announcement of interim / final results, and business decisions, which may materially affect the market price of Company's securities, was determined and intimated to directors, executives and stock exchange.
22. Material / prices sensitive information has been disseminated among all market participants at once through stock exchange.
23. The Board of Directors have put in place a mechanism for undertaking annual evaluation of the performance of the Board.
24. The Company has complied with the requirements relating to maintenance of register of persons having access to inside information by designated senior management officer in a timely manner and maintained proper record including basis for inclusion or exclusion of names of persons from the said list.
25. The related party transactions have been placed before the Audit Committee and approved by the Board of Directors.
26. We confirm that all other material principles enshrined in the Code have been complied with.

Karachi
August 24, 2017.



Ali Asghar Abbas Jamali
Chief Executive



Toshiya Azuma
Vice Chairman & Director



REVIEW REPORT TO THE MEMBERS ON STATEMENT OF COMPLIANCE WITH BEST PRACTICES OF CODE OF CORPORATE GOVERNANCE

We have reviewed the enclosed Statement of Compliance with the best practices contained in the Code of Corporate Governance (the Code), prepared by the Board of Directors (the Board) of **Indus Motor Company Limited** (the Company) for the year ended June 30, 2017 to comply with the requirements of Rule 5.19 of the Rule Book of the Pakistan Stock Exchange where the Company is listed.

The responsibility for compliance with the Code is that of the Board of Directors of the Company. Our responsibility is to review, to the extent where such compliance can be objectively verified, whether the Statement of Compliance reflects the status of the Company's compliance with the provisions of the Code and report if it does not and to highlight any non-compliance with the requirements of the Code. A review is limited primarily to inquiries of the Company's personnel and review of various documents prepared by the Company to comply with the Code.

As a part of our audit of the financial statements we are required to obtain an understanding of the accounting and internal control systems sufficient to plan the audit and develop an effective audit approach. We are not required to consider whether the Board's statement on internal control covers all risks and controls or to form an opinion on the effectiveness of such internal controls, the Company's corporate governance procedures and risks.

The Code requires the Company to place before the Audit Committee, and upon recommendation of the Audit Committee, place before the Board for their review and approval, its related party transactions distinguishing between transactions carried out on terms equivalent to those that prevail in arm's length transactions and transactions which are not executed at arm's length price and recording proper justification for using such alternate pricing mechanism. We are only required and have ensured compliance of this requirement to the extent of the approval of the related party transactions by the Board upon recommendation of the Audit Committee. We have not carried out any procedures to determine whether the related party transactions were undertaken at arm's length price or not.

Based on our review, nothing has come to our attention which causes us to believe that the Statement of Compliance does not appropriately reflect the Company's compliance, in all material respects, with the best practices contained in the Code as applicable to the Company for the year ended June 30, 2017.



Chartered Accountants
Dated: August 25, 2017
Karachi

AUDITORS' REPORT TO THE MEMBERS

We have audited the annexed balance sheet of **Indus Motor Company Limited** (the Company) as at June 30, 2017 and the related profit and loss account, statement of comprehensive income, cash flow statement and statement of changes in equity together with the notes forming part thereof, for the year then ended and we state that we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit.

It is the responsibility of the Company's management to establish and maintain a system of internal control, and prepare and present the above said statements in conformity with the approved accounting standards and the requirements of the Companies Ordinance, 1984. Our responsibility is to express an opinion on these statements based on our audit.

We conducted our audit in accordance with the auditing standards as applicable in Pakistan. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the above said statements are free of any material misstatement. An audit includes examining on a test basis, evidence supporting the amounts and disclosures in the above said statements. An audit also includes assessing the accounting policies and significant estimates made by management, as well as, evaluating the overall presentation of the above said statements. We believe that our audit provides a reasonable basis for our opinion and, after due verification, we report that:

- (a) in our opinion, proper books of accounts have been kept by the Company as required by the Companies Ordinance, 1984;
- (b) in our opinion:
 - (i) the balance sheet and profit and loss account together with the notes thereon have been drawn up in conformity with the Companies Ordinance, 1984, and are in agreement with the books of accounts and are further in accordance with accounting policies consistently applied;
 - (ii) the expenditure incurred during the year was for the purpose of the Company's business; and
 - (iii) the business conducted, investments made and the expenditure incurred during the year were in accordance with the objects of the Company;
- (c) in our opinion and to the best of our information and according to the explanations given to us, the balance sheet, profit and loss account, statement of comprehensive income, cash flow statement and statement of changes in equity together with the notes forming part thereof conform with approved accounting standards as applicable in Pakistan, and, give the information required by the Companies Ordinance, 1984, in the manner so required and respectively give a true and fair view of the state of the Company's affairs as at June 30, 2017 and of the profit, comprehensive income, its cash flows and changes in equity for the year then ended; and
- (d) in our opinion, Zakat deductible at source under the Zakat and Ushr Ordinance, 1980 (XVIII of 1980), was deducted by the Company and deposited in the Central Zakat Fund established under Section 7 of that Ordinance.



Chartered Accountants
Engagement Partner: Rashid A. Jafer
Dated: August 25, 2017
Karachi

A. F. FERGUSON & CO., Chartered Accountants, a member firm of the PwC network
State Life Building No. 1-C, I.I. Chundrigar Road, P.O. Box 4716, Karachi-74000, Pakistan
Tel: +92 (21) 32426682-6/32426711-5; Fax: +92 (21) 32415007/32427938/32424740; <www.pwc.com/pk>

Balance Sheet

As at June 30, 2017

| | Note | 2017 | 2016 |
|---|------|-----------------------------|-------------------|
| | | ------(Rupees in '000)----- | |
| ASSETS | | | |
| Non-Current Assets | | | |
| Property, plant and equipment | 3 | 6,257,927 | 4,918,986 |
| Intangible assets | 3 | 87,517 | 19,291 |
| Long-term loans and advances | 4 | 9,368 | 3,794 |
| Long-term investments | 5 | - | 5,005,805 |
| Long-term deposits | 6 | 9,443 | 9,948 |
| Deferred taxation | 18 | 73,969 | 198,621 |
| | | 6,438,224 | 10,156,445 |
| Current Assets | | | |
| Stores and spares | 7 | 203,829 | 153,561 |
| Stock-in-trade | 8 | 9,317,883 | 7,785,245 |
| Trade debts | 9 | 758,872 | 1,131,702 |
| Loans and advances | 10 | 1,652,906 | 1,125,490 |
| Short-term prepayments | 11 | 20,839 | 45,520 |
| Accrued return | 12 | 376,037 | 513,355 |
| Other receivables | 13 | 402,304 | 191,303 |
| Short-term investments | 14 | 41,487,709 | 33,696,804 |
| Cash and bank balances | 15 | 3,221,120 | 2,737,569 |
| | | 57,441,499 | 47,380,549 |
| TOTAL ASSETS | | 63,879,723 | 57,536,994 |
| EQUITY | | | |
| Share Capital | | | |
| Authorised capital | | | |
| 500,000,000 (2016: 500,000,000) ordinary shares of Rs 10 each | | 5,000,000 | 5,000,000 |
| Issued, subscribed and paid-up capital | 16 | 786,000 | 786,000 |
| Reserves | 17 | 30,410,962 | 26,843,609 |
| | | 31,196,962 | 27,629,609 |
| LIABILITIES | | | |
| Non-Current Liabilities | | | |
| Deferred Revenue | | 3,933 | - |
| Current Liabilities | | | |
| Trade, other payables and provisions | 19 | 9,682,879 | 10,035,145 |
| Advances from customers and dealers | 20 | 22,188,881 | 19,127,360 |
| Taxation - provision less payment | 22 | 807,068 | 744,880 |
| | | 32,678,828 | 29,907,385 |
| TOTAL EQUITY AND LIABILITIES | | 63,879,723 | 57,536,994 |
| CONTINGENCIES AND COMMITMENTS | 23 | | |

The annexed notes 1 to 48 form an integral part of these financial statements.



Mohammad Ibadullah
Chief Financial Officer



Ali Asghar Abbas Jamali
Chief Executive




Toshiya Azuma
Vice Chairman & Director

Profit and Loss Account

For the year ended June 30, 2017

| | Note | 2017 ------(Rupees in '000)----- | 2016 |
|--|------|-------------------------------------|-------------|
| Net sales | 24 | 112,271,656 | 108,758,668 |
| Cost of sales | 25 | 92,449,955 | 91,027,369 |
| Gross profit | | 19,821,701 | 17,731,299 |
| Distribution expenses | 26 | 1,227,647 | 1,060,891 |
| Administrative expenses | 27 | 1,053,340 | 930,800 |
| Other operating expenses | 29 | 176,918 | 143,840 |
| | | 2,457,905 | 2,135,531 |
| | | 17,363,796 | 15,595,768 |
| Workers' Profit Participation Fund and Workers' Welfare Fund | 30 | 1,418,456 | 1,285,491 |
| | | 15,945,340 | 14,310,277 |
| Other income | 31 | 3,593,425 | 3,164,440 |
| | | 19,538,765 | 17,474,717 |
| Finance cost | 32 | 397,998 | 77,271 |
| Profit before taxation | | 19,140,767 | 17,397,446 |
| Taxation | 33 | 6,139,502 | 5,942,506 |
| Profit after taxation | | 13,001,265 | 11,454,940 |
| | | (Rupees) | |
| Earnings per share | 34 | 165.41 | 145.74 |

The annexed notes 1 to 48 form an integral part of these financial statements.


Mohammad Ibadullah
 Chief Financial Officer


Ali Asghar Abbas Jamali
 Chief Executive


Toshiya Azuma
 Vice Chairman & Director

Statement of Comprehensive Income

For the year ended June 30, 2017

| | Note | 2017 | 2016 |
|--|------|-----------------------------|------------|
| | | ------(Rupees in '000)----- | |
| Profit after taxation | | 13,001,265 | 11,454,940 |
| Other comprehensive income | | | |
| <i>Items that will not be reclassified subsequently to profit and loss</i> | | | |
| - Remeasurement loss on post employment benefit obligation | 28.4 | (2,732) | (1,234) |
| - Related deferred tax income thereon | | 820 | 383 |
| | | (1,912) | (851) |
| Total comprehensive income for the year | | 12,999,353 | 11,454,089 |


The annexed notes 1 to 48 form an integral part of these financial statements.



Mohammad Ibadullah
Chief Financial Officer



Ali Asghar Abbas Jamali
Chief Executive




Toshiya Azuma
Vice Chairman & Director

Cash Flow Statement

For the year ended June 30, 2017

| | Note | 2017 | 2016 |
|--|------|--------------------|--------------------|
| ------(Rupees in '000)----- | | | |
| CASH FLOWS FROM OPERATING ACTIVITIES | | | |
| Cash generated from operations | 35 | 20,198,939 | 19,013,017 |
| Long-term loans and advances | | (5,574) | 7,302 |
| Long-term deposits | | 505 | (281) |
| Mark-up paid on advances from customers | | (211,894) | - |
| Deferred Revenue | | 3,933 | - |
| Workers' Profit Participation Fund paid | | (1,062,000) | (935,000) |
| Workers' Welfare Fund paid | | (361,179) | (291,393) |
| Income tax paid | | (5,951,842) | (6,380,875) |
| Net cash inflow from operating activities | | 12,610,888 | 11,412,770 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | |
| Purchase of property, plant and equipment and intangible assets | | (3,036,599) | (1,314,969) |
| Proceeds from disposal of property, plant and equipment | | 49,434 | 23,443 |
| Interest received on bank deposits | | 1,708,701 | 1,406,707 |
| Interest received on Pakistan Investment Bonds | | 569,869 | 567,528 |
| Investment in listed mutual fund units | | (14,324,950) | (12,400,000) |
| Proceeds from redemption of listed mutual fund units | | 14,580,868 | 16,377,306 |
| Investment in Term Deposit Receipts | | (12,000,000) | (5,000,000) |
| Proceeds from redemption of Term Deposit Receipts | | 9,500,000 | 2,500,000 |
| Investment in Market Treasury Bills | | (2,428,500) | (18,400,387) |
| Proceeds from redemption of Market Treasury Bills | | 5,023,450 | 17,736,945 |
| Net cash (used in) / generated from investing activities | | (357,727) | 1,496,573 |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | |
| Dividend paid | | (9,391,010) | (7,894,662) |
| Net cash used in financing activities | | (9,391,010) | (7,894,662) |
| Net increase in cash and cash equivalents during the year | | 2,862,151 | 5,014,681 |
| Cash and cash equivalents at the beginning of the year | | 29,737,569 | 24,722,888 |
| Cash and cash equivalents at the end of the year | 36 | 32,599,720 | 29,737,569 |

The annexed notes 1 to 48 form an integral part of these financial statements.


Mohammad Ibadullah
 Chief Financial Officer


Ali Asghar Abbas Jamali
 Chief Executive


Toshiya Azuma
 Vice Chairman & Director

Statement of Changes In Equity

For the year ended June 30, 2017

| | Share Capital | | Reserves | | | |
|---|--------------------------------------|---|--------------------|----------------------------|-------------|-------------|
| | Issued, subscribed and paid-up | Capital Premium on issue of ordinary shares | General reserve | Unappro- priated profit | Sub-Total | Total |
| | (Rupees in '000) | | | | | |
| Balance at July 1, 2015 | 786,000 | 196,500 | 16,851,050 | 6,201,970 | 23,249,520 | 24,035,520 |
| Transfer to general reserve for the year ended June 30, 2015 appropriated subsequent to year end | - | - | 3,000,000 | (3,000,000) | - | - |
| Transactions with owners | | | | | | |
| Final dividend @ 400% for the year ended June 30, 2015 declared subsequent to year end | - | - | - | (3,144,000) | (3,144,000) | (3,144,000) |
| 1 st Interim dividend for the year ended June 30, 2016 @ 200% | - | - | - | (1,572,000) | (1,572,000) | (1,572,000) |
| 2 nd Interim dividend for the year ended June 30, 2016 @ 200% | - | - | - | (1,572,000) | (1,572,000) | (1,572,000) |
| 3 rd Interim dividend for the year ended June 30, 2016 @ 200% | - | - | - | (1,572,000) | (1,572,000) | (1,572,000) |
| Total transactions with owners | - | - | - | (7,860,000) | (7,860,000) | (7,860,000) |
| Total comprehensive income for the year ended June 30, 2016 | - | - | - | 11,454,089 | 11,454,089 | 11,454,089 |
| Balance at June 30, 2016 | 786,000 | 196,500 | 19,851,050 | 6,796,059 | 26,843,609 | 27,629,609 |
| Transfer to general reserve for the year ended June 30, 2016 appropriated subsequent to year end | - | - | 3,600,000 | (3,600,000) | - | - |
| Transactions with owners | | | | | | |
| Final dividend @ 400% for the year ended June 30, 2016 declared subsequent to year end | - | - | - | (3,144,000) | (3,144,000) | (3,144,000) |
| 1 st Interim dividend for the year ended June 30, 2017 @ 250% | - | - | - | (1,965,000) | (1,965,000) | (1,965,000) |
| 2 nd Interim dividend for the year ended June 30, 2017 @ 250% | - | - | - | (1,965,000) | (1,965,000) | (1,965,000) |
| 3 rd Interim dividend for the year ended June 30, 2017 @ 300% | - | - | - | (2,358,000) | (2,358,000) | (2,358,000) |
| Total transactions with owners | - | - | - | (9,432,000) | (9,432,000) | (9,432,000) |
| Total comprehensive income for the year ended June 30, 2017 | - | - | - | 12,999,353 | 12,999,353 | 12,999,353 |
| Balance at June 30, 2017 | 786,000 | 196,500 | 23,451,050 | 6,763,412 | 30,410,962 | 31,196,962 |

Proposed final dividend and transfer between reserves made subsequent to the year ended June 30, 2017 are disclosed in note 45 to these financial statements.

The annexed notes 1 to 48 form an integral part of these financial statements.



Mohammad Ibadullah
Chief Financial Officer



Ali Asghar Abbas Jamali
Chief Executive



Toshiya Azuma
Vice Chairman & Director

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

1 GENERAL INFORMATION

Indus Motor Company Limited (the Company) was incorporated in Pakistan as a public limited company in December 1989 and started commercial production in May 1993. The shares of the Company are quoted on the Pakistan Stock Exchange.

The Company was formed in accordance with the terms of a Joint Venture agreement concluded amongst certain House of Habib companies, Toyota Motor Corporation and Toyota Tsusho Corporation for the purposes of assembling, progressive manufacturing and marketing of Toyota vehicles. The Company also acts as the sole distributor of Toyota and Daihatsu vehicles in Pakistan and has a license for assembling, progressive manufacturing and marketing of these vehicles in Pakistan.

The registered office and factory of the Company is situated at Plot No. NWZ/1/P-1, Port Qasim Industrial Estate, Bin Qasim, Karachi.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

2.1 Basis of preparation

2.1.1 Statement of compliance

These financial statements have been prepared in accordance with the approved accounting standards as applicable in Pakistan. As per the requirements of circular No. CLD/CCD/PR(11)/2017 dated July 20, 2017 issued by the Securities and Exchange Commission of Pakistan (SECP), companies, the financial year of which closes on or before June 30, 2017, shall prepare their financial statements in accordance with the provisions of the repealed Companies Ordinance, 1984. Accordingly, approved accounting standards comprise of such International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board as are notified under the provisions of the Companies Ordinance, 1984, and the requirements of the Companies Ordinance, 1984 and the directives issued by the SECP. Where the requirements of the Companies Ordinance, 1984 or the directives issued by the SECP differ with requirements of IFRS, the requirements of the Companies Ordinance, 1984, or the directives issued by the SECP prevail.

2.1.2 Standards, interpretations and amendments to published approved accounting standards that are effective in the current year

There were certain new standards and amendments to the approved accounting standards which became effective during the year ended June 30, 2017. However, these are considered not to have any significant effect on the Company's operations and financial reporting and accordingly have not been disclosed in these financial statements.

2.1.3 Standards, interpretations and amendments to published approved accounting standards that are not yet effective and have not been early adopted by the Company

There are certain new standards and amendments to the approved accounting standards that will become effective for the Company's annual accounting periods beginning on or after July 1, 2017. However, these amendments will not have a significant impact on the financial reporting of the Company and, therefore, have not been disclosed in these financial statements. Further, the new standards are yet to be adopted by the SECP. In addition to the foregoing, the Companies Act, 2017 which is not effective on these financial statements, has added certain disclosure requirements which will be applicable in future.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

2.2 Accounting estimates and judgments

The preparation of financial statements in conformity with approved accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, income and expenses. It also requires management to exercise judgment in application of the Company's accounting policies. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. These estimates and assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of revision and future periods if the revision affects both the current and future periods.

Significant accounting estimates and areas where judgments were exercised by management in the application of accounting policies are disclosed in note 2.22 to these financial statements.

2.3 Basis for measurement

These financial statements have been prepared under the historical cost convention except that investments classified as financial assets 'at fair value through profit or loss' or 'available for sale' and 'derivative financial instruments' have been marked to market and certain staff retirement benefits are carried at present value of defined benefit obligation less fair value of plan assets.

2.4 Property, plant and equipment

2.4.1 Property, plant and equipment - Owned

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses, if any, except capital work-in-progress which is stated at cost less accumulated impairment losses, if any.

Depreciation is charged to profit and loss account applying the straight line method, whereby the depreciable amount of an asset is written off over its estimated useful life. The cost of leasehold land is amortised equally over the lease period. Depreciation is charged on additions from the month the asset is available for use and on disposals up to the month preceding the month of disposal. The rates of depreciation are stated in note 3.2 to these financial statements.

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted, if appropriate, at each balance sheet date.

Subsequent costs are included in the asset's carrying amounts or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. Normal repairs and maintenance are charged to profit and loss account as and when incurred. All other repairs and maintenance are charged to the profit and loss account during the financial period in which they are incurred.

Gains and losses on sale or retirement of property, plant and equipment are included in the profit and loss account.

Capital work-in-progress

All expenditures connected with specific assets incurred during installation and construction period are carried under capital work-in-progress. These are transferred to specific assets as and when assets are available for use.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

2.4.2 Intangible assets - Computer Software

Computer software are stated at cost less accumulated amortisation. Software costs are only capitalised when it is probable that future economic benefits attributable to the software will flow to the Company and the same is amortised applying the straight line method at the rates stated in note 3.2 to these financial statements.

2.4.3 Impairment of non-financial assets

The Company assesses at each balance sheet date whether there is any indication that property, plant and equipment and intangible assets may be impaired. If any such indication exists, the carrying amounts of such assets are reviewed to assess whether they are recorded in excess of their recoverable amounts and where the carrying values exceed the estimated recoverable amount, the assets or cash-generating units are written down to their recoverable amount and the differences are recognised in the profit and loss account.

2.5 Stores and spares

Stores and spares, except in transit are valued at cost, determined on a moving average basis. Provision is made for any slow moving and obsolete items. Items in transit are valued at cost comprising invoice values plus other charges incurred thereon.

2.6 Stock-in-trade

Stock-in-trade, except in transit, are valued at the lower of cost and net realisable value. Stock in transit are valued at cost as accumulated upto the balance sheet date, comprising invoice values plus other charges incurred thereon.

Cost of raw materials, own manufactured vehicles and trading stock is determined on a moving average basis. Cost of work-in-process is valued at material cost.

Provision for obsolete and slow moving stock-in-trade is determined based on the management's assessment regarding their future usability.

Net realisable value signifies the estimated selling price in the ordinary course of business less estimated cost of completion and the estimated costs necessarily to be incurred for its sale.

2.7 Financial instruments

2.7.1 Financial assets

2.7.1.1 Classification

The management determines the appropriate classification of its financial assets in accordance with the requirements of International Accounting Standard 39 (IAS 39) "Financial Instruments: Recognition and Measurement" at the time of purchase of financial assets and re-evaluates this classification on a regular basis. The financial assets of the Company are categorised as follows:

a) Financial assets 'at fair value through profit or loss'

Financial assets that are acquired principally for the purpose of generating profit from short-term fluctuations in prices are classified as financial assets 'at fair value through profit or loss' category.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

b) Loans and receivables

These are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. The Company's loans and receivables comprise of trade debts, loans and advances, deposits, cash and bank balances and other receivables in the balance sheet.

c) Held to maturity

These are financial assets with fixed or determinable payments and fixed maturity and where management has the intention and ability to hold till maturity are classified as held to maturity. These are stated at amortised cost.

d) Available for sale financial assets

Financial assets intended to be held for an indefinite period of time, which may be sold in response to needs for liquidity or changes in equity prices, are classified as 'available for sale'. Available for sale financial instruments are those non-derivative financial assets that are designated as available for sale or are not classified as (a) loans and receivables, (b) held to maturity and (c) financial assets 'at fair value through profit or loss'.

2.7.1.2 Initial recognition and measurement

All financial assets are recognised at the time the Company becomes a party to the contractual provisions of the instrument. Regular purchases and sales of financial assets are recognised on the trade date - the date on which the Company commits to purchase or sell the assets. Financial assets are initially recognised at fair value plus transaction costs except for financial assets carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value while the transaction costs associated with these financial assets are taken directly to the profit and loss account.

2.7.1.3 Subsequent measurement

Subsequent to initial recognition, financial assets are valued as follows:

a) Financial asset 'at fair value through profit or loss' and 'available for sale'

Financial assets 'at fair value through profit or loss' are marked to market using the closing market rates and are carried on the balance sheet at fair value. Net gains and losses arising on changes in fair values of these financial assets are taken to the profit and loss account in the period in which these arise.

'Available for sale' financial assets are marked to market using the closing market rates and are carried on the balance sheet at fair value. Net gains and losses arising on changes in fair values of these financial assets are recognised in other comprehensive income.

b) Financial assets classified as 'Loans and receivables' and 'held to maturity'

Loans and receivables and held to maturity financial assets are carried at amortised cost.

2.7.1.4 Impairment

The Company assesses at each balance sheet date whether there is objective evidence that a financial asset is impaired.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

a) Assets carried at amortised cost

A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

Evidence of impairment may include indications that the debtors or a group of debtors is experiencing significant financial difficulty or default in payments, the probability that they will enter bankruptcy, and where observable data indicate that there is a measurable decrease in the estimated future cash flows, such as changes in arrears or economic conditions that correlate with defaults.

For loans and receivables category, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced and the amount of the loss is recognised in the profit and loss account. If a loan or held-to-maturity investment has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract. As a practical expedient, the Company also evaluates impairment on the basis of an instrument's fair value using an observable market price.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor's credit rating), the reversal of the previously recognised impairment loss is recognised in the profit and loss account.

b) Assets classified as 'available for sale'

In the case of equity investments classified as available for sale, a significant or prolonged decline in the fair value of the security below its cost is also evidence that the assets are impaired.

If any evidence for impairment exists, the cumulative loss is removed from equity and recognised in the profit and loss account. For investments, other than equity instruments, the increase in fair value in a subsequent period thereby resulting in reversal of impairment is reversed through the profit and loss account.

2.7.1.5 Offsetting of financial assets and financial liabilities

A financial asset and a financial liability is offset and the net amount is reported in the financial statements if the Company has a legally enforceable right to set-off the transaction and also intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

2.7.2 Financial liabilities

All financial liabilities are recognised at the time when the Company becomes a party to the contractual provisions of the instrument.

2.7.3 Derecognition

Financial assets are derecognised at the time when the Company loses control of the contractual rights that comprise the financial assets. Financial liabilities are derecognised at the time when they are extinguished i.e. when the obligation specified in the contract is discharged, cancelled, or expires. Any gain or loss on derecognition of financial assets and financial liabilities is taken to the profit and loss account.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

2.8 Loans, advances and deposits

These are stated at cost less estimates made for any doubtful receivables based on a review of all outstanding amounts at the balance sheet date. Balances considered doubtful and irrecoverable are written off when identified.

Long term loans are initially carried at cost as the effect of carrying these balances at amortised cost would not be material in the overall context of these financial statements.

2.9 Trade debts and other receivables

Trade debts and other receivables are recognised and carried at original invoice amount less an allowance for any uncollectible amounts. Other receivables are carried at cost less estimates made for doubtful receivables, if any.

An estimate for doubtful trade debts and other receivables is made when collection of the full amount is no longer probable. Bad debts are written off when identified.

2.10 Derivative financial instruments and hedge accounting

The Company designates derivative financial instruments as either fair value hedge or cash flow hedge.

Fair value hedge

Fair value hedge represents hedges of the fair value of recognised assets or liabilities or a firm commitment. Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recorded in the profit and loss account, together with any changes in the fair value of the hedged asset or liability that are attributable to the hedged risk. The carrying value of the hedged item is adjusted accordingly.

Cash flow hedge

Changes in fair value of derivative hedging instruments designated as a cash flow hedge are recognised in the statement of comprehensive income to the extent that the hedge is effective. To the extent the hedge is ineffective, changes in fair value are recognised in the profit and loss account.

Amounts accumulated in equity are reclassified to the profit and loss account in the periods in which the hedged item will affect the profit and loss account.

2.11 Taxation

Current

Provision for current taxation is based on taxable income at the current rates of taxation, after considering rebates and tax credits available, if any, and taxes paid under the Final Tax Regime. The charge for current tax also includes adjustments where necessary, relating to prior years which arise from assessments framed / finalised during the year.

Deferred

Deferred tax is recognised using the balance sheet liability method, on major temporary differences at the balance sheet date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes. Deferred tax assets are recognised for all deductible temporary differences to the extent that the temporary differences will reverse in the future and taxable income will be available against which the deductible temporary differences can be utilised.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

The carrying amount of deferred tax assets is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part for the deferred tax asset to be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or subsequently enacted at the balance sheet date.

2.12 Cash and cash equivalents

For the purpose of the cash flow statement, cash and cash equivalents comprise of cash in hand, bank balances, bank deposits net of running finances and short term investments having a contractual maturity of three months or less. The cash and cash equivalents are readily convertible to known amounts of cash and are therefore subject to insignificant risk of changes in value.

2.13 Trade and other payables

Liabilities for trade and other amounts payable are carried at cost, which is the fair value of the consideration to be paid in the future for goods and services, whether or not billed to the Company.

2.14 Provisions

Provisions are recognised when the Company has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the amount can be made. Provisions are reviewed at each balance sheet date and adjusted to reflect the current best estimate.

2.15 Warranty obligations

The Company recognises the estimated liability, on an accrual basis, to repair or replace products under warranty at the balance sheet date, and recognises the estimated product warranty costs in the profit and loss account when the sale is recognised.

2.16 Staff retirement benefits

Defined contribution plan - Employees Provident Fund

The Company operates a recognised provident fund for its permanent employees. Equal monthly contributions are made to the Fund by the Company and the employees in accordance with the rules of the Fund. The Company has no further payment obligation once the contributions have been paid. The contributions made by the Company are recognised as an employee benefit expense when they are due.

Defined benefit / contribution plan - Employees Pension Fund

The Company also operates an approved funded pension scheme for its permanent employees.

The employee pension is governed by two sets of Rules, 'New Rules' - Defined contribution plan and 'Old Rules' - Defined benefit plan. The New Rules are applicable to all members of the Fund with effect from July 1, 2008. However, the Old Rules continue to apply to all persons whose employment with the Company ceased before July 1, 2008 and who are entitled to pension from the Fund. In addition, the Old Rules also apply to existing employees who have not opted to be governed by the New Rules.

In accordance with the New Rules an actuarial balance was determined by the actuary as at June 30, 2008 in respect of all members of the Fund who were in the service of the Company as of that date and

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

opted to be governed by the New Rules which was credited to the members' individual accounts. With effect from July 2008 the Company is required to make a fixed monthly contribution to the Fund based on the basic salary of the employees which is credited into the individual account of each member. The Company has no further payment obligation once these monthly contributions have been paid to the Fund. Profit earned on the investments maintained by the Fund is also allocated into the individual account of each member.

The pension liability recognised in the balance sheet in respect of members governed by the Old Rules is the present value of the defined benefit obligation at the balance sheet date less the fair value of plan assets attributed to these members. Contributions are made to cover the pension obligations in respect of the members governed by the Old Rules on the basis of actuarial recommendations.

The amount arising as a result of remeasurement is recognised in the Balance Sheet immediately, with a charge or credit to other comprehensive income in the period in which they occur.

The Projected Unit Credit Method is used for the valuation of pension liability in respect of members governed by the Old Rules as at June 30, 2017, using significant assumptions as stated in note 28 of these financial statements.

2.17 Employees' compensated absences

The Company accounts for compensated absences on the basis of unavailed earned leave balance of each employee at the end of the year.

2.18 Dividend distribution and transfer between reserves

Dividend declared and appropriations to reserves made subsequent to the balance sheet date are considered non-adjusting events and are recognised in the financial statements in the year in which they are approved.

2.19 Revenue recognition

Sales are recognised as revenue when goods are delivered and invoiced.

Return on bank deposits, term deposit receipts and mark-up on advances to suppliers and contractors are accounted for on an accrual basis.

Agency commission is recognised when shipments are made by the principal.

Unrealised gains / losses arising on re-measurement of investments classified as 'financial assets at fair value through profit or loss' are included in the profit and loss account in the period in which these arise.

Dividend income is recognised when the right to receive dividend is established.

Income on Market Treasury Bills and Pakistan Investment Bonds (PIBs) is accrued using the effective interest rate method.

2.20 Foreign currency transactions and translation

Foreign currency transactions are recognised or accounted for into Pakistani Rupees using the exchange rate prevailing on the date of the transaction. Monetary assets and liabilities in foreign currencies are translated into Pakistani Rupees at the rates of exchange prevailing on the balance sheet date. Exchange gain / loss on foreign currency translations are included in income / equity along with any related hedge effects.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

2.21 Functional and presentation currency

Items included in the financial statements are measured using the currency of the primary economic environment in which the Company operates. The financial statements are presented in Pakistani Rupees, which is the Company's functional and presentation currency.

2.22 Accounting estimates and judgments

The preparation of financial statements in conformity with approved accounting standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Company's accounting policies. Estimates and judgments are continually evaluated and are based on historical experience, including expectation of future events that are believed to be reasonable under the circumstances. The areas where various assumptions and estimates are significant to the Company's financial statements or where judgment was exercised in application of accounting policies are as follows:

i) Useful lives of property, plant and equipment (notes 2.4 and 3.2)

The Company reviews the useful lives of fixed assets on a regular basis. Any change in estimates in future years might affect the carrying amounts of respective items of fixed assets with a corresponding effect on the depreciation charge and impairment.

ii) Provision for slow moving stores and spares (notes 2.5 and 7)

The Company exercises judgment and makes provision for slow moving stores and spares based on their future usability.

iii) Provision for slow moving stock-in-trade (notes 2.6 and 8)

The Company exercises judgment and makes provision for slow moving stock-in-trade based on their future usability and recoverable value.

iv) Provision for doubtful debts (notes 2.9 and 9)

The Company makes provision for doubtful debts when the collection of full amount is no longer probable.

v) Classification and valuation of investments (notes 2.7 and 14)

The Company takes into account its intention for classification of investments as mentioned in note 2.7.1.1 at the time of purchase. The valuation of investments is done based on the criteria mentioned in notes 2.7.1.2, 2.7.1.3 and 2.7.1.4.

vi) Income taxes (notes 2.11 and 33)

The Company takes into account the current income tax law and the decisions taken by the appellate authorities. Instances where the Company's view differs from the view taken by the Income Tax Department at the assessment stage and where the Company considers that its views on the items of material nature is in accordance with the law, the amounts are shown as contingent liabilities. Deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the asset may be utilised.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

vii) Warranty obligations (notes 2.15 and 19.2)

The Company exercises professional judgment, based on the history of warranty claims entertained, number of cars eligible for warranty and its internal risk assessment while making assessment of obligation in respect of warranty.

viii) Staff retirement benefits (notes 2.16 and 28)

The Company has post retirement benefit obligations, which are determined through actuarial valuations as carried out by an independent actuary using various assumptions as disclosed in note 28 to these financial statements.

ix) Contingencies and commitments (note 23)

The Company uses assumptions and estimates in disclosure and assessment of provision for contingencies as disclosed in note 23.

2.23 Segment reporting

The Company uses 'management approach' for segment reporting, under which segment information is required to be presented on the same basis as that used for internal reporting purposes. Operating segments have been determined and presented in a manner consistent with the internal reporting provided to the chief operating decision-maker. The Company has determined operating segments on the basis of business activities i.e. manufacturing and trading activities. Segment assets have not been disclosed in these financial statements as these are not reported to the chief operating decision-maker on a regular basis.

2.24 Deferred revenue

Amount received on account of sale of extended warranty services against vehicles is recognised initially as deferred revenue and credited to the profit and loss account in the relevant period covered by the warranty.

| | Note | 2017 ------(Rupees in '000)----- | 2016 |
|--|------|-------------------------------------|------------------|
| 3 PROPERTY, PLANT AND EQUIPMENT & INTANGIBLE ASSETS | | | |
| Property, plant and equipment | 3.1 | 6,257,927 | 4,918,986 |
| Intangible assets | 3.2 | 87,517 | 19,291 |
| | | <u>6,345,444</u> | <u>4,938,277</u> |
| 3.1 Property, plant and equipment | | | |
| Operating assets | 3.2 | 5,190,839 | 4,710,786 |
| Capital work-in-progress | 3.5 | 1,067,088 | 208,200 |
| | | <u>6,257,927</u> | <u>4,918,986</u> |

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

3.2 The following is a statement of tangible operating assets and intangible assets:

| | 2017 | | | | | | | | | | Intangible assets | |
|---|-----------------|------------------------------------|----------------------------------|---------------------|----------------|------------------------|------------------|----------------------------------|---------------------|-------------------------------------|-----------------------|-------------------|
| | Tangible assets | | | | | | | | | | Total tangible assets | Computer software |
| | Leasehold land | Factory building on leasehold land | Other building on leasehold land | Plant and machinery | Motor vehicles | Furniture and fixtures | Office equipment | Computer and related accessories | Tools and equipment | Jigs, moulds and related equipments | | |
| (Rupees in '000) | | | | | | | | | | | | |
| At July 1, 2016 | | | | | | | | | | | | |
| Cost | 108,662 | 1,290,878 | 326,221 | 9,202,056 | 332,015 | 215,494 | 143,595 | 200,700 | 773,036 | 3,301,785 | 15,894,442 | 65,417 |
| Accumulated depreciation / amortisation | 22,632 | 900,936 | 99,599 | 6,677,096 | 178,188 | 194,796 | 87,758 | 159,622 | 637,160 | 2,225,869 | 11,183,656 | 46,126 |
| Net book value | 86,030 | 389,942 | 226,622 | 2,524,960 | 153,827 | 20,698 | 55,837 | 41,078 | 135,876 | 1,075,916 | 4,710,786 | 19,291 |
| Year ended June 30, 2017 | | | | | | | | | | | | |
| Opening net book value | 86,030 | 389,942 | 226,622 | 2,524,960 | 153,827 | 20,698 | 55,837 | 41,078 | 135,876 | 1,075,916 | 4,710,786 | 19,291 |
| Additions | - | - | - | - | - | - | - | - | - | - | - | - |
| - Direct | - | 2,145 | 3,423 | 159,055 | 159,961 | 97 | 10,063 | 31,192 | 7,886 | 3,425 | 377,247 | - |
| - Transfers from CWIP | - | 72,721 | 63,856 | 588,633 | - | 13,769 | 10,221 | 5,921 | 55,698 | 891,387 | 1,702,206 | 98,258 |
| Disposals / write offs | - | - | - | - | - | - | - | - | - | - | - | - |
| - Cost | - | - | - | 178,071 | 70,101 | 2,018 | 2,702 | 3,442 | 5,463 | 134,369 | 396,166 | - |
| - Accumulated depreciation | - | - | - | 174,449 | 47,453 | 2,018 | 2,702 | 3,221 | 5,463 | 134,369 | 369,675 | - |
| Depreciation / amortisation charge for the year | 3,610 | 84,522 | 33,286 | 801,980 | 60,096 | 8,563 | 17,522 | 20,939 | 47,022 | 502,962 | 1,580,502 | 22,439 |
| Transfers | - | - | - | - | - | - | - | - | - | - | - | - |
| - Cost | - | (65,959) | 65,959 | 6,004 | (6,004) | - | - | 15,074 | - | - | 15,074 | (15,074) |
| - Accumulated depreciation | - | (58,919) | 58,919 | 5,797 | (5,797) | - | - | 7,481 | - | - | 7,481 | (7,481) |
| Closing net book value | 82,420 | 373,246 | 267,655 | 2,467,253 | 230,837 | 26,001 | 58,599 | 64,624 | 152,438 | 1,467,766 | 5,190,839 | 87,517 |
| At June 30, 2017 | | | | | | | | | | | | |
| Cost | 108,662 | 1,299,785 | 459,459 | 9,777,677 | 415,871 | 227,342 | 161,177 | 249,445 | 831,157 | 4,062,228 | 17,592,803 | 148,601 |
| Accumulated depreciation / amortisation | 26,242 | 926,539 | 191,804 | 7,310,424 | 185,034 | 201,341 | 102,578 | 184,821 | 678,719 | 2,594,462 | 12,401,964 | 61,084 |
| Net book value | 82,420 | 373,246 | 267,655 | 2,467,253 | 230,837 | 26,001 | 58,599 | 64,624 | 152,438 | 1,467,766 | 5,190,839 | 87,517 |
| Depreciation / amortisation rate % per annum | 2.38%-3.85% | 10% | 5% | 10%-20% | 20% | 20% | 20% | 33.33% | 20% | 20%-25% | - | 33.33% |

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

| | 2016 | | | | | | | | | | Intangible assets | |
|---|-----------------|------------------------------------|----------------------------------|---------------------|----------------|------------------------|------------------|----------------------------------|---------------------|-------------------------------------|-----------------------|-------------------|
| | Tangible assets | | | | | | | | | | Total tangible assets | Computer software |
| | Leasehold land | Factory building on leasehold land | Other building on leasehold land | Plant and machinery | Motor vehicles | Furniture and fixtures | Office equipment | Computer and related accessories | Tools and equipment | Jigs, moulds and related equipments | | |
| (Rupees in '000) | | | | | | | | | | | | |
| At July 1, 2015 | | | | | | | | | | | | |
| Cost | 108,662 | 1,110,903 | 280,621 | 8,714,843 | 280,940 | 210,773 | 107,318 | 183,377 | 722,303 | 3,108,178 | 14,827,918 | 49,816 |
| Accumulated depreciation / amortisation | 19,027 | 818,112 | 75,783 | 5,920,612 | 159,568 | 182,408 | 76,773 | 142,942 | 587,039 | 1,735,387 | 9,717,651 | 40,089 |
| Net book value | 89,635 | 292,791 | 204,838 | 2,794,231 | 121,372 | 28,365 | 30,545 | 40,435 | 135,264 | 1,372,791 | 5,110,267 | 9,727 |
| Year ended June 30, 2016 | | | | | | | | | | | | |
| Opening net book value | 89,635 | 292,791 | 204,838 | 2,794,231 | 121,372 | 28,365 | 30,545 | 40,435 | 135,264 | 1,372,791 | 5,110,267 | 9,727 |
| Additions | - | - | 905 | 43,533 | 88,727 | 1,633 | 8,450 | 20,025 | 9,273 | - | 172,546 | 2,874 |
| - Direct | - | - | 905 | 43,533 | 88,727 | 1,633 | 8,450 | 20,025 | 9,273 | - | 172,546 | 2,874 |
| - Transfers from CWIP | - | 179,975 | 44,695 | 496,174 | - | 3,528 | 30,409 | 1,993 | 41,724 | 193,607 | 992,105 | 12,727 |
| Disposals / write offs | - | - | - | - | 3,600 | 5 | 270 | 858 | - | - | 4,733 | - |
| - Cost | - | - | - | 52,494 | 37,652 | 440 | 2,582 | 4,695 | 264 | - | 98,127 | - |
| - Accumulated depreciation | - | - | - | 52,494 | 34,052 | 435 | 2,312 | 3,837 | 264 | - | 93,394 | - |
| Depreciation / amortisation charge for the year | 3,605 | 82,824 | 23,816 | 808,978 | 52,672 | 12,823 | 13,297 | 20,517 | 50,385 | 490,482 | 1,559,399 | 6,037 |
| Closing net book value | 86,030 | 389,942 | 226,622 | 2,524,960 | 153,827 | 20,698 | 55,837 | 41,078 | 135,876 | 1,075,916 | 4,710,786 | 19,291 |
| At June 30, 2016 | | | | | | | | | | | | |
| Cost | 108,662 | 1,290,878 | 326,221 | 9,202,056 | 332,015 | 215,494 | 143,595 | 200,700 | 773,036 | 3,301,785 | 15,894,442 | 65,417 |
| Accumulated depreciation / amortisation | 22,632 | 900,936 | 99,599 | 6,677,096 | 178,188 | 194,796 | 87,758 | 159,622 | 637,160 | 2,225,869 | 11,183,656 | 46,126 |
| Net book value | 86,030 | 389,942 | 226,622 | 2,524,960 | 153,827 | 20,698 | 55,837 | 41,078 | 135,876 | 1,075,916 | 4,710,786 | 19,291 |
| Depreciation / amortisation rate % per annum | 2.38%-3.85% | 10% | 5% | 10%-20% | 20% | 20% | 20% | 33.33% | 20% | 20%-25% | | 33.33% |

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

3.3 The depreciation charge for the year has been allocated as follows:

| | Note | 2017 | 2016 |
|----------------------------------|------|-----------------------------|------------------|
| | | ------(Rupees in '000)----- | |
| Cost of sales - own manufactured | 25 | 1,509,613 | 1,491,926 |
| Distribution expenses | 26 | 36,915 | 45,527 |
| Administrative expenses | 27 | 33,974 | 21,946 |
| | | <u>1,580,502</u> | <u>1,559,399</u> |

3.4 Particulars of operating assets having a net book value exceeding Rs 50,000 disposed off during the year are as follows:

| Particulars | Cost | Accumulated depreciation | Net book value | Sale proceeds / receivable from insurance company | Gain / (loss) | Mode of disposal | Particulars of buyer |
|--|---------|--------------------------|----------------|---|---------------|------------------|--|
| ------(Rupees in '000)----- | | | | | | | |
| Plant and machinery | 1,791 | 1,213 | 578 | 10 | (568) | Bidding Process | M/S Shahzad & Sons, Karachi |
| Motor vehicles | 1,019 | 594 | 425 | 722 | 297 | Employee Scheme | Ms Rizwana Khatoun (Executive) |
| | 1,749 | 875 | 874 | 904 | 30 | --do-- | Mr Ali Abbas Zaidi (Ex-Executive) |
| | 1,039 | 242 | 797 | 926 | 129 | --do-- | Mr Wajid Bux Siddiqui (Executive) |
| | 1,769 | 1,681 | 88 | 531 | 443 | --do-- | Mr Taimur Ahmad (Ex-Executive) |
| | 990 | 842 | 148 | 327 | 179 | --do-- | Mr Meraj Ur Rehman (Ex-Executive) |
| | 1,049 | 629 | 420 | 437 | 17 | --do-- | Mr Ali Raza Mutagi (Ex-Executive) |
| | 1,824 | 912 | 912 | 1,368 | 456 | --do-- | Mr Ali Asghar Abbas Jamali (Chief Executive) |
| | 1,759 | 1,143 | 616 | 616 | - | --do-- | Mr Rehan Umer Soomer (Ex-Executive) |
| | 1,749 | 670 | 1,079 | 1,749 | 670 | Insurance Claim | Habib Insurance Company Limited, Karachi - Related Party |
| | 1,669 | 1,168 | 501 | 1,417 | 916 | Bidding Process | M/S Toyota Central Motors, Karachi |
| | 894 | 745 | 149 | 630 | 481 | --do-- | M/S Toyota Southern Motors, Karachi |
| | 1,919 | 320 | 1,599 | 1,505 | (94) | --do-- | M/S Toyota Central Motors, Karachi |
| | 1,949 | 585 | 1,364 | 1,725 | 361 | --do-- | M/S Toyota Central Motors, Karachi |
| | 1,949 | 585 | 1,364 | 1,715 | 351 | --do-- | M/S Toyota Central Motors, Karachi |
| | 1,949 | 585 | 1,364 | 1,775 | 411 | --do-- | M/S Toyota Central Motors, Karachi |
| | 3,145 | 734 | 2,411 | 2,410 | (1) | --do-- | M/S Toyota Central Motors, Karachi |
| | 1,849 | 1,479 | 370 | 1,433 | 1,063 | --do-- | M/S Toyota Western Motors, Karachi |
| | 1,865 | 1,306 | 559 | 1,333 | 774 | --do-- | M/S Toyota Highway Motors, Karachi |
| | 1,865 | 1,306 | 559 | 1,425 | 866 | --do-- | Mr. Shamshad, Karachi |
| | 1,749 | 758 | 991 | 1,511 | 520 | --do-- | Mr Syed Riaz Ahmed, Karachi |
| | 6,278 | 1,883 | 4,395 | 4,834 | 439 | --do-- | M/S Noble Computer Services (Pvt.) Ltd., Karachi |
| | 2,319 | 657 | 1,662 | 1,828 | 166 | --do-- | M/S Noble Computer Services (Pvt.) Ltd., Karachi |
| Others | | | | | | | |
| Items having net book value of less than 50,000 each | 352,029 | 348,763 | 3,266 | 18,303 | 15,037 | Various | Various |
| 2017 | 396,166 | 369,675 | 26,491 | 49,434 | 22,943 | | |
| 2016 | 98,127 | 93,394 | 4,733 | 23,443 | 18,710 | | |

3.5 Capital work-in-progress

| | | |
|---------------------------------------|------------------|----------------|
| Civil works | 204,931 | 41,963 |
| Plant, machinery, tools and equipment | 826,776 | 115,807 |
| Computer and related accessories | 35,381 | 50,430 |
| | <u>1,067,088</u> | <u>208,200</u> |

3.6 Movement in capital work-in-progress

| | | |
|---------------------------------------|------------------|----------------|
| Opening balance | 208,200 | 73,483 |
| Additions during the year | 2,659,352 | 1,139,549 |
| Transferred to operating fixed assets | (1,800,464) | (1,004,832) |
| Closing balance | <u>1,067,088</u> | <u>208,200</u> |

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

| | Note | 2017 | 2016 |
|--|--|------------------|------------------|
| | | ----- | ----- |
| | | (Rupees in '000) | (Rupees in '000) |
| 4 LONG-TERM LOANS AND ADVANCES | | | |
| Considered good | | | |
| Loans due from - secured | | | |
| - Executives | 4.2 & 4.3 | 23,121 | 17,971 |
| - Employees | | 6,509 | 5,934 |
| | 4.1 | 29,630 | 23,905 |
| Advances to suppliers - unsecured | | 2,500 | - |
| | | 32,130 | 23,905 |
| Less: Recoverable within one year shown under current assets | | | |
| Loans due from - secured | | | |
| - Executives | 10 | 15,848 | 14,697 |
| - Employees | 10 | 5,872 | 5,414 |
| Advances to suppliers - unsecured | | 1,042 | - |
| | | 22,762 | 20,111 |
| | | 9,368 | 3,794 |
| 4.1 | These represent house building and personal loans granted to executives and employees. These are granted in accordance with the terms of their employment and are secured against their balances with the Employees' Provident Fund. The loans are repayable over a period of 12 to 24 months. House building and personal loans to management employees carry interest at the rate of 3.00% to 3.50% (2016: 3.00% to 3.50%) per annum. Non-management employees are entitled to personal loans which carry no interest. | | |
| 4.2 | Reconciliation of carrying amount of loans to executives is as follows: | | |
| | | 2017 | 2016 |
| | | ----- | ----- |
| | | (Rupees in '000) | (Rupees in '000) |
| Opening balance | | 17,971 | 29,282 |
| Disbursements | | 63,996 | 30,815 |
| Repayments | | (58,846) | (42,126) |
| Closing balance | | 23,121 | 17,971 |
| 4.3 | The maximum aggregate amount due from executives at the end of any month during the year was Rs 40.316 million (2016: Rs 33.483 million). | | |
| 5 LONG-TERM INVESTMENTS | | | |
| | | 2017 | 2016 |
| | | ----- | ----- |
| | | (Rupees in '000) | (Rupees in '000) |
| Held to Maturity | | | |
| - Government securities - Pakistan Investment Bonds | | - | 5,005,805 |
| 6 LONG-TERM DEPOSITS | | | |
| Deposits | | | |
| - Utilities | | 7,450 | 7,450 |
| - Others | | 1,993 | 2,498 |
| | | 9,443 | 9,948 |
| 7 STORES AND SPARES | | | |
| Stores | | 180,089 | 164,746 |
| Spares | | 272,991 | 261,949 |
| | | 453,080 | 426,695 |
| Less: Provision for slow moving stores and spares | | (249,251) | (273,134) |
| | | 203,829 | 153,561 |

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

8 STOCK-IN-TRADE

| | Note | 2017 | 2016 |
|--|------|-----------------------------|-----------|
| | | ------(Rupees in '000)----- | |
| In hand | | | |
| Manufacturing stock | | | |
| Raw material and components | | 4,272,482 | 2,776,395 |
| Less: Provision for slow moving stock | | (55,200) | (67,931) |
| | | 4,217,282 | 2,708,464 |
| Work-in-process | | 516,783 | 549,799 |
| Finished goods (vehicles – own manufactured) | 8.1 | 420,480 | 453,305 |
| Less: Provision for slow moving stock | | (1,925) | - |
| | | 5,152,620 | 3,711,568 |
| Trading stock | | | |
| Vehicles | 8.1 | 465,278 | 36,213 |
| Less: Provision for slow moving stock | | (1,733) | (545) |
| | | 463,545 | 35,668 |
| Spare parts | | 359,275 | 561,819 |
| Special service tools and publications | | 5,439 | 5,695 |
| Less: Provision for slow moving stock | | (75,225) | (110,887) |
| | | 289,489 | 456,627 |
| In transit | | | |
| - Raw material - manufacturing stock | | 3,227,738 | 3,187,700 |
| - Trading stock | | 184,491 | 393,682 |
| | | 9,317,883 | 7,785,245 |

8.1 These include vehicles amounting to Rs 352.251 million (2016: Rs 54.6 million) held with the Company's authorised dealers.

9 TRADE DEBTS - UNSECURED

| | Note | 2017 | 2016 |
|------------------------------------|------|-----------------------------|-----------|
| | | ------(Rupees in '000)----- | |
| Considered good | | | |
| - Government agencies | | 202,166 | 771,947 |
| - Others | | 556,706 | 359,755 |
| | | 758,872 | 1,131,702 |
| Considered doubtful | | - | 22,979 |
| | | 758,872 | 1,154,681 |
| Less: Provision for doubtful debts | 9.1 | - | (22,979) |
| | | 758,872 | 1,131,702 |

9.1 Provision for doubtful debts

| | | | |
|--|----|----------|--------|
| Opening balance | | 22,979 | 14,961 |
| Add: Provision (reversed) / made during the year | 26 | (22,979) | 8,018 |
| Closing balance | | - | 22,979 |

9.2 As at June 30, 2017, Rs 43.679 million (2016: Rs 174.327 million) are overdue but not impaired in respect of trade debts. These balances relate to various customers, including government agencies, for whom there is no recent history of default. The ageing analysis of these trade debts is as follows:

| | 2017 | 2016 |
|--------------------|-----------------------------|---------|
| | ------(Rupees in '000)----- | |
| 1 to 6 months | 36,165 | 290 |
| More than 6 months | 7,514 | 174,037 |
| | 43,679 | 174,327 |

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

| | Note | 2017 | 2016 |
|--|------|------------------|------------------|
| | | ----- | ----- |
| | | (Rupees in '000) | (Rupees in '000) |
| 10 LOANS AND ADVANCES | | | |
| Current portion of long-term loans and advances | | | |
| - considered good | | | |
| Loans due from - secured | | | |
| - Executives | 4 | 15,848 | 14,697 |
| - Employees | 4 | 5,872 | 5,414 |
| | | 21,720 | 20,111 |
| Advances – considered good | | | |
| Suppliers and contractors | | 31,201 | 34,962 |
| Employees | | 36,302 | 6,778 |
| Collector of Customs | 10.1 | 551,001 | 1,040,572 |
| Margin with banks | | 1,012,682 | 23,067 |
| | | 1,631,186 | 1,105,379 |
| | | 1,652,906 | 1,125,490 |
| 10.1 This represents amounts paid to the Collector of Customs in respect of the import of stock-in-trade. An amount of Rs 512.300 million (2016: Rs 1,005.514 million) was cleared subsequent to the year end. | | | |
| 11 SHORT-TERM PREPAYMENTS | Note | 2017 | 2016 |
| | | ----- | ----- |
| | | (Rupees in '000) | (Rupees in '000) |
| Rent | | 762 | 1,497 |
| Insurance | | 10,797 | 35,676 |
| Others | | 9,280 | 8,347 |
| | 11.1 | 20,839 | 45,520 |
| 11.1 This includes Rs 5.909 million (2016: Rs 31.889 million) paid to related parties. | | | |
| 12 ACCRUED RETURN | Note | 2017 | 2016 |
| | | ----- | ----- |
| | | (Rupees in '000) | (Rupees in '000) |
| - Pakistan Investment Bonds (PIBs) | | 261,190 | 261,190 |
| - Term Deposit Receipts (TDRs) | | 114,847 | 252,165 |
| | 12.1 | 376,037 | 513,355 |
| 12.1 This includes an amount of Rs. 52.739 million (2016: Rs 132.276 million) receivable from related parties. | | | |
| 13 OTHER RECEIVABLES | Note | 2017 | 2016 |
| | | ----- | ----- |
| | | (Rupees in '000) | (Rupees in '000) |
| Considered good | | | |
| Warranty claims and other receivables due from related parties – Toyota Tsusho Corporation and its affiliates | 13.1 | 35,349 | 334 |
| Agency commission - receivable from related party - Toyota Tsusho Asia Pacific PTE. Limited | 13.2 | 196,567 | 29,769 |
| Warranty claims due from local vendors | | 5,925 | 7,038 |
| Earnest money | | 37,961 | 48,755 |
| Insurance claims – receivable from related party - Habib Insurance Company Limited | 13.3 | 48,326 | 22,218 |
| Workers' Profit Participation Fund | 13.4 | 37,265 | 3,226 |
| Receivable against sale of fixed assets | | 2,007 | 3,721 |
| Net unrealised gain on revaluation of foreign exchange contracts - fair value hedge | | 17,238 | 49,366 |
| Sales tax - net | | - | 21,029 |
| Others | | 21,666 | 5,847 |
| | | 402,304 | 191,303 |

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

- 13.1 The maximum aggregate amount due at the end of any month during the year was Rs 35.349 million (2016: Rs 25.661 million).
- 13.2 The maximum aggregate amount due at the end of any month during the year was Rs 196.567 million (2016: Rs109.570 million).
- 13.3 The maximum aggregate amount due at the end of any month during the year was Rs 59.484 million (2016: Rs 45.913 million).

| | Note | 2017 | 2016 |
|---|------|-----------------------------|-----------|
| | | ------(Rupees in '000)----- | |
| 13.4 Workers' Profit Participation Fund | | | |
| Opening balance | | 3,226 | 2,373 |
| Add: Allocation for the year | 30 | (1,027,961) | (934,147) |
| | | (1,024,735) | (931,774) |
| Less: Amount paid during the year | | 1,062,000 | 935,000 |
| Closing balance | | 37,265 | 3,226 |

14 SHORT-TERM INVESTMENTS

Held to Maturity

| | | | |
|--|------|------------|------------|
| - Government securities - Market Treasury Bills | 14.1 | 5,224,678 | 6,196,804 |
| - Government securities - Pakistan Investment Bonds (PIBs) | 14.2 | 5,063,031 | - |
| - Term Deposit Receipts (TDRs) | 14.3 | 31,200,000 | 27,500,000 |
| | | 41,487,709 | 33,696,804 |

- 14.1 These securities have a tenor of 3 to 6 months and have varying maturities ranging from July 21, 2017 to August 31, 2017. The yield on these securities is 5.99% per annum (2016: 5.90% - 6.25% per annum).
- 14.2 These securities have a tenor of 3 years and are maturing on July 17, 2017. The yield on these securities ranges from 10.40% - 12.56% per annum.
- 14.3 As of June 30, 2017, the Company holds term deposit receipts carrying profit rates ranging between 5.55% to 6.75% per annum (2016: 6.05% to 6.50% per annum). The term deposit receipts are due to mature maximum by December 15, 2017. Balances in term deposit receipts include an amount of Rs 10,000 million (2016: Rs 8,000 million), held with related party, Habib Metropolitan Bank Limited.

| | Note | 2017 | 2016 |
|---------------------------|------|-----------------------------|-----------|
| | | ------(Rupees in '000)----- | |
| 15 CASH AND BANK BALANCES | | | |
| Cash in hand | | 2,899 | 2,910 |
| With banks in: | | | |
| - current accounts | | 29,118 | 20,307 |
| - deposit accounts | 15.1 | 3,189,103 | 2,714,352 |
| | | 3,218,221 | 2,734,659 |
| | | 3,221,120 | 2,737,569 |

- 15.1 Balances in deposit accounts include an amount of Rs 2,559.392 million (2016: Rs 2,199.180 million), held with related parties namely Habib Metropolitan Bank Limited amounting to Rs 1,858.031 million (2016: Rs 2,000.540 million) and Standard Chartered Bank (Pakistan) Limited amounting to Rs 701.361 million (2016: Rs 198.640 million).

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

16 ISSUED, SUBSCRIBED AND PAID-UP CAPITAL

| 2017 (Number of shares in '000) | 2016 | | 2017 ------(Rupees in '000)----- | 2016 |
|------------------------------------|---------------|--|-------------------------------------|----------------|
| <u>78,600</u> | <u>78,600</u> | Ordinary shares of Rs 10 each fully paid in cash | <u>786,000</u> | <u>786,000</u> |

| 17 RESERVES | Note | 2017 ------(Rupees in '000)----- | 2016 |
|--|------|-------------------------------------|-------------------|
| Capital reserve | | | |
| Premium on issue of ordinary shares | | 196,500 | 196,500 |
| Revenue reserves | | | |
| General reserve | | | |
| Balance brought forward | | 19,851,050 | 16,851,050 |
| Transferred from unappropriated profit | | 3,600,000 | 3,000,000 |
| | | <u>23,451,050</u> | <u>19,851,050</u> |
| Unappropriated profit | | <u>6,763,412</u> | <u>6,796,059</u> |
| | | <u>30,410,962</u> | <u>26,843,609</u> |

18 DEFERRED TAXATION

| | | | |
|--|--|-----------------|------------------|
| Deferred tax liability arising on taxable temporary differences: | | | |
| - Due to accelerated tax depreciation | | - | 28,899 |
| - Others | | 5,171 | 15,303 |
| Deferred tax asset arising on deductible temporary differences: | | | |
| - Due to accelerated tax depreciation | | (25,097) | - |
| - In respect of certain provisions | | (54,043) | (242,823) |
| Deferred tax asset - net | | <u>(73,969)</u> | <u>(198,621)</u> |

19 TRADE, OTHER PAYABLES AND PROVISIONS

| | | | |
|--|------|------------------|-------------------|
| Trade creditors | | | |
| - Associated undertakings / related parties | | 111,219 | 227,292 |
| - Others | | 1,247,540 | 1,339,779 |
| Bills payable to associated undertakings / related parties | | 858,078 | 1,854,649 |
| Accrued liabilities | 19.1 | 2,605,486 | 2,406,105 |
| Unclaimed dividends | | 167,301 | 126,311 |
| Royalty payable to associated undertakings / related parties | | 555,461 | 585,021 |
| Security deposits from dealers | | 156,550 | 130,550 |
| Retention money | | 21,115 | 17,491 |
| Workers' Welfare Fund | | 390,625 | 361,309 |
| Technical fee | | 5,246 | 2,136 |
| Warranty obligations | 19.2 | 1,070,973 | 938,630 |
| Payable to dealers | | 805,179 | 838,494 |
| Payable to customers | | 153,250 | 42,332 |
| Markup on advances from customers | | 117,218 | - |
| Sales tax - net | | 346,863 | - |
| Withholding income tax payable | | 336,801 | 355,486 |
| Payable to Employee Pension Fund - net | 19.3 | 1,659 | 1,893 |
| Other government levies payable | | 732,315 | 807,667 |
| | | <u>9,682,879</u> | <u>10,035,145</u> |

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

- 19.1 These include an amount of Rs 34.361 million (2016: Rs 49.202 million) payable to associated undertakings / related parties.

| | Note | 2017 ------(Rupees in '000)----- | 2016 |
|--|------|-------------------------------------|----------------|
| 19.2 Warranty obligations | | | |
| Opening balance | | 938,630 | 788,374 |
| Add: Charge for the year | 26 | 208,541 | 206,608 |
| | | <u>1,147,171</u> | <u>994,982</u> |
| Less: Utilisation during the year | | 76,198 | 56,352 |
| Closing balance | | <u>1,070,973</u> | <u>938,630</u> |
| 19.3 Payable to Pension Fund – net | | | |
| Receivable from Pension Fund - Defined Contribution Plan | | (1,823) | - |
| Payable to Pension Fund - Defined Benefit Plan | 28.2 | <u>3,482</u> | <u>1,893</u> |
| | | <u>1,659</u> | <u>1,893</u> |

20 ADVANCES FROM CUSTOMERS AND DEALERS

These represent advances received by the Company from customers and dealers in respect of sale of vehicles, parts and extended warranty services against vehicles.

21 SHORT-TERM RUNNING FINANCES

At June 30, 2017, the Company has unutilised short-term running finance facilities under mark-up arrangements aggregating Rs 3,550 million (2016: Rs 3,550 million) available from various commercial banks carrying mark-up rates based on 1 month KIBOR as benchmark rate plus 25 basis points (2016: 1 month KIBOR plus 25 basis points). The above facilities include an amount of Rs 1,500 million (2016: Rs 1,500 million) available from related parties.

The Company also has facilities for opening letters of credit and bank guarantees under mark-up arrangements as at June 30, 2017 amounting to Rs 32,000 million (2016: Rs 24,550 million) from various commercial banks, including Rs 13,400 million (2016: Rs 8,700 million) available from related parties. The unutilised balance at June 30, 2017 was Rs 16,269 million (2016: Rs 12,342 million).

Short-term running finance and bank guarantees are secured by pari passu hypothecation charge on movable assets and receivables.

22 TAXATION

The income tax assessments of the Company have been finalised by the Income Tax Department or deemed to be assessed under section 120 of the Income Tax Ordinance, 2001 up to the year ended June 30, 2016.

23 CONTINGENCIES AND COMMITMENTS

Contingencies

- 23.1 The Company, during the years 2005-2006 and 2006-2007, received demand notices from the Collector of Customs, claiming short recovery of Rs 480.311 million in aggregate on account of customs duty amounting to Rs 305.426 million and sales tax amounting to Rs 174.885 million on royalty payment to the Joint Venture Partner, Toyota Motor Corporation. The demand has been raised based on the view that royalty value should be included as part of imported CKD kits which is opposed to the view of the Company based on factual position that the royalty pertains to locally deleted parts.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

During year ended June 30, 2008, the Customs, Excise and Sales Tax Appellate Tribunal decided the case in the Company's favour and accordingly, the demand to the extent of Rs 370.373 million (customs duty of Rs 235.775 million and sales tax of Rs 134.598 million) has been reversed. During the year ended June 30, 2010, an appeal was filed by the Custom Authorities before the Sindh High Court against the decision of the Customs, Excise and Sales Tax Appellate Tribunal, which is pending for hearing.

In respect of the balance aggregate demand, the appeals are pending before the Collector of Customs Appeal for Rs 54.348 million and before the Appellate Tribunal for Rs 55.590 million. A similar favourable decision is expected out of the said pending appeals as the facts are common and involve identical question of law. Therefore, no provision has been made by the Company in the financial statements against the above mentioned sums as the management is confident that the matters will be decided in favour of the Company.

- 23.2 During the year, the Company received an Assessment Order from Punjab Revenue Authority, claiming that the Company was required to pay sales tax on franchise services provided in respect of the province of Punjab, as per the Second Schedule of the Punjab Sales Tax on Services Act, 2012, with effect from October 6, 2012. The order further states that the Company is required to pay Punjab Sales Tax amounting to Rs 461.716 million along with penalty amounting to Rs 111.918 million for the period from April 2013 to December 2016. Based on legal advice and merits of the case, the Company has obtained a stay order.

The management of the Company, based on the advice of its legal counsel and past history of a similar case, expects a favourable outcome. Hence, no provision has been made in these financial statements.

- 23.3 During the year, the Company received a notice from Government of Pakistan Model Customs Collectorate of Appraisement (East) Custom House, claiming that the Company availed self-assessment facility for clearing 40 units of Toyota Hiace Ambulances imported vide numerous shipments under HS code 87.02, whereas the ambulances should have been classified under HS code 87.03 and advised the Company to pay the short-levied amount of Custom Duty and Federal Excise Duty collectively amounting to Rs 174.726 million.

The management of the Company, based on the advice of its legal counsel, expects a favourable outcome. Hence no provision has been made in these financial statements.

- 23.4 As at June 30, 2017, the claims not acknowledged as debts by the Company amount to Rs 1,008.465 million (2016: Rs 1,033.301 million).

| | Note | 2017 | 2016 |
|---------------------------------------|--------|-----------------------------|------------------|
| | | ------(Rupees in '000)----- | |
| Cases filed by the dealers | | 300,000 | 300,000 |
| Cases filed by government authorities | | 443,240 | 437,309 |
| Others | 23.4.1 | 265,225 | 295,992 |
| | 23.4.2 | <u>1,008,465</u> | <u>1,033,301</u> |

- 23.4.1 Others mainly represent cases filed by the customers against the Company in various courts and are pending adjudication.

- 23.4.2 The management of the Company is of the view that the Company has a strong position in these cases and these cases will be decided in favour of the Company.

| | 2017 | 2016 |
|----------------------------------|-----------------------------|------------------|
| | ------(Rupees in '000)----- | |
| 23.5 Outstanding bank guarantees | <u>13,228,265</u> | <u>8,361,897</u> |

Outstanding bank guarantees include an amount of Rs 7,397.771 million (2016: Rs 4,087.059 million) in respect of bank guarantees from related parties.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

Commitments

- 23.6 Commitments in respect of capital expenditure at June 30, 2017 amounted to Rs 1,355.781 million (2016: Rs 1,021.117 million).
- 23.7 Commitments in respect of letters of credit, other than for capital expenditure, amounted to Rs 2,508.535 million (2016: Rs 3,568.601 million). The above letters of credit include an amount of Rs 1,010.921 million (2016: Rs 193.290 million) availed from related parties.
- 23.8 Commitments in respect of land rent and maintenance charges against leasehold land from Port Qasim Authority as at June 30, 2017 amounted to Rs 211.362 million (2016: Rs 216.999 million).

| Year | 2017 | 2016 |
|--------------|-----------------------------|----------------|
| | ------(Rupees in '000)----- | |
| 2017-2018 | - | 5,637 |
| 2018-2019 | 5,919 | 5,919 |
| 2019-2020 | 6,215 | 6,215 |
| 2020-2021 | 6,525 | 6,525 |
| 2021-2022 | 6,852 | 6,852 |
| 2022 onwards | 185,851 | 185,851 |
| | <u>211,362</u> | <u>216,999</u> |

24 OPERATING RESULTS

| | | Manufacturing | | Trading | | Total | |
|--------------------------------|------|-----------------------------|--------------|-------------|-----------|--------------|--------------|
| | Note | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 |
| | | ------(Rupees in '000)----- | | | | | |
| Gross sales | 24.1 | 125,843,970 | 124,675,760 | 9,837,795 | 6,371,444 | 135,681,765 | 131,047,204 |
| Sales tax | | (18,273,777) | (18,111,025) | (1,160,888) | (666,838) | (19,434,665) | (18,777,863) |
| | | 107,570,193 | 106,564,735 | 8,676,907 | 5,704,606 | 116,247,100 | 112,269,341 |
| Commission | | (3,261,695) | (3,185,059) | (361,291) | (80,185) | (3,622,986) | (3,265,244) |
| Discounts | | (4,254) | (3,199) | (348,204) | (242,230) | (352,458) | (245,429) |
| Net sales | | 104,304,244 | 103,376,477 | 7,967,412 | 5,382,191 | 112,271,656 | 108,758,668 |
| Cost of sales | 25 | 87,359,064 | 87,480,979 | 5,090,891 | 3,546,390 | 92,449,955 | 91,027,369 |
| Gross profit | | 16,945,180 | 15,895,498 | 2,876,521 | 1,835,801 | 19,821,701 | 17,731,299 |
| Distribution expenses | 26 | 1,082,079 | 956,355 | 145,568 | 104,536 | 1,227,647 | 1,060,891 |
| Administrative expenses | 27 | 978,589 | 884,737 | 74,751 | 46,063 | 1,053,340 | 930,800 |
| | | 2,060,668 | 1,841,092 | 220,319 | 150,599 | 2,280,987 | 1,991,691 |
| | | 14,884,512 | 14,054,406 | 2,656,202 | 1,685,202 | 17,540,714 | 15,739,608 |
| Other operating expenses | 29 | 164,363 | 136,722 | 12,555 | 7,118 | 176,918 | 143,840 |
| Workers' Profit Participation | | | | | | | |
| Fund and Workers' Welfare Fund | 30 | 1,418,456 | 1,285,491 | - | - | 1,418,456 | 1,285,491 |
| | | 13,301,693 | 12,632,193 | 2,643,647 | 1,678,084 | 15,945,340 | 14,310,277 |
| Other income | 31 | | | | | 3,593,425 | 3,164,440 |
| | | | | | | 19,538,765 | 17,474,717 |
| Finance cost | 32 | | | | | 397,998 | 77,271 |
| Profit before taxation | | | | | | 19,140,767 | 17,397,446 |

- 24.1 This includes an amount of Rs. 2.042 million (2016: Rs. 2.567 million) and Rs. 12.294 million (2016: Rs. 9.633 million) in respect of export sales of own manufactured vehicles and spare parts respectively.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

- 24.2 Other operating expenses (excluding Workers' Profit Participation Fund and Workers' Welfare Fund), administrative expenses and distribution expenses (excluding warranty claims, pre-delivery inspection charges, development expenditure, transportation and running royalty), are allocated between manufacturing and trading activities on the basis of net sales. Warranty claims and pre-delivery inspection charges, development expenditure, Workers' Profit Participation Fund and Workers' Welfare Fund are allocated to manufacturing activity. Running royalty and transportation charges are allocated to trading activity.

| | Note | 2017 | 2016 |
|--|------|-----------------------------|-------------|
| | | ------(Rupees in '000)----- | |
| 25 COST OF SALES | | | |
| Raw materials and vendor parts consumed | | | |
| Opening stock | | 5,964,095 | 4,847,819 |
| Purchases | | 81,173,819 | 81,396,691 |
| Closing stock | 8 | (7,500,220) | (5,964,095) |
| | 25.1 | 79,637,694 | 80,280,415 |
| Stores and spares consumed | | 1,281,744 | 1,309,601 |
| Salaries, wages and other benefits | 25.2 | 1,297,451 | 1,074,766 |
| Rent, rates and taxes | | 9,584 | 4,967 |
| Repairs and maintenance | | 504,156 | 391,404 |
| Depreciation | 3.3 | 1,509,613 | 1,491,926 |
| Legal and professional | | 4,742 | 7,011 |
| Travelling | | 34,523 | 41,615 |
| Transportation | | 5,266 | 2,921 |
| Insurance | | 37,630 | 31,046 |
| Vehicle running | | 15,697 | 12,769 |
| Communication | | 2,511 | 3,201 |
| Printing, stationery and office supplies | | 2,746 | 3,767 |
| Subscription | | 478 | 434 |
| Fuel and power | | 420,850 | 414,717 |
| Running royalty | | 2,190,742 | 2,457,420 |
| Supervisor fee | | 7,197 | 18,087 |
| Technical fee | | 10,292 | 5,278 |
| Staff catering, transport and uniforms | | 332,345 | 331,295 |
| (Reversal) of / provision for stock in trade-Manufacturing Stock | | (10,806) | 62,769 |
| (Reversal) of / provision for stores and spares | | (23,883) | 13,111 |
| Others | | 22,651 | 14,714 |
| | | 7,655,529 | 7,692,819 |
| | | 87,293,223 | 87,973,234 |
| Add: Opening work-in-process | | 549,799 | 261,221 |
| Less: Closing work-in-process | 8 | (516,783) | (549,799) |
| | | 87,326,239 | 87,684,656 |
| Opening finished goods stock - own manufactured | | 453,305 | 249,628 |
| Closing finished goods stock - own manufactured | 8 | (420,480) | (453,305) |
| Cost of sales - own manufactured | | 87,359,064 | 87,480,979 |
| Opening finished goods stock - trading | | 997,409 | 929,529 |
| Finished goods purchased | | 5,142,439 | 3,635,425 |
| Closing finished goods stock - trading | 8 | (1,014,483) | (997,409) |
| Reversal of provision for slow moving stock | | (34,474) | (21,155) |
| Cost of sales - trading | | 5,090,891 | 3,546,390 |
| | | 92,449,955 | 91,027,369 |

- 25.1 This includes an amount of Rs 8.912 million (2016: Rs 7.233 million) in respect of write off against stock-in-trade.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

- 25.2 Included herein is a sum of Rs 29.342 million (2016: Rs 24.060 million) in respect of charge against employee provident fund and Rs 21.937 million (2016: Rs 18.562 million) in respect of charge against employee pension fund.

| 26 | DISTRIBUTION EXPENSES | Note | 2017 ------(Rupees in '000)----- | 2016 |
|----|--|------|-------------------------------------|------------------|
| | Salaries, allowances and other benefits | 26.1 | 247,627 | 216,816 |
| | Rent, rates and taxes | | 5,096 | 3,629 |
| | Repairs and maintenance | | 3,467 | 7,604 |
| | Depreciation | 3.3 | 36,915 | 45,527 |
| | Advertising and sales promotion | | 505,875 | 342,643 |
| | Travelling | | 31,546 | 30,673 |
| | Vehicle running | | 17,391 | 14,868 |
| | Communication | | 5,626 | 5,757 |
| | Printing, stationery and office supplies | | 4,549 | 2,512 |
| | Staff training | | 6,293 | 9,992 |
| | Staff transport & canteen | | 18,439 | 16,890 |
| | Subscription | | 298 | 377 |
| | Warranty claims | 19.2 | 208,541 | 206,608 |
| | Pre-delivery inspection and service charges | | 58,300 | 49,114 |
| | Development expenditure | | 12,859 | 28,299 |
| | Utilities | | 311 | 184 |
| | Transportation | | 60,225 | 51,056 |
| | Running royalty | | 24,052 | 18,476 |
| | (Reversal) of / provision for doubtful debts and bad debts | 9.1 | (22,979) | 8,018 |
| | Others | | 3,216 | 1,848 |
| | | | <u>1,227,647</u> | <u>1,060,891</u> |

- 26.1 Included herein is a sum of Rs 7.607 million (2016: Rs 6.464 million) in respect of charge against employee provident fund and Rs 0.782 million (2016: Rs 3.995 million - charge) in respect of reversal against employee pension fund.

| 27 | ADMINISTRATIVE EXPENSES | Note | 2017 ------(Rupees in '000)----- | 2016 |
|----|--|------|-------------------------------------|----------------|
| | Salaries, allowances and other benefits | 27.1 | 392,357 | 334,891 |
| | Rent, rates and taxes | | 2,641 | 2,135 |
| | Insurance | | 34,818 | 30,043 |
| | Repairs and maintenance | | 70,339 | 68,905 |
| | Depreciation | 3.3 | 33,974 | 21,946 |
| | Amortisation | 3.2 | 22,439 | 6,037 |
| | Travelling | | 75,023 | 62,834 |
| | Legal and professional | | 185,093 | 207,084 |
| | Director fee | | 1,250 | 1,125 |
| | Vehicle running | | 16,696 | 15,267 |
| | Communication | | 14,297 | 15,777 |
| | Printing, stationery and office supplies | | 2,587 | 3,222 |
| | Staff training | | 87,632 | 81,600 |
| | Staff transport and canteen | | 63,579 | 32,528 |
| | Security | | 37,162 | 32,523 |
| | Subscription | | 3,592 | 3,893 |
| | Utilities | | 451 | 1,002 |
| | Share registrar and related expenses | | 8,139 | 7,728 |
| | Others | | 1,271 | 2,260 |
| | | | <u>1,053,340</u> | <u>930,800</u> |

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

- 27.1 Included herein is a sum of Rs 9.797 million (2016: Rs 7.793 million) in respect of charge against employee provident fund and Rs 0.533 million (2016: Rs 4.553 million) in respect of charge against employee pension fund.

28 DEFINED BENEFIT PLAN - Approved pension fund

As mentioned in note 2.16, the Company operates an approved pension fund for its permanent employees who are governed under the Old Rules. The latest actuarial valuation of the Company's pension fund, based on Projected Unit Credit Actuarial Cost Method, was carried out as at June 30, 2017. The pension fund exposes the Company to the following risks:

Mortality risks

The risk that the actual mortality experience is different. The effect depends on the beneficiaries' service/age distribution and the benefit.

Investment risks

The risk of the investment underperforming and being not sufficient to meet the liabilities.

Final salary risks

The risk that the final salary at the time of cessation of service is greater than what we assumed. Since the benefit is calculated on the final salary, the benefit amount increases similarly.

Withdrawal risks

The risk of higher or lower withdrawal experience than assumed. The final effect could go either way depending on the beneficiaries' service/age distribution and the benefit.

The Company has recognised the following amounts in the financial statements for its obligations towards members governed under the Old Rules as explained in note 2.16.

| 28.1 Principal actuarial assumptions | | 2017 (% per annum) | 2016 |
|--|-------------|-----------------------------|--------------|
| Discount factor used | | 10.50 | 10.50 |
| Expected rate of salary increase | | 9.50 | 9.50 |
| Expected rate of return on plan assets | | 10.50 | 10.50 |
| Expected rate of increase in long term pension | | 5.50 | 5.50 |
| | Note | 2017 | 2016 |
| 28.2 The amount recognised in the balance sheet are determined as follows: | | ------(Rupees in '000)----- | |
| Present value of defined benefit obligations | 28.4 | 31,355 | 23,305 |
| Fair value of plan assets | 28.3 & 28.4 | (27,873) | (21,412) |
| | | <u>3,482</u> | <u>1,893</u> |

28.3 Plan assets consist of the following:

| | 2017 | | 2016 | |
|-------------------------------|-------------------------|---------------|--------------|---------------|
| | Quoted | Non-Quoted | Quoted | Non-Quoted |
| | ----- Rupees '000 ----- | | | |
| Balances with banks | - | 10,154 | - | 8,312 |
| Equity instruments | 6,653 | - | 4,585 | - |
| Debt instruments - Government | - | 11,066 | - | 7,890 |
| Others | - | - | - | 625 |
| | <u>6,653</u> | <u>21,220</u> | <u>4,585</u> | <u>16,827</u> |

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

28.4 The movement in the defined benefit obligation over the year is as follows:

| | 2017 | | |
|---|------------------------------|---------------------------|--------------|
| | Present value of obligation | Fair value of plan assets | Total |
| | ----- (Rupees in '000) ----- | | |
| At July 1 | 23,305 | (21,412) | 1,893 |
| Current service cost | 1,348 | - | 1,348 |
| Interest expense / (income) | 2,505 | (2,315) | 190 |
| | <u>27,158</u> | <u>(23,727)</u> | <u>3,431</u> |
| Remeasurements: | | | |
| - Return on plan assets, excluding amounts included in interest expense | - | (2,017) | (2,017) |
| - Loss from change in financial assumptions | 4,749 | - | 4,749 |
| | <u>4,749</u> | <u>(2,017)</u> | <u>2,732</u> |
| | <u>31,907</u> | <u>(25,744)</u> | <u>6,163</u> |
| Contribution | - | (2,681) | (2,681) |
| Benefit payments | (552) | 552 | - |
| At June 30 | <u>31,355</u> | <u>(27,873)</u> | <u>3,482</u> |

| | 2016 | | |
|---|------------------------------|---------------------------|--------------|
| | Present value of obligation | Fair value of plan assets | Total |
| | ----- (Rupees in '000) ----- | | |
| At July 1 | 20,007 | (20,366) | (359) |
| Current service cost | 1,158 | - | 1,158 |
| Interest expense / (income) | 2,232 | (2,269) | (37) |
| | <u>23,397</u> | <u>(22,635)</u> | <u>762</u> |
| Remeasurements: | | | |
| - Return on plan assets, excluding amounts included in interest expense | - | 774 | 774 |
| - Gain from change in financial assumptions | 460 | - | 460 |
| | <u>460</u> | <u>774</u> | <u>1,234</u> |
| | <u>23,857</u> | <u>(21,861)</u> | <u>1,996</u> |
| Contribution | - | (103) | (103) |
| Benefit payments | (552) | 552 | - |
| At June 30 | <u>23,305</u> | <u>(21,412)</u> | <u>1,893</u> |

| | 2017 | 2016 |
|---------------------------------|------------------------------|--------------|
| | ----- (Rupees in '000) ----- | |
| Current service cost | 1,348 | 1,158 |
| Net interest expense / (income) | 190 | (37) |
| | <u>1,538</u> | <u>1,121</u> |

28.5 Charge for defined benefit plan

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

- 28.6 The sensitivities of the defined benefit obligation to changes in the weighted principal assumptions are as under:

| | Impact on defined benefit obligation | | |
|----------------------------|--------------------------------------|------------------------------|------------------------|
| | Change in assumption | Increase in assumption | Decrease in assumption |
| | | ----- (Rupees in '000) ----- | |
| Discount rate | 1% | 26,306 | 37,800 |
| Long term salary increases | 1% | 34,018 | 28,972 |
| Pension increase rate | 1% | 34,866 | 28,364 |

The above sensitivities analyses are based on a change in an assumption while holding all other assumptions constant. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the pension liability recognised within the balance sheet.

- 28.7 The weighted average duration of the defined benefit obligation is 17.10 years.

- 28.8 Expected maturity analysis of undiscounted defined benefit obligation for the pension fund is as follows:

| At June 30, 2017 | Less than a year | Between 1-2 years | Between 2-4 years | Over 4 years | Total |
|------------------|-------------------------|-------------------|-------------------|--------------|--------|
| | ----- Rupees '000 ----- | | | | |
| Pension | 612 | 669 | 1,517 | 8,010 | 10,808 |

- 28.9 The expected return on plan assets is determined by considering the expected long-term returns available on the assets underlying the current investment policy. Expected yield on fixed interest investments are based on gross redemption yield as at the balance sheet date. Expected returns on equity are based on long-term real rates experienced in the stock market.

- 28.10 The expected charge for the defined benefit plan for the year ending June 30, 2018 is Rs 1.439 million.

- 28.11 The charge for the year in respect of Pension amounts to Rs 21.688 million (2016 Rs 27.110 million), which includes Rs. 20.150 million (2016: Rs 25.990 million) in respect of members covered under New Rules and Rs. 1.538 million (2016: Rs 1.121 million) in respect of members covered under Old Rules.

| | Note | 2017 | 2016 |
|---|------|------------------------------|----------------|
| | | ----- (Rupees in '000) ----- | |
| 29 OTHER OPERATING EXPENSES | | | |
| Auditors' remuneration | 29.1 | 2,943 | 2,844 |
| Donations | 29.2 | 173,975 | 140,996 |
| | | <u>176,918</u> | <u>143,840</u> |
| 29.1 Auditors' remuneration | | | |
| Audit fee | | 1,575 | 1,475 |
| Interim review and other certifications | | 675 | 768 |
| Out-of-pocket expenses | | 693 | 601 |
| | | <u>2,943</u> | <u>2,844</u> |

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

29.2 Donations

Donations include the following in which a Director or his spouse is interested:

| Name of Director(s) | Interest in Donee | Name and address of Donee | 2017 ----(Rupees in '000)---- | 2016 |
|---|-------------------|--|----------------------------------|--------|
| 1. Mr. Ali S. Habib | Trustee | Mohamedali Habib Welfare Trust, 2nd Floor, Siddiq Sons Tower, Jinnah Co-operative Housing Society, Shahrah-e-Faisal, Karachi. | 2,250 | 3,868 |
| 2. Mr. Mohammedali R. Habib and Mr. Ali S. Habib | Trustee | Habib Education Trust, 4th Floor, UBL Building, I. I. Chundrigar Road, Karachi. | 6,700 | 1,500 |
| 3. Mr. Mohammedali R. Habib and Mr. Ali S. Habib | Director | Habib University Foundation, Block 18. Gulistan-e-Jauhar University Avenue, Off Shahrah-e-Faisal Karachi. | 83,216 | 40,000 |

| | Note | 2017 ----- (Rupees in '000) ----- | 2016 |
|---|------|--------------------------------------|------------------|
| 30 WORKERS' PROFIT PARTICIPATION FUND AND WORKERS' WELFARE FUND | | | |
| Workers' Welfare Fund | | 390,625 | 354,976 |
| Workers' Welfare Fund - for prior years | | (130) | (3,632) |
| Workers' Profit Participation Fund | 13.4 | 1,027,961 | 934,147 |
| | | <u>1,418,456</u> | <u>1,285,491</u> |
| 31 OTHER INCOME | | | |
| Income from financial assets | | | |
| Return on bank deposits | | 1,571,383 | 1,496,094 |
| Interest Income on Market Treasury Bills | | 398,146 | 320,242 |
| Amortisation Income on Market Treasury Bills | | 46,078 | 68,604 |
| Interest Income on Pakistan Investment Bonds | | 569,869 | 572,667 |
| Amortisation Income on Pakistan Investment Bonds | | 57,226 | 51,041 |
| Gain on redemption of investments in listed mutual fund units | | 255,918 | 222,436 |
| Mark-up on advances to suppliers | | - | 1,111 |
| Income from other than financial assets | | | |
| Agency commission, net of commission expense of Rs 16.817 million (2016: Rs 4.238 million) | | 219,189 | 88,131 |
| Exchange gain on agency commission and exports | | 888 | 6,181 |
| Gain on sale of fixed assets | | 22,943 | 18,710 |
| Liabilities no longer payable written back | | 138,588 | 78,272 |
| Freight and other charges income | | 277,813 | 224,574 |
| Certification income | | 23,805 | 8,327 |
| Exchange gain - net | | 279 | - |
| Others | | 11,300 | 8,050 |
| | | <u>3,593,425</u> | <u>3,164,440</u> |

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

| | Note | 2017 ------(Rupees in '000)----- | 2016 |
|------------------------------------|------|-------------------------------------|---------------|
| 32 FINANCE COST | | | |
| Mark-up on advances from customers | | 329,112 | - |
| Bank charges - net | | 68,886 | 62,332 |
| Exchange loss - net | | - | 14,939 |
| | | <u>397,998</u> | <u>77,271</u> |

| | | | |
|-------------------------|------|------------------|------------------|
| 33 TAXATION | | | |
| Current - for the year | | 6,119,915 | 6,189,385 |
| - for prior years | | (105,885) | (53,936) |
| | | <u>6,014,030</u> | <u>6,135,449</u> |
| Deferred - for the year | | 125,472 | (192,943) |
| | 33.1 | <u>6,139,502</u> | <u>5,942,506</u> |

33.1 Relationship between income tax expense and accounting profit

| | | | |
|---|--|-------------------|-------------------|
| Profit before taxation | | <u>19,140,767</u> | <u>17,397,446</u> |
| Tax at the applicable tax rate of 31% (2016: 32%) | | 5,933,638 | 5,567,183 |
| Tax effect of permanent differences and super tax | | 719,476 | 575,041 |
| Tax effect of income taxable at lower rates and tax credit on plant & machinery | | (15,932) | (27,042) |
| Tax effect of income assessed under final tax regime | | (384,885) | (113,636) |
| Tax effect of change in tax rate for future periods | | (6,910) | (6,047) |
| Prior years reversal | | (105,885) | (53,936) |
| Others | | - | 943 |
| | | <u>6,139,502</u> | <u>5,942,506</u> |

34 EARNINGS PER SHARE

34.1 Basic

Basic earnings per share has been computed by dividing the net profit for the year after taxation by the weighted average number of shares outstanding during the year.

| | 2017 ------(Rupees in '000)----- | 2016 |
|--|-------------------------------------|-------------------|
| Profit after taxation | <u>13,001,265</u> | <u>11,454,940</u> |
| | (Number of shares in '000) | |
| Weighted average number of ordinary shares outstanding during the year | <u>78,600</u> | <u>78,600</u> |
| | (Rupees) | |
| Basic earnings per share | <u>165.41</u> | <u>145.74</u> |

34.2 Diluted

There are no dilutive potential ordinary shares outstanding as at June 30, 2017 and 2016.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

| | Note | 2017 ------(Rupees in '000)----- | 2016 ------(Rupees in '000)----- |
|---|------|-------------------------------------|-------------------------------------|
| 35 CASH GENERATED FROM OPERATIONS | | | |
| Profit before taxation | | 19,140,767 | 17,397,446 |
| Adjustment for non-cash charges and other items: | | | |
| Depreciation | | 1,580,502 | 1,559,399 |
| Amortisation | | 22,439 | 6,037 |
| (Reversal) of / provision for doubtful debts and bad debts | | (22,979) | 8,018 |
| Gain on sale of fixed assets | | (22,943) | (18,710) |
| Gain on redemption of investments in listed mutual fund units | | (255,918) | (222,436) |
| Net unrealised loss / (gain) on revaluation of creditors and foreign exchange contracts | | 32,128 | (35,003) |
| Return on bank deposits | | (1,571,383) | (1,496,094) |
| Interest Income on Pakistan Investment Bonds | | (569,869) | (572,667) |
| Amortisation Income on Pakistan Investment Bonds | | (57,226) | (51,041) |
| Interest Income on Market Treasury Bills | | (398,146) | (320,242) |
| Amortisation Income on Market Treasury Bills | | (46,078) | (68,604) |
| Workers' Profit Participation Fund | | 1,027,961 | 934,147 |
| Workers' Welfare Fund | | 390,495 | 351,344 |
| Mark-up on advances from customers | | 329,112 | - |
| Working capital changes | 35.1 | 620,077 | 1,541,423 |
| | | <u>20,198,939</u> | <u>19,013,017</u> |
| 35.1 Working capital changes | | | |
| (Increase) / decrease in current assets | | | |
| Stores and spares | | (50,268) | 25,038 |
| Stock-in-trade | | (1,532,638) | (1,634,797) |
| Trade debts | | 395,809 | (691,970) |
| Loans and advances | | (527,416) | 95,084 |
| Short-term prepayments | | 24,681 | (26,601) |
| Other receivables | | (209,091) | 12,310 |
| | | <u>(1,898,923)</u> | <u>(2,220,936)</u> |
| (Decrease) / increase in current liabilities | | | |
| Trade and other payables | | (542,521) | 827,917 |
| Advances from customers and dealers | | 3,061,521 | 2,934,442 |
| | | <u>2,519,000</u> | <u>3,762,359</u> |
| | | <u>620,077</u> | <u>1,541,423</u> |

36 CASH AND CASH EQUIVALENTS

Cash and cash equivalents included in the cash flow statement comprises of the following balance sheet amounts:

| | Note | 2017 ------(Rupees in '000)----- | 2016 ------(Rupees in '000)----- |
|---|------|-------------------------------------|-------------------------------------|
| Cash and bank balances | 15 | 3,221,120 | 2,737,569 |
| Term Deposit Receipts (TDRs) | 14 | 24,200,000 | 23,000,000 |
| Government securities - Market Treasury Bills | 14 | 5,178,600 | 4,000,000 |
| | | <u>32,599,720</u> | <u>29,737,569</u> |

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

37 REMUNERATION OF CHIEF EXECUTIVE, DIRECTORS AND EXECUTIVES

| | 2017 | | | 2016 | | |
|--------------------------|------------------------------|---------------|----------------|-----------------|---------------|----------------|
| | Chief Executive | Directors | Executives | Chief Executive | Directors | Executives |
| | ----- (Rupees in '000) ----- | | | | | |
| Managerial remuneration* | 33,051 | 12,973 | 508,523 | 29,859 | 11,014 | 447,896 |
| Retirement benefits | 1,421 | - | 37,306 | - | - | 32,818 |
| Medical expenses | 147 | - | - | 11 | - | - |
| | 34,619 | 12,973 | 545,829 | 29,870 | 11,014 | 480,714 |
| Number of persons | 1 | 2 | 206 | 1 | 2 | 167 |

*This includes bonus, house rent, utilities and other allowances.

- 37.1 The Chief Executive, Directors and some Executives have been provided free use of the Company maintained cars, residential telephones and club facilities.
- 37.2 During the year, an amount of Rs. 1.250 million (2016: Rs. 1.125 million) has been paid to a Non-Executive director, as fee for attending board and other meetings.

38 TRANSACTIONS AND BALANCES WITH ASSOCIATED UNDERTAKINGS / RELATED PARTIES

The associated undertakings / related parties comprise of associated companies, staff retirement funds and key management personnel. Transactions carried out with associated undertakings / related parties during the year are as follows:

| | 2017 | 2016 |
|--|------------------------------|------------|
| | ----- (Rupees in '000) ----- | |
| With associated undertakings / related parties: | | |
| Sales | 241,075 | 399,823 |
| Purchases | 54,005,416 | 48,374,070 |
| Insurance premium | 86,755 | 83,837 |
| Agency commission | 236,006 | 92,370 |
| Running royalty | 2,206,439 | 2,477,742 |
| Rent expense | 2,120 | 2,016 |
| Return on bank deposits | 714,725 | 708,052 |
| Proceeds from disposal of fixed assets / insurance claim | 2,505 | 1,220 |
| Supervisor fee | 7,197 | 18,087 |
| Bank charges | 56,155 | 50,396 |
| LC charges | 6,349 | 8,319 |
| With key management personnel: | | |
| - Salaries and benefits | 163,799 | 140,345 |
| - Post employment benefits | 9,873 | 7,442 |
| - Sale of fixed assets | 1,394 | 2,835 |

- 38.1 Contribution to and accruals in respect of staff retirement benefits are made in accordance with actuarial valuations / terms of contribution plan and disclosed in the respective notes to the financial statements.
- 38.2 The status of outstanding balances with associated undertakings / related parties as at June 30, 2017 and donations made during the year ended June 30, 2017 are included in the respective notes to the financial statements.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

| | 2017 | 2016 |
|--------------------------------------|-----------------|--------|
| | Number of units | |
| 39 PLANT CAPACITY AND PRODUCTION | | |
| Capacity based on double shift basis | 54,800 | 54,800 |
| Production | 59,945 | 64,096 |

The Company has been operating on a double shift basis from March 2003 based on market demand. The capacity has been calculated based on average normal working hours in a year, whereas actual production may vary in response to market demand. During the year, the Company operated the plant for more than normal working hours.

| | 2017 Un-audited | 2016 Un-audited |
|--|-----------------------------|--------------------|
| | ------(Rupees in '000)----- | |
| 40 DISCLOSURE RELATING TO PROVIDENT FUND | | |
| (i) Size of the Fund | 789,317 | 702,682 |
| (ii) Cost of investments made | 690,243 | 607,713 |
| (iii) Percentage of investment made | 87.45% | 86.48% |
| (iv) Fair value of investments | 726,008 | 633,674 |

| Breakup of investments | 2017 | | 2016 | |
|------------------------|----------------|------------|----------------|------------|
| | Rupees in '000 | Percentage | Rupees in '000 | Percentage |
| Government Securities | 549,789 | 75.73% | 474,241 | 74.84% |
| Listed Securities | 176,219 | 24.27% | 159,433 | 25.16% |
| | 726,008 | 100.00% | 633,674 | 100.00% |

Investments out of Provident Fund have been made in accordance with the provisions of Section 227 of the repealed Companies Ordinance 1984 and the rules formulated for this purpose.

| | 2017 (Number of staff) | 2016 |
|---|---------------------------|-------|
| 41 NUMBER OF EMPLOYEES | | |
| Number of employees as at June 30 | 2,849 | 2,765 |
| Average number of employees during the year | 2,842 | 2,565 |

42 FINANCIAL INSTRUMENTS BY CATEGORY

| | ----- As at June 30, 2017 ----- | | |
|--------------------------------------|---|---------------------|------------|
| | Loans and receivables | Held to maturity | Total |
| | ------(Rupees in '000)----- | | |
| Assets | | | |
| Loans and advances | 1,078,614 | - | 1,078,614 |
| Long term deposits | 9,443 | - | 9,443 |
| Trade debts | 758,872 | - | 758,872 |
| Accrued return | 376,037 | - | 376,037 |
| Other receivables | 365,039 | - | 365,039 |
| Investments | - | 41,487,709 | 41,487,709 |
| Cash and bank balances | 3,221,120 | - | 3,221,120 |
| | 5,809,125 | 41,487,709 | 47,296,834 |
| | ----- As at June 30, 2017 ----- | | |
| | Financial liabilities at amortised cost | | Total |
| | ------(Rupees in '000)----- | | |
| Liabilities | | | |
| Trade, other payables and provisions | 7,874,616 | | 7,874,616 |
| | 7,874,616 | | 7,874,616 |

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

Out of the total bank balance and term deposit receipt of Rs 34,418.221 million (2016: Rs 30,234.659 million) placed with banks, amounts aggregating to Rs 28,903.643 million (2016: Rs 27,939.675 million) have been placed with banks having credit rating of AA+ and above, whereas the remaining amounts are placed with banks having long term minimum credit rating of AA.

Due to the Company's long standing business relationships with its counterparties and after giving due consideration to their strong financial standing, management does not expect non-performance by these counter parties on their obligations to the Company.

For trade receivables, internal risk assessment process determines the credit quality of the customer, taking into account its financial position, past experience and other factors. Individual risk limits are set based on internal or external ratings in accordance with limits set by the management. The utilisation of credit limits is regularly monitored. Accordingly, the management believes that the credit risk is minimal and in the opinion of the management, the Company is not exposed to major concentration of credit risk.

43.2 Liquidity risk

Liquidity risk is the risk that the Company will be unable to meet its funding requirements. To guard against the risk, the Company has diversified funding sources and assets are managed with liquidity in mind, maintaining a healthy balance of cash and cash equivalents. The maturity profile is monitored to ensure adequate liquidity is maintained. The management forecasts the liquidity of the Company on the basis of expected cash flow considering the level of liquid assets necessary to meet such risk.

The maturity profile of the Company's liability based on contractual maturities is disclosed in note 43.3.2 to these financial statements.

43.3 Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises of three types of risks: currency risk, interest rate risk and other price risk.

43.3.1 Currency risk

Foreign currency risk arises mainly where receivables and payables exist due to transactions entered into in foreign currencies. The Company manages its exposure against foreign currency risk by entering into foreign exchange contracts where considered necessary.

Foreign currency risk arises mainly where receivables and payables exist due to transactions entered into in foreign currencies. The Company primarily has foreign currency exposures in US Dollars (USD) and Japanese Yen (JPY). The net foreign currency exposure at June 30, 2017 is USD 10.588 million (2016: USD 12.868 million) and JPY 99.685 million (2016: JPY 1,093.347 million).

43.3.2 Interest rate risk

Interest / mark-up rate risk is the risk that the value of a financial instrument will fluctuate due to changes in the market interest / mark-up rates. Sensitivity to interest / mark-up rate risk arises from mismatches of financial assets and financial liabilities that mature or reprice in a given period. The Company manages these mismatches through risk management strategies where significant changes in gap position can be adjusted. The Company is exposed to interest / mark-up rate risk in respect of the following:

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

| -----2017----- | | | | | | | | |
|--|-------------------------------------|----------------------------|-------------------------|------------|--------------------------------|-------------------------|-----------|------------|
| | Effective interest/ mark-up rate | Interest / mark-up bearing | | | Non-interest / mark-up bearing | | | Total |
| | | Maturity upto one year | Maturity after one year | Sub-total | Maturity upto one year | Maturity after one year | Sub-total | |
| | % | (Rupees in '000) | | | | | | |
| On balance sheet financial instruments | | | | | | | | |
| Assets | | | | | | | | |
| Loans and advances | 3.00-3.50 | 16,932 | 7,910 | 24,842 | 1,053,772 | - | 1,053,772 | 1,078,614 |
| Long term deposits | - | - | - | - | - | 9,443 | 9,443 | 9,443 |
| Trade debts | - | - | - | - | 758,872 | - | 758,872 | 758,872 |
| Accrued return | - | - | - | - | 376,037 | - | 376,037 | 376,037 |
| Other receivables | - | - | - | - | 365,039 | - | 365,039 | 365,039 |
| Investments | 5.55-12.56 | 41,487,709 | - | 41,487,709 | - | - | - | 41,487,709 |
| Cash and bank balances | 3.50-6.35 | 3,189,103 | - | 3,189,103 | 32,017 | - | 32,017 | 3,221,120 |
| | | 44,693,744 | 7,910 | 44,701,654 | 2,585,737 | 9,443 | 2,595,180 | 47,296,834 |
| Liabilities | | | | | | | | |
| Trade, other payables and provisions | - | - | - | - | 7,874,616 | - | 7,874,616 | 7,874,616 |
| | | - | - | - | 7,874,616 | - | 7,874,616 | 7,874,616 |
| -----2016----- | | | | | | | | |
| | Effective interest/ mark-up rate | Interest / mark-up bearing | | | Non-interest / mark-up bearing | | | Total |
| | | Maturity upto one year | Maturity after one year | Sub-total | Maturity upto one year | Maturity after one year | Sub-total | |
| | % | (Rupees in '000) | | | | | | |
| On balance sheet financial instruments | | | | | | | | |
| Assets | | | | | | | | |
| Loans and advances | 3.00-3.50 | 15,837 | 3,793 | 19,630 | 34,120 | - | 34,120 | 53,750 |
| Long term deposits | - | - | - | - | - | 9,948 | 9,948 | 9,948 |
| Trade debts | - | - | - | - | 1,131,702 | - | 1,131,702 | 1,131,702 |
| Accrued return | - | - | - | - | 513,355 | - | 513,355 | 513,355 |
| Other receivables | - | - | - | - | 167,048 | - | 167,048 | 167,048 |
| Investments | 5.90-12.56 | 33,696,804 | 5,005,805 | 38,702,609 | - | - | - | 38,702,609 |
| Cash and bank balances | 3.00-6.20 | 2,714,352 | - | 2,714,352 | 23,217 | - | 23,217 | 2,737,569 |
| | | 36,426,993 | 5,009,598 | 41,436,591 | 1,869,442 | 9,948 | 1,879,390 | 43,315,981 |
| Liabilities | | | | | | | | |
| Trade, other payables and provisions | - | - | - | - | 8,508,790 | - | 8,508,790 | 8,508,790 |
| | | - | - | - | 8,508,790 | - | 8,508,790 | 8,508,790 |

a) Sensitivity analysis for variable rate instruments

Presently, the Company does not hold any variable rate financial instruments.

b) Sensitivity analysis of fixed rate instruments

Fixed rate instruments comprise of Pakistan Investment Bonds, Market Treasury Bills, TDRs, balances with banks and loans to employees. The income from these financial assets are substantially independent of changes in market interest rates except for changes, if any, as a result of fluctuation in respective fair value. The Company's income from these investments / financial assets does not have any fair value impact since these are classified as either held to maturity or loans and receivables.

43.3.3 Price risk

Price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of changes in market prices (other than those arising from interest rate risk or currency risk) whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

43.3.4 Fair value of financial instruments

Fair value is the amount for which an asset could be exchanged, or liability settled, between knowledgeable willing parties in an arm's length transaction. Consequently, differences can arise between carrying values and the fair value estimates.

Underlying the definition of fair value is the presumption that the Company is a going concern without any intention or requirement to curtail materially the scale of its operations or to undertake a transaction on adverse terms.

Financial assets which are traded in an open market are revalued at the market prices prevailing on the reporting date. The estimated fair value of all other financial assets and liabilities is considered not significantly different from carrying values as the items are either short term in nature or periodically repriced.

International Financial Reporting Standard 7, 'Financial Instruments: Disclosure' requires the Company to classify fair value measurements using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

- quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1);
- inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices) (level 2); and
- inputs for the asset or liability that are not based on observable market data (unobservable inputs) (level 3).

The level in the fair value hierarchy within which the fair value measurement is categorised in its entirety shall be determined on the basis of the lowest level input that is significant to the fair value measurement in its entirety.

Investment of the Company carried at fair value are categorised as follows:

| | ---- As at June 30, 2017 ---- | | | ---- As at June 30, 2016 ---- | | |
|---|-------------------------------|---------|---------|-------------------------------|---------|---------|
| | Level 1 | Level 2 | Level 3 | Level 1 | Level 2 | Level 3 |
| | ----- Rupees in '000 ----- | | | | | |
| Financial assets / (liabilities) 'at fair value through profit or loss' | | | | | | |
| - Derivative financial instruments | - | - | 17,238 | - | - | 49,366 |

44 CAPITAL RISK MANAGEMENT

The Company's objectives when managing capital are to safeguard the Company's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital. The Company is currently financing its operations through equity and working capital. The Company has no gearing risk in the current and prior year.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2017

45 NON-ADJUSTING EVENT AFTER THE BALANCE SHEET DATE

The Board of Directors in its meeting held on August 24, 2017 has proposed a cash dividend in respect of the year ended June 30, 2017 of Rs 35 (2016: cash dividend of Rs 40) per share. This is in addition to the interim cash dividend of Rs 80 (2016: Rs 60) per share resulting in a total dividend for the year of Rs 115 (2016: Rs 100) per share. The Directors have also announced appropriation of Rs 4,000 million (2016: Rs 3,600 million) to general reserve. These appropriations will be approved in the forthcoming Annual General Meeting. The financial statements for the year ended June 30, 2017 do not include the effect of these appropriations which will be accounted for in the financial statements for the year ending June 30, 2018.

46 GENERAL

Figures in these financial statements have been rounded off to the nearest thousand Rupees.

47 CORRESPONDING FIGURES

Corresponding figures have been rearranged and reclassified, wherever necessary, for the purpose of better presentation and comparison, the effects of which are not material.

48 DATE OF AUTHORISATION

These financial statements were authorised for issue on August 24, 2017 by the Board of Directors of the Company.



Mohammad Ibadullah
Chief Financial Officer



Ali Asghar Abbas Jamali
Chief Executive



Toshiya Azuma
Vice Chairman & Director

Pattern of Shareholding

As at June 30, 2017

| Number of Shareholders / Folios | Shareholdings' Slab | | Number of Total Shares Held |
|---------------------------------|---------------------|---------------|-----------------------------|
| 770 | 1 | to 100 | 39,295 |
| 2220 | 101 | to 500 | 998,492 |
| 300 | 501 | to 1,000 | 270,447 |
| 354 | 1,001 | to 5,000 | 856,861 |
| 75 | 5,001 | to 10,000 | 561,013 |
| 31 | 10,001 | to 15,000 | 388,028 |
| 21 | 15,001 | to 20,000 | 376,028 |
| 17 | 20,001 | to 25,000 | 377,391 |
| 15 | 25,001 | to 30,000 | 421,570 |
| 7 | 30,001 | to 35,000 | 221,842 |
| 14 | 35,001 | to 40,000 | 534,878 |
| 5 | 40,001 | to 45,000 | 212,800 |
| 2 | 45,001 | to 50,000 | 98,500 |
| 5 | 50,001 | to 55,000 | 264,113 |
| 6 | 55,001 | to 60,000 | 337,169 |
| 1 | 60,001 | to 65,000 | 61,480 |
| 5 | 65,001 | to 70,000 | 340,520 |
| 1 | 70,001 | to 75,000 | 74,550 |
| 3 | 75,001 | to 80,000 | 235,522 |
| 1 | 90,001 | to 95,000 | 93,882 |
| 1 | 95,001 | to 100,000 | 100,000 |
| 1 | 100,001 | to 105,000 | 105,000 |
| 1 | 105,001 | to 110,000 | 105,415 |
| 1 | 110,001 | to 115,000 | 112,740 |
| 1 | 115,001 | to 120,000 | 119,830 |
| 1 | 125,001 | to 130,000 | 130,000 |
| 2 | 130,001 | to 135,000 | 269,380 |
| 1 | 150,001 | to 155,000 | 154,140 |
| 2 | 160,001 | to 165,000 | 322,425 |
| 1 | 180,001 | to 185,000 | 184,130 |
| 1 | 185,001 | to 190,000 | 187,830 |
| 1 | 200,001 | to 205,000 | 203,842 |
| 1 | 210,001 | to 215,000 | 210,680 |
| 1 | 215,001 | to 220,000 | 216,540 |
| 1 | 240,001 | to 245,000 | 242,810 |
| 1 | 250,001 | to 255,000 | 254,800 |
| 4 | 255,001 | to 260,000 | 1,032,667 |
| 1 | 270,001 | to 275,000 | 272,384 |
| 1 | 275,001 | to 280,000 | 276,660 |
| 1 | 350,001 | to 355,000 | 353,270 |
| 1 | 375,001 | to 380,000 | 378,190 |
| 1 | 415,001 | to 420,000 | 415,914 |
| 1 | 420,001 | to 425,000 | 423,280 |
| 1 | 430,001 | to 435,000 | 433,907 |
| 1 | 450,001 | to 455,000 | 451,646 |
| 1 | 550,001 | to 555,000 | 552,685 |
| 1 | 595,001 | to 600,000 | 600,000 |
| 1 | 700,001 | to 705,000 | 701,714 |
| 1 | 1,275,001 | to 1,280,000 | 1,276,010 |
| 1 | 4,890,000 | to 4,890,000 | 4,890,000 |
| 1 | 9,820,001 | to 9,825,000 | 9,825,000 |
| 1 | 19,645,001 | to 19,650,000 | 19,650,000 |
| 1 | 27,382,730 | to 27,382,730 | 27,382,730 |
| 3891 | | | 78,600,000 |

Pattern of Shareholding

As at June 30, 2017

| No. | Categories Of Shareholders | Number Of Shares Held | Category Wise No. Of Folios / CDC Accounts | Category Wise Shares Held | Percentage |
|-----|--|---|--|---------------------------|------------|
| 1 | DIRECTORS ,CHIEF EXECUTIVE OFFICER AND THEIR SPOUSE AND MINOR CHILDREN MR. ALI S. HABIB MR. MOHAMEDALI R. HABIB MR. FARHAD ZULFICAR MR. PARVEZ GHAS MR. AZAM FARUQUE MR. ALI ASGHAR ABBAS JAMALI MRS. MUNIZEH ALI HABIB | 135,000 130,000 2,000 561 500 38,000 601 | 7 | 306,662 | 0.39 |
| 2 | ASSOCIATED COMPANIES, UNDERTAKINGS AND RELATED PARTIES HABIB INSURANCE COMPANY LIMITED THAL LIMITED | 43,810 4,890,000 | 3 | 4,933,810 | 6.28 |
| 3 | EXECUTIVES | | 5 | 3,974 | 0.01 |
| 4 | PUBLIC SECTOR COMPANIES AND CORPORATIONS | | 5 | 573,873 | 0.73 |
| 5 | BANKS, DFIs, NBFIs, INSURANCE COMPANIES, TAKAFUL, MODARABAS & PENSION FUNDS | | 29 | 1,226,704 | 1.56 |
| 6 | MUTUAL FUNDS CDC - TRUSTEE ABL STOCK FUND CDC - TRUSTEE AKD INDEX TRACKER FUND CDC - TRUSTEE AL MEEZAN MUTUAL FUND CDC - TRUSTEE ALFALAH GHP ALPHA FUND CDC - TRUSTEE ALFALAH GHP STOCK FUND CDC - TRUSTEE ALFALAH GHP VALUE FUND CDC - TRUSTEE APF-EQUITY SUB FUND CDC - TRUSTEE ASKARI ASSET ALLOCATION FUND CDC - TRUSTEE ASKARI EQUITY FUND CDC - TRUSTEE ATLAS STOCK MARKET FUND CDC - TRUSTEE FAYSAL ASSET ALLOCATION FUND CDC - TRUSTEE FAYSAL BALANCED GROWTH FUND CDC - TRUSTEE FIRST HABIB STOCK FUND CDC - TRUSTEE HBL - STOCK FUND CDC - TRUSTEE HBL MULTI - ASSET FUND CDC - TRUSTEE JS LARGE CAP. FUND CDC - TRUSTEE JS PENSION SAVINGS FUND - EQUITY ACCOUNT CDC - TRUSTEE LAKSON EQUITY FUND CDC - TRUSTEE LAKSON ISLAMIC TACTICAL FUND CDC - TRUSTEE LAKSON TACTICAL FUND CDC - TRUSTEE MCB PAKISTAN ASSET ALLOCATION FUND CDC - TRUSTEE MCB PAKISTAN STOCK MARKET FUND CDC - TRUSTEE MEEZAN BALANCED FUND CDC - TRUSTEE MEEZAN ISLAMIC FUND CDC - TRUSTEE NAFA ISLAMIC ACTIVE ALLOCATION EQUITY FUND CDC - TRUSTEE NAFA ISLAMIC ASSET ALLOCATION FUND CDC - TRUSTEE NAFA ISLAMIC STOCK FUND CDC - TRUSTEE NAFA MULTI ASSET FUND CDC - TRUSTEE NAFA STOCK FUND CDC - TRUSTEE NATIONAL INVESTMENT (UNIT) TRUST CDC - TRUSTEE NIT ISLAMIC EQUITY FUND CDC - TRUSTEE NIT-EQUITY MARKET OPPORTUNITY FUND CDC - TRUSTEE PAKISTAN CAPITAL MARKET FUND CDC - TRUSTEE PICIC GROWTH FUND CDC - TRUSTEE PICIC INVESTMENT FUND CDC - TRUSTEE PIML ASSET ALLOCATION FUND CDC - TRUSTEE PIML ISLAMIC EQUITY FUND CDC - TRUSTEE PIML STRATEGIC MULTI ASSET FUND CDC - TRUSTEE PIML VALUE EQUITY FUND CDC - TRUSTEE UBL ASSET ALLOCATION FUND CDC - TRUSTEE UBL RETIREMENT SAVINGS FUND - EQUITY SUB FUND CDC - TRUSTEE UBL STOCK ADVANTAGE FUND CDC - TRUSTEE UNIT TRUST OF PAKISTAN CDC-TRUSTEE NAFA ASSET ALLOCATION FUND MCBFSL - TRUSTEE JS GROWTH FUND MCBFSL - TRUSTEE JS VALUE FUND MCBFSL - TRUSTEE PAK OMAN ADVANTAGE ASSET ALLOCATION FUND MCBFSL - TRUSTEE PAK OMAN ISLAMIC ASSET ALLOCATION FUND MCBFSL - TRUSTEE JS CAPITAL PROTECTED FUND | 210,680 2,869 7,094 22,600 37,900 31,660 4,460 6,100 6,000 61,480 3,500 8,000 1,500 66,180 6,840 19,000 7,200 79,360 1,596 13,006 14,240 184,130 21,730 203,842 76,630 134,380 74,550 22,420 242,810 451,646 119,830 55,300 5,590 53,660 28,320 1,500 1,500 1,500 1,500 7,000 4,400 42,820 18,620 39,330 18,360 14,500 9,500 11,000 1,140 | 49 | 2,458,773 | 3.13 |

| | | | | | |
|---|---|------------|--------------|-------------------|---------------|
| 7 | GENERAL PUBLIC | | | 4,651,837 | 5.92 |
| | Local | | 3,153 | | |
| | Foreign | | 474 | | |
| 8 | FOREIGN INVESTORS / COMPANIES | | 75 | 61,593,624 | 78.36 |
| | Holding 5% or more voting interest | | | | |
| | OVERSEAS PAKISTAN INVESTORS AG | 27,382,730 | | | |
| | TOYOTA MOTOR CORPORATION | 19,650,000 | | | |
| | TOYOTA TSUSHO CORPORATION | 9,825,000 | | | |
| 9 | OTHERS | | 91 | 2,850,743 | 3.63 |
| | TOTAL | | 3,891 | 78,600,000 | 100.00 |

Detail of trading of shares by Executives / Directors during the period from July 1, 2016 to June 30, 2017

Name of Executive / Director

No. of shares sold

Mr. Parvez Ghias

4,000

Ten Years Performance Indicators

| Financial Summary | | 2017 | 2016 | 2015 | 2014 |
|------------------------------------|------------|-------------|-------------|------------|------------|
| Income Statement | | | | | |
| Net revenue | Rs in '000 | 112,271,656 | 108,758,668 | 96,516,322 | 57,063,622 |
| Gross profit | Rs in '000 | 19,821,701 | 17,731,299 | 14,244,230 | 5,793,582 |
| Profit before taxation | Rs in '000 | 19,140,767 | 17,397,446 | 14,132,569 | 5,016,497 |
| Profit after taxation | Rs in '000 | 13,001,265 | 11,454,940 | 9,110,251 | 3,873,452 |
| Dividends | Rs in '000 | 9,039,000 | 7,860,000 | 6,288,000 | 2,318,700 |
| Balance Sheet | | | | | |
| Share capital | Rs in '000 | 786,000 | 786,000 | 786,000 | 786,000 |
| Reserves | Rs in '000 | 30,410,962 | 26,843,609 | 23,249,520 | 19,129,652 |
| Fixed Assets | Rs in '000 | 6,345,444 | 4,938,277 | 5,193,477 | 6,033,264 |
| Net current assets | Rs in '000 | 24,762,671 | 17,473,164 | 13,861,221 | 14,062,278 |
| Long term liabilities | Rs in '000 | 3,933 | - | - | - |
| Investor Information | | | | | |
| Gross profit ratio | % age | 17.66 | 16.30 | 14.76 | 10.15 |
| Net profit ratio | % age | 11.58 | 10.53 | 9.44 | 6.79 |
| Earnings per share | Rs | 165.41 | 145.74 | 115.91 | 49.28 |
| Inventory turnover | Times | 11 | 13 | 15 | 8 |
| Debt collection period | Days | 3 | 3 | 4 | 10 |
| Average fixed assets turnover | Times | 19.90 | 21.47 | 17.19 | 13.01 |
| Breakup value per share | Rs | 396.91 | 351.52 | 305.80 | 253.38 |
| Market price per share | | | | | |
| - as on June 30 | Rs | 1,793.60 | 939.54 | 1,249.00 | 537.92 |
| - High value during the period | Rs | 2,110.00 | 1,313.00 | 1,320.00 | 549.00 |
| - Low value during the period | Rs | 935.00 | 884.75 | 520.00 | 300.00 |
| Price earning ratio | Times | 10.84 | 6.45 | 10.78 | 10.92 |
| Dividend per share | Rs | 115.00 | 100.00 | 80.00 | 29.50 |
| Dividend yield | % age | 6.41 | 10.64 | 6.41 | 5.48 |
| Dividend payout | % age | 69.52 | 68.62 | 69.02 | 59.86 |
| Dividend cover | Times | 1.44 | 1.46 | 1.45 | 1.67 |
| Return on equity | % age | 41.67 | 41.46 | 37.90 | 19.45 |
| Debt to equity | Ratio | 0 : 1 | 0 : 1 | 0 : 1 | 0 : 1 |
| Current ratio | Ratio | 1.76:1 | 1.58 : 1 | 1.53 : 1 | 3.35 : 1 |
| Other Information | | | | | |
| Units sold | Nos. | 60,586 | 64,584 | 57,387 | 34,470 |
| Units Produced | Nos. | 59,945 | 64,096 | 56,888 | 33,012 |
| Manpower | Nos. | 2,849 | 2,765 | 2,322 | 2,091 |
| Contribution to National Exchequer | Rs in '000 | 38,959,490 | 37,325,754 | 32,076,453 | 19,261,559 |

| 2013 | 2012 | 2011 | 2010 | 2009 | 2008 |
|------------|------------|------------|------------|------------|------------|
| 63,829,075 | 76,962,642 | 61,702,677 | 60,093,139 | 37,864,604 | 41,423,843 |
| 5,857,037 | 6,561,854 | 4,089,135 | 4,856,514 | 2,324,186 | 3,848,487 |
| 4,969,775 | 6,312,267 | 4,011,455 | 5,242,539 | 2,046,013 | 3,541,711 |
| 3,357,545 | 4,302,715 | 2,743,384 | 3,443,403 | 1,385,102 | 2,290,845 |
| 1,965,000 | 2,515,200 | 1,179,000 | 1,179,000 | 786,000 | 825,300 |
| 786,000 | 786,000 | 786,000 | 786,000 | 786,000 | 786,000 |
| 16,907,291 | 16,227,858 | 13,333,648 | 11,801,615 | 9,510,973 | 8,650,340 |
| 2,742,140 | 3,472,906 | 4,225,710 | 3,324,333 | 3,934,473 | 4,033,762 |
| 14,775,801 | 13,693,056 | 10,326,779 | 9,566,387 | 6,830,469 | 5,885,153 |
| - | - | - | - | - | - |
| 9.18 | 8.53 | 6.63 | 8.08 | 6.14 | 9.29 |
| 5.26 | 5.59 | 4.45 | 5.73 | 3.66 | 5.53 |
| 42.72 | 54.74 | 34.90 | 43.81 | 17.62 | 29.15 |
| 8 | 11 | 11 | 12 | 11 | 14 |
| 8 | 7 | 9 | 10 | 14 | 9 |
| 18.32 | 19.99 | 16.34 | 16.56 | 9.50 | 13.52 |
| 225.11 | 216.46 | 179.64 | 160.15 | 131.00 | 120.06 |
| 311.00 | 245.08 | 220.00 | 262.38 | 107.72 | 200.05 |
| 364.60 | 305.00 | 309.73 | 278.00 | 198.05 | 419.00 |
| 237.00 | 187.00 | 205.51 | 107.10 | 50.40 | 171.96 |
| 7.28 | 4.48 | 6.30 | 5.99 | 6.11 | 6.86 |
| 25.00 | 32.00 | 15.00 | 15.00 | 10.00 | 10.50 |
| 8.04 | 13.06 | 6.82 | 5.72 | 9.28 | 5.25 |
| 58.52 | 58.46 | 42.98 | 34.24 | 56.75 | 36.03 |
| 1.71 | 1.71 | 2.33 | 2.92 | 1.76 | 2.78 |
| 18.98 | 25.29 | 19.43 | 27.36 | 13.45 | 24.28 |
| 0 : 1 | 0 : 1 | 0 : 1 | 0 : 1 | 0 : 1 | 0 : 1 |
| 2.99 : 1 | 2.32 : 1 | 1.84 : 1 | 1.67 : 1 | 1.69 : 1 | 2.56 : 1 |
| 38,517 | 55,060 | 50,943 | 52,063 | 35,276 | 50,802 |
| 37,405 | 54,917 | 50,759 | 50,557 | 34,298 | 48,222 |
| 2,225 | 2,292 | 2,187 | 1,948 | 1,893 | 2,030 |
| 21,267,303 | 24,725,706 | 22,043,581 | 20,332,421 | 14,143,597 | 14,478,096 |

Notice of Annual General Meeting

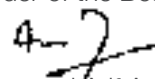
Notice is hereby given that the Twenty-Eighth Annual General Meeting of INDUS MOTOR COMPANY LIMITED will be held on Friday, October 6, 2017 at 9:30 a.m. at the Institute of Chartered Accountants of Pakistan situated at Chartered Accountants Avenue, Clifton, Karachi -75600 (ICAP Auditorium), to transact the following business:

ORDINARY BUSINESS

1. To receive, consider and adopt the Audited Accounts of the Company for the year ended June 30, 2017, together with the Report of the Directors and Auditors thereon.
2. To approve and declare cash dividend (2016-2017) on the ordinary shares of the Company. The directors have recommended a Final Cash dividend at 350% i.e. Rs. 35 per share. This is in addition to the combined Interim Dividend of 800% i.e. Rs. 80 per share (First Interim Cash Dividend of 250%, Second Interim Cash Dividend of 250% and Third Interim Cash Dividend 300%) already paid. The total dividend for 2016-2017 will thus amount to 1,150% i.e. Rs. 115 per share.
3. To appoint auditors and fix their remuneration for the year ending June 30, 2018. The present auditors M/s. A.F. Ferguson & Co., Chartered Accountants, retire and being eligible have offered themselves for re-appointment.
4. To elect Ten directors of the Company as fixed by the Board, for a term of three years commencing from October 31, 2017, in accordance with the provisions of Section 159(1) of the Companies Act 2017. The retiring Directors are:

(1) Mr. Ali S. Habib; (2) Mr. Toshiya Azuma; (3) Mr. Ali Asghar Abbas Jamali; (4) Mr. Sadatoshi Kashiwara; (5) Mr. Hiroyuki Fukui; (6) Mr. Masato Yamanami; (7) Mr. Mohamedali R. Habib; (8) Mr. Farhad Zulficar (9) Mr. Azam Faruque and (10) Mr. Parvez Ghias.

By order of the Board



Muhammad Arif Anzer
Company Secretary

Karachi.
August 24, 2017

NOTES:

1. The Share Transfer Books of the Company will be closed from September 30, 2017 to October 6, 2017 (both days inclusive) for the purpose of the Annual General Meeting and payment of the final dividend.
2. Transfer requests received by the Company's Share Registrar, Central Depository Company of Pakistan Limited, CDC House, 99-B, Block "B", S.M.C.H.S., Main Shahrah-e-Faisal, Karachi-74400. Tel: 0800-23275, UAN: 111-111-500, Email: info@cdcpak.com at the close of business on September 29, 2017 will be treated in time for the purpose of determining above entitlement to the transferees for payment of final dividend and to attend the Annual General Meeting.
3. All Members are entitled to attend and vote at the meeting. A Member may appoint a proxy to attend and vote on behalf of him / her. Duly completed Proxy forms must be deposited with the Company not less than 48 hours before the Meeting.
4. Shareholders are requested to promptly notify change in their registered postal address, if any, to the Company's Share Registrar.
5. Any persons who seeks to contest the election of Directors shall file with the Company at its registered

office not later than 14 days before the above said meeting his / her intention to offer himself/herself for the election of the Directors in terms of Section 159(3) of the Companies Act 2017 together with:

- (a) Consent to act as Director in Form 28 duly completed as required under Section 167(1) of Companies Act 2017;
- (b) Declaration in respect of being compliant with the requirements of the Code of Corporate Governance and the eligibility criteria as set out in the Companies Act, 2017 to act as Director of a listed Company; and
- (c) Detailed profile along with office address for placement onto the Company's website within seven (07) days prior to the date of election in terms of SRO dated 10 December 2015.

6. Shareholders are also requested to provide the following information to enable the Company to comply with the directives of the Securities & Exchange Commission of Pakistan.

CDC Account Holders are further required to follow the guidelines mentioned hereinbelow as laid down in Circular 1 dated January 26, 2000 issued by the Securities and Exchange Commission of Pakistan.

A. For attending the meeting:

- i) In case of individuals, the account holder or sub-account holder and / or the person whose securities are in group account and their registration details are uploaded as per the Regulations, shall authenticate his identity by showing his original Computerized National Identity Card (CNIC) or original passport at the time of attending the meeting.
- ii) In case of corporate entity, the Board of Directors' resolution / power of attorney with specimen signature of the nominee shall be produced (unless it has been provided earlier) at the time of meeting.

B. For appointing Proxies:

- i) In case of individuals, the account holder or sub-account holder and / or the person whose securities are in group account and their registration details are uploaded as per the Regulations, shall submit the proxy form as per the above requirement.
- ii) The proxy form shall be witnessed by two persons whose names, addresses and CNIC numbers shall be mentioned on the form.
- iii) Attested copies of CNIC or the passport of the beneficial owners and the proxy shall be furnished with the proxy form.
- iv) The proxy shall produce his / her valid original CNIC or original passport at the time of meeting.
- v) In case of corporate entity, the Board of Directors' resolution / power of attorney with specimen signature shall be submitted (unless it has been provided earlier) along with proxy form to the Company.

Submission of copies of CNIC and NTN Certificate (Mandatory)

Pursuant to the directive of the Securities & Exchange Commission of Pakistan (SECP), Dividend Warrants shall mandatorily bear the Computerized National Identity Card (CNIC) numbers of shareholders. Shareholders are therefore requested to fulfill the statutory requirements and submit a copy of their CNIC (if not already provided) to the Company's Share Registrar, Central Depository Company of Pakistan Limited, without any delay.

In case of non-availability of a valid copy of the Shareholders' CNIC in the records of the Company, the company shall withhold the Dividend Warrants in terms of Clause (a) of proviso under Section 243(2) of the Companies Act 2017, which will be released by the Share Registrar, only upon submission of a valid copy of the CNIC in compliance with the aforesaid SECP directives.

Withholding Tax on Dividend

Pursuant to the provision of the Finance Act, 2017 effective July 1, 2017 the deduction of withholding tax on the amount of dividend paid by the companies under section 150 of the Income Tax Ordinance, 2001, are as under:

- | | |
|---|-----|
| (a) For filers of income tax returns: | 15% |
| (b) For non-filers of income tax returns: | 20% |

Shareholders who are filers are advised to make sure that their names are entered into latest Active Tax Payers List (ATL) provided on the website of FBR at the time of dividend payment, otherwise they shall be treated as non-filers and tax on their cash dividend will be deducted at the rate of 20% instead of 15%.

Withholding tax on Dividend in case of Joint Account Holders

In order to enable the Company to follow the directives of the regulators to determine shareholding ratio of the Joint Account Holder(s) (where shareholding has not been determined by the Principal shareholder) for deduction of withholding tax on dividend of the Company, shareholders are requested to please furnish the shareholding ratio details of themselves as Principal shareholder and their Joint Holders, to the Company's Share Registrar, enabling the Company to compute withholding tax of each shareholder accordingly. The required information must reach the Company's Share Registrar by September 29, 2017, otherwise each shareholder will be assumed to have equal proportion of shares and the tax will be deducted accordingly.

Payment of Cash Dividend Electronically

In accordance with the provisions of section 242 of the Companies Act, 2017, dividend payable in cash shall only be paid through electronic mode directly into the bank account designated by the entitled shareholders. SECP vide Circular No. 18 of 2017 dated August 01, 2017, has presently waived this condition till October 31, 2017. Any dividend payable after this due date shall be paid in the manner prescribed only.

All shareholders are requested to provide the details of their bank mandate specifying: (i) title of account, (ii) account number, (iii) IBAN number; (iv) bank name and (v) branch name, code & address, to the Company's Share Registrar M/s. Central Depository Company of Pakistan Limited. Shareholders who hold shares with Participants / Central Depository Company of Pakistan (CDC) are advised to provide the bank mandate details as mentioned above, to the concerned Participant / CDC.

Distribution of Annual Report through Email (Optional)

SECP vide SRO No. 787(I)/2014 dated 8 September 2014 and under section 223(6) of the Companies Act, 2017, the companies are permitted to circulate their annual financial statements, along with auditor's report, directors' report, chairman's review report etc. ("Annual Report") and the notice of annual general meeting ("Notice"), to its shareholders by email. Shareholders of the Company, who wish to receive the Company's Annual Report and Notice of annual general meeting by email are requested to provide the completed Electronic Communication Consent Form (available on the Company's website), to the Company's Share Registrar, Central Depository Company of Pakistan Limited.

Consent for the Facility of video-link

Pursuant to the provisions of the Companies Act 2017, the company may on the demand of members at least 7 days before the general meeting, residing in a city, who hold at least 10% of the total paid up capital of the Company, provide the facility of video- link to such members enabling them to participate in its annual general meeting.

If you wish to take benefit of this facility, please fill the form appearing below and submit it to the Company at its registered address at least 10 days prior to the date of the meeting.

The Company will intimate members the venue of the video conference facility, if required criteria have been fulfilled, at least 7 days before the date of general meeting along with complete information necessary to enable them to access such facility.

I/ We _____ of _____ being a member of Indus Motor Company Limited, holder of _____ ordinary share(s) as per register folio No. / CDC Account No. _____ hereby require the facility of video- link at _____, to attend the Annual General Meeting on October 6, 2017.

Signature of Member

CNIC No. _____








www.jamapunji.pk










**Be aware, Be alert,
Be safe**

**Learn about investing at
www.jamapunji.pk**

Key features:

-  Licensed Entities Verification
-  Scam meter*
-  Jamapunji games*
-  Tax credit calculator*
-  Company Verification
-  Insurance & Investment Checklist
-  FAQs Answered

-  Stock trading simulator
(based on live feed from KSE)
-  Knowledge center
-  Risk profiler*
-  Financial calculator
-  Subscription to Alerts (event notifications, corporate and regulatory actions)
-  Jamapunji application for mobile device
-  Online Quizzes



Jama Punji is an Investor Education Initiative of Securities and Exchange Commission of Pakistan

 jamapunji.pk

 [@jamapunji_pk](https://twitter.com/jamapunji_pk)

*Mobile apps are also available for download for android and ios devices

سالانہ رپورٹ کی تقسیم بذریعہ ای میل (اختیاری)

ہمیں حصص یافتگان کو مطلع کرتے ہوئے خوشی ہو رہی ہے کہ سیکورٹیز اینڈ ایکسچینج کمیشن آف پاکستان نے ایس آر او 2014/787(1) بتاریخ 8 ستمبر 2014ء کے تحت اور کمپنیز ایکٹ 2017ء کے سیکشن 223(6) کے مطابق کمپنیز کو اجازت دی ہے کہ وہ اپنی سالانہ بیلنس شیٹ اور پرافٹ اینڈ لاس اکاؤنٹس، آڈیٹر کی رپورٹ اور ڈائریکٹرز کی رپورٹ وغیرہ ("سالانہ رپورٹ") اور سالانہ اجلاس عام کی اطلاع ("نوٹس") اپنے حصص یافتگان کو بذریعہ ای میل فراہم کر سکتی ہیں۔ کمپنی کے وہ حصص یافتگان جو کمپنی کی سالانہ رپورٹ اور سالانہ اجلاس عام کی اطلاعات بذریعہ ای میل وصول کرنے کے خواہاں ہیں ان سے گزارش ہے کہ (کمپنی کی ویب سائٹ پر موجود) الیکٹرانک میڈیکیشن کنسٹیٹ فارم مکمل پُر کر کے کمپنی کے شیئرز رجسٹرار، سینٹرل ڈپازٹری کمپنی آف پاکستان لمیٹڈ کو فراہم کریں۔

ویڈیو لنک کی سہولت کے لئے رضامندی

شہر میں رہائشی ایسے ممبران جو کمپنی کے ادا شدہ سرمائے کا کم از کم 10 فیصد رکھتے ہوں کمپنیز ایکٹ 2017ء کے تحت ان کے مطالبے پر کمپنی اجلاس سے کم از کم سات دن قبل، ویڈیو لنک کی سہولت فراہم کرے گی تاکہ وہ سالانہ اجلاس عام میں شرکت کر سکیں۔

اگر آپ یہ سہولت حاصل کرنا چاہتے ہوں تو برائے مہربانی ویڈیو لنک فارم پُر کر کے اجلاس سے کم از کم دس دن قبل کمپنی کے رجسٹرڈ ایڈریس پر بھیجیں۔ کمپنی اجلاس سے کم از کم سات دن قبل ممبران کو تمام ضروری تفصیلات کے ہمراہ ویڈیو کانفرنس کی جگہ کے بارے میں مطلع کرے گی، تاکہ وہ اس سہولت تک رسائی حاصل کر سکیں۔

علاوہ ازیں، سی ڈی سی اکاؤنٹ ہولڈرز کو درج ذیل رہنما اصولوں کی پابندی کرنا ہوگی جو سیکورٹیز اینڈ ایکسچینج کمیشن آف پاکستان کے سرکلر 1 مورخہ 26 جنوری 2000ء میں درج ہیں۔

(الف) اجلاس میں شرکت کے لئے:

- افراد، اکاؤنٹ ہولڈر یا سب اکاؤنٹ ہولڈر اور/یا کوئی ایسا فرد جس کی سیکورٹیز گروپ اکاؤنٹ میں ہیں اور جس کی رجسٹریشن کی تفصیلات باضابطہ طور پر درج ہیں اجلاس میں شرکت کے وقت شناخت کی تصدیق کے لئے اپنا اصل کمپیوٹرائزڈ قومی شناختی کارڈ (CNIC) یا اصل پاسپورٹ دکھائے گا۔
- کارپوریٹ ادارے کے لئے اجلاس کے وقت بورڈ آف ڈائریکٹرز کی قرارداد / پاور آف اٹارنی جس پر نامزد فرد کے دستخط کے نمونے ہوں پیش کریں (اگر پہلے پیش نہ کئے گئے ہوں)۔

(ب) پراکسی کے تقرر کے لئے:

- کوئی فرد، اکاؤنٹ ہولڈر یا سب اکاؤنٹ ہولڈر اور/یا کوئی ایسا فرد جس کی سیکورٹیز گروپ اکاؤنٹ میں ہیں اور جن کی رجسٹریشن کی تفصیلات باضابطہ طور پر Uploaded ہیں مندرجہ بالا شرائط کے مطابق مختار نامہ جمع کرائے گا۔
- پراکسی فارم پر دو گواہوں کے دستخط ہونگے جن کے نام اور پتے اور CNIC نمبر فارم پر درج ہوں گے۔
- مختار نامہ کے ہمراہ اکاؤنٹ ہولڈر اور پراکسی کے CNIC یا پاسپورٹ کی تصدیق شدہ نقول بھی منسلک ہونی چاہئیں۔
- پراکسی ہولڈر اپنا اصل CNIC یا اصل پاسپورٹ بوقت اجلاس پیش کرے گا۔
- کارپوریٹ ادارے کی صورت میں بورڈ آف ڈائریکٹرز کی قرارداد / پاور آف اٹارنی بمع (نامزد فرد کے) دستخط کے نمونوں کے مختار نامہ کے ساتھ کمپنی کو پیش کرنا ہوگی (اگر اس سے قبل پیش نہ کی گئی ہو)۔

CNIC اور NTN کی نقول کی ضرورت (لازمی)

سیکیورٹیز اینڈ ایکسچینج کمیشن آف پاکستان (SECP) کی ہدایت کے مطابق منافع منقسمہ کے وارنٹ پر حصص یافتہ کے CNIC نمبر ہونا لازمی ہیں۔ چنانچہ حصص یافتگان سے درخواست ہے کہ وہ قانونی ضوابط کی تعمیل کریں اور بنا کسی تاخیر کے اپنے CNIC کی نقل کمپنی کے شیئرز رجسٹرار، سینٹرل ڈپازٹری کمپنی آف پاکستان، میں جمع کرائیں (اگر پہلے جمع نہ کرائی ہو تو)۔ کمپنی اپنے ریکارڈز میں کسی حصص یافتہ کے CNIC کی کارآمد نقل کی عدم دستیابی کی صورت میں شیئر نمبر (a) کمپنیز ایکٹ 2017ء کے سیکشن 243(2) کے تحت ڈیوڈنڈ وارنٹس روک لے گی، اور انھیں شیئرز رجسٹر اصراف اسی صورت میں چھوڑے گا جب ایس ای سی پی کی مذکورہ ہدایات کی تعمیل میں CNIC کی کارآمد نقل جمع کرا دی جائے۔

ڈیوڈنڈ پرودھ ہولڈنگ ٹیکس

حکومت پاکستان نے یکم جولائی 2017ء سے نافذ العمل فنانس ایکٹ 2017ء کے ذریعے اکٹم ٹیکس آرڈیننس 2001ء کے سیکشن 150 میں کچھ ترامیم کی ہیں جن کے تحت کمپنیز ڈیوڈنڈ کی جو رقم ادا کریں گی اس پر پرودھ ہولڈنگ ٹیکس کی کٹوتی کے لئے مختلف شرحیں تجویز کی گئی ہیں، جو مندرجہ ذیل ہیں:

(a) اکٹم ٹیکس ریٹرن فائل کرنے والوں (فائلرز) کے لئے 15%

(b) اکٹم ٹیکس ریٹرن فائل نہ کرنے والوں (نان فائلرز) کے لئے 20%

جو حصص یافتگان فائلرز ہیں وہ اس بات کی یقین دہانی کر لیں کہ ڈیوڈنڈ کی ادائیگی کے وقت ان کا نام ایف بی آر کی ویب سائٹ پر تازہ ترین ایکٹو ٹیکس پییزز لسٹ (ATL) میں داخل کر دیا گیا ہے، ورنہ انھیں نان فائلرز شمار کیا جائے گا اور ان کے نقد ڈیوڈنڈ پر 15% فیصد کے بجائے 20% فیصد کی شرح پر ٹیکس عائد کیا جائے گا۔

مشترکہ کھاتہ داروں کی صورت میں ڈیوڈنڈ پرودھ ہولڈنگ ٹیکس

حصص یافتگان سے گزارش کی جاتی ہے کہ وہ پرنسپل حصص یافتہ کے طور پر اپنی اور اپنے مشترکہ کھاتہ داروں کی حصص یافتگی کے تناسب کی تفصیلات فراہم کریں تاکہ کمپنی ڈیوڈنڈ سے ٹیکس کی کٹوتی کے لئے مشترکہ کھاتہ داروں کی حصص یافتگی کے تناسب کے تعین کے لئے (اس صورت میں جب حصص یافتگی کے تناسب کا تعین پرنسپل حصص یافتہ نے نہ کیا ہو) ریگولیشنز کی ہدایات کی تعمیل کر سکے اور اس کے مطابق ہر حصص یافتہ کے ودھ ہولڈنگ ٹیکس کا حساب لگا سکے۔ تفصیلات کمپنی کے شیئرز رجسٹرار کو ستمبر 29، 2017ء تک موصول ہو جانا چاہئے بصورت دیگر یہ مان لیا جائے گا کہ ہر حصص یافتہ کے پاس مساوی شرح میں حصص موجود ہیں، اور اسی حساب سے ٹیکس منہا کیا جائے گا۔

الیکٹرانک طریقے سے نقد ڈیوڈنڈ کی ادائیگی

کمپنیز ایکٹ 2017ء کے سیکشن نمبر 242 کے تحت نقد کی صورت میں منافع منقسمہ کی ادائیگی الیکٹرانک طریقے سے صرف حصص یافتگان کے بینک اکاؤنٹ میں ہی ممکن ہے SECP کے 2017ء کے سرکلر نمبر 18 مورخہ یکم اگست 2017ء میں فی الحال اس شرط کو 31 اکتوبر 2017ء تک ختم کیا گیا ہے، مذکورہ تاریخ کے بعد کسی بھی قسم کا لین دین یا ادا کی جانے والی رقم کو صرف مقررہ انداز میں ادا کیا جاسکتا ہے۔

- ای - ڈیوڈنڈ کی سہولیات سے مستفید ہونے کے لئے حصص یافتگان کمپنی کے شیئرز رجسٹرار میسرز سینٹرل ڈپازٹری کمپنی آف پاکستان لمیٹڈ کو اپنے بینک مینڈیٹ کی مندرجہ ذیل تفصیلات فراہم کریں: (i) اکاؤنٹ نمائل، (ii) اکاؤنٹ نمبر، (iii) IBAN نمبر، (iv) بینک کا نام، (v) بینک کی شاخ کا نام، کوڈ اور پتہ۔ وہ حصص یافتگان جو Participants / سینٹرل ڈپازٹری کمپنی آف پاکستان (سی ڈی سی) کے ساتھ حصص رکھتے ہیں وہ متعلقہ بروکر / سی ڈی سی کو بینک مینڈیٹ کی تفصیل فراہم کریں۔

اطلاع برائے سالانہ اجلاس عام

بذریعہ نوٹس بذمہ مطلع کیا جاتا ہے کہ انڈس موٹر کمپنی لمیٹڈ کا اٹھائیسواں سالانہ اجلاس عام 06 اکتوبر 2017ء بروز جمعہ صبح 9:30 بجے دی انسٹی ٹیوٹ آف چارٹرڈ اکاؤنٹنٹس آف پاکستان، چارٹرڈ اکاؤنٹنٹس ایونیو، کلفٹن، کراچی-75600 (ICAP آڈیٹوریم) میں منعقد ہوگا جس میں مندرجہ ذیل معاملات پر غور ہوگا:

عمومی کاروبار

- 30 جون 2017ء کو ختم ہونے والے سال کے لئے کمپنی کے آڈٹ شدہ اکاؤنٹس اور اس سلسلے میں ڈائریکٹرز اور آڈیٹرز کی رپورٹ کو وصول کرنا، اس پر غور و خوض کرنا اور انھیں اختیار کرنا۔
- کمپنی کے عمومی حصص پر نقد ڈیویڈنڈ (2016ء - 2017ء) کی منظوری اور اعلان۔ ڈائریکٹرز نے 350 فیصد یعنی 35 روپے فی حصص حتیٰ نقد ڈیویڈنڈ کی سفارش کی ہے۔ یہ اس ادا شدہ 800 فیصد یعنی 80 روپے فی شیئر مجموعی عبوری ڈیویڈنڈ کے علاوہ ہے (پہلا عبوری نقد ڈیویڈنڈ 250%، دوسرا عبوری نقد ڈیویڈنڈ 250% اور تیسرا عبوری نقد ڈیویڈنڈ 300%)۔ چنانچہ 2016ء - 2017ء کے لئے مجموعی ڈیویڈنڈ 1,150 فیصد یعنی 115 روپے فی شیئر ہوگا۔
- 30 جون 2018ء کو ختم ہونے والے سال کے لئے آڈیٹرز کا تقرر اور ان کے معاوضے کا تعین۔ موجودہ آڈیٹر مینسرز اے ایف فرگوسن اینڈ کمپنی، چارٹرڈ اکاؤنٹنٹس، ریٹائر ہو گئے ہیں اور چونکہ انھیں خود کو دوبارہ تقرر کرنے کے لئے پیش کرنے کا حق حاصل ہے۔ انہوں نے اپنی خدمات دوبارہ پیش کر دی ہیں۔
- کمپنی کے ان دس ڈائریکٹرز کا مورخہ 31 اکتوبر 2017ء سے تین سال کے لئے کمپنیز ایکٹ 2017ء کی شق نمبر 1(159) کے تحت انتخاب جنہیں کمپنی کے بورڈ نے منتخب کیا ہے۔ کمپنی کے ریٹائر ہونے والے ڈائریکٹرز مندرجہ ذیل ہیں:

1. علی ایس حبیب 2. توشیا زوما 3. علی اصغر عباس جمالی 4. سادہ توشی کاشی ہارا 5. ہیرایو کی فوکونی 6. ماساتو یامانا می 7. محمد علی۔ آر۔ حبیب 8. فرہاد دو الفقار 9. عظیم فاروق 10. پرویز غنیات

بجکم بورڈ

محمد عارف انظر

کمپنی سیکرٹری

کراچی

24 اگست 2017ء

اہم نکات:

- 1۔ سالانہ اجلاس عام اور حتیٰ ڈیویڈنڈ کی ادائیگی کے مقصد سے کمپنی کے انتقال حصص کے کھاتے 30 ستمبر 2017ء تا 06 اکتوبر 2017ء (بشمول دنوں دن) بند رہیں گے۔
- 2۔ جن ارکان کی انتقال حصص کی درخواستیں کمپنی کے شیئرز رجسٹرار کو مینسرز سینٹرل ڈپازٹری کمپنی آف پاکستان لمیٹڈ، سی ڈی سی ہاؤس، 99-B، ایس ایم سی ایچ ایس، مین شاہراہ فیصل، کراچی -74400؛ فون: 0800-23275، یو اے این: 111-111-500، ای میل: info@cdcpak.com پر 29 ستمبر 2017ء کو کاروبار بند ہونے تک موصول ہو جائیں گی ان کو حتیٰ ڈیویڈنڈ کے حصول اور سالانہ اجلاس عام میں شرکت کا استحقاق حاصل ہوگا۔
- 3۔ تمام ارکان کو اجلاس میں شرکت کرنے اور ووٹ دینے کا حق حاصل ہے۔ ارکان اجلاس میں شرکت کرنے، اظہار خیال کرنے اور ووٹ دینے کے لئے اپنی جانب سے پراسی مقرر کر سکتے ہیں۔ مکمل پُر کئے ہوئے مختار نامے کمپنی کے شیئرز رجسٹرار کے پاس اجلاس سے زیادہ سے زیادہ 48 گھنٹے قبل جمع کرادیئے جائیں۔
- 4۔ حصص یافتگان سے گزارش ہے کہ اپنے رجسٹرڈ ڈاک کے پتے میں کسی تبدیلی کے متعلق کمپنی کے شیئرز رجسٹرار کو بروقت مطلع کر دیں۔
- 5۔ کوئی بھی شخص/خاتون جو ڈائریکٹرز کے الیکشن میں حصہ لینے کا خواہشمند ہو اسے چاہیے کہ کمپنی کے رجسٹرڈ آفس میں لازمی طور سے اجلاس سے 14 دن قبل الیکشن میں حصہ لینے کی اپنی خواہش کا اظہار کرے اور کمپنیز ایکٹ 2017ء کے سیکشن (3) 159 کے تحت ڈائریکٹرز کے الیکشن کے ضمن میں خود کو درج ذیل کے ساتھ پیش کرے:

- a. بطور ڈائریکٹر کام کرنے کی رضامندی کے ساتھ کمپنیز ایکٹ 2017ء کے سیکشن (1) 167 کے تحت فارم 28 مکمل طور پر پُر کرے۔
- b. کارپوریٹ گورننس کی ضروریات اور کمپنیز ایکٹ 2017ء میں درج بطور ڈائریکٹر کام کرنے کی اہلیت اور معیار کے تحت ایک لکھڑ کمپنی کے ڈائریکٹر کی حیثیت سے کام کرنے کا اعلامیہ پیش کرے،

اور:

- c. SRO مورخہ 10 دسمبر 2015ء کے تحت الیکشن سے سات روز قبل لازماً کمپنی کی ویب سائٹ پر اندراج کے لئے اپنا تفصیلی پروفائل کمپنی کے رجسٹرڈ ایڈریس پر فراہم کرے۔

- 6۔ حصص یافتگان سے گزارش ہے کہ مندرجہ ذیل معلومات فراہم کریں تاکہ کمپنی سیکورٹیز اینڈ ایکسچینج کمیشن آف پاکستان کی ہدایات کی تعمیل جاسکے۔

کرنے کے لیے آپ کی کمپنی کے منصوبوں میں ٹویوتا سے نئی اور دلچسپ مصنوعات حاصل کرنے کے لیے آپ کی کمپنی کے موجودہ فہرست میں اضافہ کرنا شامل ہے۔

آپ کی کمپنی اپنے ہوش اور چار اصولوں پر نظر رکھتے ہوئے اہداف کے مطابق نتائج حاصل کرنے کے عزم پر کاربند ہے۔ ہمارا پہلا اصول صنعتی حادثات سے ہر روز بحفاظت گزرنے کے مقصد سے اپنے آئینہ پلانٹ پر ملازمین، کنٹریکٹرز اور کاروباری اغراض سے آنے جانے والوں کو اپنی ذمہ داریوں کی ادائیگی کے لیے زیادہ سے زیادہ محفوظ ماحول کی فراہمی ہے۔ دوسرا اصول مناسب تربیت اور مہارت کے ذریعے کمپنی کے انسانی وسائل کو صلاحیتوں سے مالا مال کر کے انڈس موٹر کمپنی کو بطور ترجیحی آجر فروغ دینے سے متعلق ہے۔ تیسرے اصول میں ہمارے صارفین کے اطمینان کو یقینی بنانے اور کمپنی کی اچھی ساکھ میں مزید اضافے کی جانب کوششیں کی جائیں گی۔ چوتھے اصول کے مطابق جدوجہد کا رخ، رواں سال کے دوران لاگت میں کمی، موثر صنعتی پیداوار، معیار میں مسلسل بہتری اور فروخت میں اضافے کے ذریعے کمپنی کی ترقی کو برقرار رکھنے اور بڑھانے کی جانب کر دیا جائے گا۔

مالی سال 2017-18 کے اختتام کے فوراً بعد ملک میں عام انتخابات منعقد ہو گئے۔ سیاسی سرگرمیوں میں اضافے کے ساتھ ساتھ اس سال ہمیں بڑی تعداد میں ترقیاتی منصوبوں کی تکمیل بھی متوقع ہے جس کے باعث گاڑیوں کی مانگ بڑھ جائے گی۔ آپ کی کمپنی نے مارکیٹ کی ضروریات میں متوقع اضافے کو پورا کرنے کے لیے ضروری اقدامات کئے گئے ہیں۔

اختتامی کلمات

میں آخر میں بورڈ آف ڈائریکٹرز، ہماری انتظامیہ کے ارکان اور خصوصی طور پر تمام ملازمین کا شکریہ ادا کرنا چاہوں گا جنہوں نے پیش آنے والی تمام آزمائشوں کا سامنا کرتے ہوئے کمپنی کو مسلسل رہنمائی فراہم کر کے کاروبار کرنے میں درپیش مشکلات کے باوجود متاثر کن پیشہ ورانہ نتائج کے حصول کو ممکن بنایا۔ ہماری مصنوعات کے خریداروں نے ہماری گاڑیوں اور بعد از فروخت سروس پر مسلسل اعتماد کا مظاہرہ کیا جس کے لیے ہم ان کے انتہائی شکر گزار ہیں۔ میں کمپنی کی کامیابی میں اپنا کردار ادا کرنے پر شینر ہولڈرز، ڈیلرز، ویئررز اور دیگر کاروباری شراکت داروں پر مشتمل اپنی انڈس ٹیم کے لیے بھی ممنونیت کے جذبات کا اظہار کرنا چاہوں گا۔

ہم اللہ تعالیٰ کے سرسجود ہیں اور اس سے ہی برکتوں اور رہنمائی کے لیے دعا مانگتے ہیں۔

کراچی

24 اگست، 2017

علی اصغر عباس جمالی
چیف ایگزیکٹو
توشیا زوما
وائس چیئرمین اور ڈائریکٹر

مسٹر پرویز غیاث کے چیف ایگزیکٹو آفیسر کے عہدے سے استعفیٰ کے بعد کی گئی جو کہ اب بھی انڈس موٹر کمپنی کے ڈائریکٹر ہیں۔

بورڈ مستعفی ہونے والے ڈائریکٹرز کی جانب سے انجام دی جانے والی خدمات کو تسلیم کرتے ہوئے بورڈ میں شامل ہونے والے نئے ڈائریکٹرز کا بھی خیر مقدم کرتا ہے۔

بورڈ آڈٹ کمیٹی

بورڈ کی آڈٹ کمیٹی پانچ نان ایگزیکٹو ڈائریکٹروں پر مشتمل ہے جن میں سے ایک انڈیپنڈنٹ ڈائریکٹر ہیں۔ کمیٹی کے کم از کم سہ ماہی بنیادوں پر اجلاس منعقد ہوتے ہیں اور کمیٹی بورڈ کو ان کی نگرانی کی ذمہ داریوں کی ادائیگی میں مدد فراہم کرتی ہے۔ یکم جولائی، 2016 سے 30 جون، 2017 کے بارہ مہینوں کے دوران آڈٹ کمیٹی کے کل چار اجلاس منعقد ہوئے۔ بورڈ آڈٹ کمیٹی کے تمام اجلاسوں میں ڈائریکٹروں کی حاضری کی تفصیل ذیل میں درج کی گئی ہے:

| ڈائریکٹر کا نام | اجلاس میں شرکت |
|--|----------------|
| مسٹر محمد علی آر حبیب | 4 |
| مسٹر فہاد ذوق | 3 |
| مسٹر اعظم فاروق | 4 |
| مسٹر ہیرویو کیو کوئی / مسٹر وائی تو کوڈا (قائم مقام) | 3 |
| مسٹر ماسائو یامامائی / مسٹر کے سو تو وا (قائم مقام) | 4 |
| مسٹر رضا انصاری (سابق ڈائریکٹر) | 1 |

آڈٹ کمیٹی کے ممبر آف ریفرنس میں اہم نوعیت کے دیگر معاملات کے علاوہ سالانہ اور سہ ماہی مالیاتی گوشواروں اور داخلی آڈٹ رپورٹس پر نظر ثانی، اسٹاک ایکسچینجوں کو نشر و اشاعت سے قبل معلومات، بیرونی آڈیٹروں کی تقرری کے لیے غور اور اہم نوعیت کے دیگر امور شامل ہیں۔

مسٹر رضا انصاری کے استعفیٰ کے نتیجے میں 21 اکتوبر، 2016 سے چھ مہران پر مشتمل بورڈ آڈٹ کمیٹی کی تشکیل پانچ ممبران پر کردی گئی۔

کمپنی کے حصص کی ٹریڈنگ

شینر ہولڈنگ کے پیٹرن میں افشا کی جانے والی تفصیل کے علاوہ کمپنی کے ڈائریکٹرز، اعلیٰ عہدیداران، ان کے شریک حیات یا کم عمر بچوں کی جانب سے کمپنی کے حصص کی ٹریڈنگ نہیں کی گئی۔

پیٹرن آف شینر ہولڈنگ

کمپنی کا پیٹرن آف شینر ہولڈنگ بمطابق 30 جون، 2017، صفحہ نمبر 111 پر دیا گیا ہے۔

پیش رفت

مستقبل کے لیے پیش بینی اور منصوبہ بندی

پائیدار ترقی اور اہمیت کو یقینی بنانے اور ہماری مصنوعات کے خریداروں کے لیے وسیع تر انتخاب کو ممکن

آڈٹ کمیٹی کی سفارشات کی توثیق کردی۔

ریٹائرمنٹ بینیفٹ فنڈ کی سرمایہ کاری

30 جون، 2017 کو اختتام پذیر ہونے والے مالی سال کے دوران ریٹائرمنٹ بینیفٹ فنڈ میں کی

جانے والی سرمایہ کاری کی مالیت درج ذیل ہے:

| 2016 | 2017 | |
|--------------|--------------|--------------------------|
| (آڈٹ سے قبل) | (آڈٹ سے قبل) | |
| 000 روپے | | |
| 633,674 | 726,008 | انڈس موٹر کمپنی لمیٹڈ |
| | | ملازمین کا پراویڈینٹ فنڈ |
| 344,757 | 392,476 | انڈس موٹر کمپنی لمیٹڈ |
| | | ملازمین کا پینشن فنڈ |

حکومتی ٹیکس

مالیاتی گوشواروں کے نوٹ نمبر 19 پر 30 جون، 2017 تک حکومت کو واجب الادا ٹیکس کی تفصیل دی گئی ہے۔

بورڈ آف ڈائریکٹرز کے اجلاس

یکم جولائی، 2016 سے 30 جون، 2017 کی درمیانی مدت کے بارہ مہینوں کے دوران بورڈ آف ڈائریکٹرز کے چھ اجلاس منعقد ہوئے۔ کمپنی کے ڈائریکٹرز کے نام اور اجلاس میں ان کی شرکت درج ذیل ہے:

| اجلاس میں شرکت | ڈائریکٹر کا نام |
|----------------|--|
| 6 | مسٹر علی ایس حبیب |
| 6 | مسٹر توشیا اوزوما |
| 6 | مسٹر علی اصغر عباس جمالی / مسٹر رضا انصاری (سابق ڈائریکٹر) |
| 4 | مسٹر ساداتوشی کاشی ہارا / مسٹر یوشیوکی متسوؤ (سابق ڈائریکٹر) |
| 5 | مسٹر ہیروکی فوکونی / مسٹر وائی توکوڈا (قائم مقام) |
| 6 | مسٹر ماساٹو یامامانی / مسٹر کے سو تو واد (قائم مقام) |
| 3 | مسٹر محمد علی آر حبیب |
| 3 | مسٹر فرہاد ذولفقار |
| 6 | مسٹر اعظم فاروق |
| 6 | مسٹر پرویز غیاث |

اس سال کے دوران مسٹر رضا انصاری نے 21 اکتوبر، 2016 کو ڈائریکٹر کے عہدے سے استعفیٰ دے دیا۔ مسٹر علی اصغر عباس جمالی کو 21 اکتوبر، 2016 سے بحیثیت ڈائریکٹر تعینات کیا گیا۔ مسٹر یوشیوکی متسوؤ نے یکم جنوری، 2017 کو ڈائریکٹر کے عہدے سے استعفیٰ دیا جبکہ یکم جنوری، 2017 سے مسٹر ساداتوشی کاشی ہارا کو بحیثیت ڈائریکٹر تعینات کیا گیا۔

مسٹر علی اصغر عباس جمالی کو یکم جنوری، 2017 کو بطور چیف ایگزیکٹو تعینات کیا گیا۔ ان کی تقرری

تو انہیں کی فہرست میں درج کمپنی کے انتظامی اسلوب کے بہترین طریقہ کار سے کسی قسم کا انحراف نہیں کیا گیا ہے۔

داخلی انتظامی اختیار

کمپنی کے کاروبار کو منظم طریقے سے جاری رکھنے، اس کے اثاثوں کی حفاظت اور اس کے ریکارڈ کی درستگی اور معیاری کے تحفظ کے لیے کمپنی نے داخلی انتظامی اختیارات کا ایک نظام قائم کیا ہے۔ انتظامی بالادستی اور نگرانی، داخلی انتظامات کا لازمی عنصر ہیں۔ انتظامیہ نے تفصیلی جائزے اور خصوصی تجزیے کی ذمہ داری انٹرل آڈیٹرز کی ٹیم کو سونپ دی ہے۔

بورڈ یا قاعدگی سے کمپنی کے مالیاتی امور اور صورتحال کا عبوری کھاتوں، رپورٹوں، سود مندی کے جائزے اور دیگر مالیاتی اور شماراتی معلومات کے ذریعے جائزہ لیتا ہے۔ خرچ و آمدنی کے تخمینے کا تجزیاتی نظام عمل میں ہے اور بورڈ اقتصاد یا اختلاف پر فوری وضاحت طلب کر کے مناسب کاروائی کرتا ہے۔

متعلقہ فریقین سے مالی معاملات

متعلقہ فریقین کے ساتھ تمام لین دین 'آرمز لینتھ' کے قانون کے تحت آزادانہ اور برابری کی بنیادوں پر کیے گئے ہیں اور ان کے بارے میں مالیاتی دستاویز کے متعلقہ حصوں میں تفصیل سے بیان کیا گیا ہے۔

مالیاتی گوشوارے

کمپنی کے آڈیٹرز میسرز ایف فرگوسن اینڈ کمپنی چارٹرڈ اکاؤنٹنٹس نے کمپنی کے مالیاتی گوشواروں کی جانچ پڑتال کے بعد معمران کولیک 'آن کو ایفانڈر رپورٹ' جاری کر دی ہے۔

میٹیریل چینج، اور 'مٹمنٹس'

مالیاتی گوشواروں کی تاریخ کے مطابق مالی سال کی مدت کے دوران کمپنی کی مالی استطاعت کو متاثر کرنے والا کسی قسم کے بھی میٹیریل چینج، اور 'مٹمنٹس' وقوع پذیر نہیں ہوئے۔

ڈائریکٹر ٹریننگ پروگرام

اس سال بورڈ نے کمپنی کے دو ڈائریکٹروں کے لیے تربیتی پروگراموں کا انعقاد کیا۔ اب تک نصف سے زائد ڈائریکٹر ڈائریکٹر ٹریننگ پروگرام کے تحت سند یافتہ ہو چکے ہیں۔

کاروائیوں اور مالی امور کی اہم معلومات

کمپنی کی کاروائیوں اور مالی امور سے متعلق معلومات سالانہ رپورٹ کے صفحہ نمبر 114، 115 پر ہیں۔

آڈیٹرز کی تقرری

موجودہ آڈیٹرز میسرز ایف فرگوسن اینڈ کمپنی چارٹرڈ اکاؤنٹنٹس ریٹائر ہو گئے تھے۔ اہل ہونے کے باعث انہوں نے دوبارہ اپنی خدمات پیش کیں۔ کمپنی کے ڈائریکٹرز نے 2018 پر اختتام ہونے والے مالی سال تک میسرز ایف فرگوسن اینڈ کمپنی کی بطور آڈیٹرز دوبارہ تقرری کے لیے

فری میڈیکل کیمپس: کمپنی نے اپنے 'کیونٹی اپ لفٹ پروگرام' میں پیش رفت کرتے ہوئے بیک نیڈز پاکستان نامی غیر سرکاری تنظیم کے ساتھ مل کر فری میڈیکل کیمپس قائم کیے جن میں نفسیاتی عوارض اور مرگی کے دوسو سے زائد مریضوں کو مفت علاج کی سہولت فراہم کی گئی۔ ہمارے اسمبلی پلانٹ کے نواحی علاقوں میں دو دو مہینے کے وقفے سے دو مختلف مقامات پر دو میڈیکل کیمپس قائم کیے جاتے ہیں۔ دیگر سرگرمیوں میں ہفتہ وار مفت کھانے کی فراہمی اور فری میڈیکل کیمپس شامل ہیں۔ ٹوبوٹا گوڈ ایجوکیشن پروگرام 2008 سے لے کر ڈھائی سو طلباء کو ان کی تعلیم کے لیے مالی معاونت فراہم کر چکا ہے۔ اس سال رزاق آباد میں واقع ایک گورنمنٹ سیکنڈری اسکول میں مکمل کمپیوٹر لیبل بھی قائم کی گئی۔

کارپوریٹ معاملات اور متعلقہ افادیت

چیئر مین کی جانب سے تنقیدی جائزہ

کمپنی کے ڈائریکٹرز نے بورڈ کی کارکردگی اور موثر ہونے کے بارے میں رپورٹ کے ساتھ ساتھ حکمت عملی کے معاملات نمٹاتے ہوئے چیئر مین کی جانب سے دیے گئے جائزے کی توثیق کردی ہے۔

کمپنی کے انتظامی اسلوب سے اتفاق کی تفصیلات

'اسٹینڈ آف کمپلائنس و ددی کوڈ آف کارپوریٹ گورننس (CCG)' کی تفصیل صفحہ نمبر 66,67 پر موجود ہے۔

کارپوریٹ اور مالیاتی رپورٹنگ کا فریم ورک

بورڈ کے ارکان مسرت کے ساتھ اس حقیقت کا اظہار کرتے ہیں کہ کمپنی کی انتظامیہ احسن انتظامی اسلوب اور بہترین طریقہ کار کے مطابق کمپنی کے معاملات چلانے کے عزم پر قائم ہے۔ کوڈ آف کارپوریٹ گورننس سے اتفاق کرتے ہوئے ڈائریکٹرز مندرجات آپ کی معلومات میں لانا چاہیں گے:

انتظامیہ کی جانب سے تیار شدہ مالیاتی گوشواروں میں کمپنی کے روزمرہ کے معاملات، کارکردگی کے نتائج، رقوم کی آمد و رفت اور مالیاتی امور میں تبدیلیوں کے بارے میں معلومات واضح طور پر پیش کی گئی ہیں۔

کمپنی کے مناسب حساب کتاب کا باقاعدگی سے انداز کیا گیا ہے۔

مالیاتی گوشوارے اکاؤنٹنگ کے مناسب طریقہ کار کا باقاعدگی سے استعمال کرتے ہوئے تیار کیے گئے ہیں۔ اکاؤنٹنگ کے تخمینے محتاط رائے اور معقول فیصلوں کی بنیاد پر لگائے گئے ہیں۔

بورڈ نے کمپنی کے ڈائریکٹرز کے لیے تربیتی پروگراموں کا انتظام کیا۔ نصف سے زائد ڈائریکٹرز 'ڈائریکٹرز اینڈ پروگرام' کے تحت سند یافتہ ہو چکے ہیں۔

مالیاتی گوشواروں کی تیاری پاکستان میں رائج بین الاقوامی فائنیشل رپورٹنگ اسٹینڈرڈز کو مد نظر رکھتے ہوئے کی گئی ہے۔

داخلی مالیاتی امور کا انتظامی خاکہ مناسب ہے اور اسے موثر انداز میں لاگو کر کے زیر نگرانی رکھا گیا ہے۔

کمپنی کے معاملات جاری رہنے کی صلاحیت پر کوئی قابل ذکر شک و شبہ نہیں ہے۔

ہماری کمپنی کی جانب سے ادا کی جانے والی سماجی ذمہ داریوں کی تفصیلی معلومات ہماری سسٹین ایبلٹی رپورٹ 2016-17 میں درج کی گئی ہیں۔ یہ کوششیں ہمارے ملک میں ضرورت مند افراد کو صحت اور تعلیم کے شعبوں میں بہترین درجے کی سہولیات فراہم کر رہی ہیں۔ ان میں سے کچھ کوششوں کی تفصیل درج ذیل ہے:

حبیب یونیورسٹی: بہترین اور ذمہ دار معاشرے کی تشکیل کے لیے انسانی صلاحیتوں کی مناسب نشوونما لازمی ہے۔ حبیب یونیورسٹی عالمی سطح کے ایک تحقیقاتی انڈرگریجویٹ ادارے کے تصور کی حامل ہے جس کا مقصد کارآمد اور موثر علم کا ایک مرکز بن کر اعلیٰ تعلیم کے حصول کا ایک نیا تصور تشکیل دینا ہے جو کہ تعمیراتی اظہار خیال کا آغاز کر کے پاکستان میں شہریوں کو ترقی میں اپنا کردار ادا کرنے کے لیے پلیٹ فارم فراہم کر سکے۔ یونیورسٹی اکیسویں صدی اور اس کے بعد ابھرنے والی آزمائشوں کو حل کرنے کے لیے درکار ضروری علم اور مہارت سے اپنے طلباء کو سرفراز کرنے کی صلاحیت رکھتی ہے۔ اس مقصد میں اپنی کوششیں شامل کرنے کے لیے ہم نے اس سال یونیورسٹی کو آٹھ کروڑ روپے کا عطیہ دیا ہے جبکہ اب تک ہماری مجموعی شراکت تقریباً بیس کروڑ روپے تک پہنچ چکی ہے۔

دی سینیٹرز فاؤنڈیشن: یہ پاکستان بھر میں شہری اور دیہاتی علاقوں کی کچی آبادیوں میں ابتدائی اور ثانوی تعلیم فراہم کرنے والے اسکولوں کی تعمیر کر کے انہیں چلانے والا ایک پیشہ ورانہ طور پر منظم ایک رفاہی ادارہ ہے۔ کمپنی نے دی سینیٹرز فاؤنڈیشن کے ساتھ باقاعدگی سے تعاون کرنے کے علاوہ دو اسکول کیمپس بھی عطیہ کیے ہیں۔ ان میں سے ایک مظفر گڑھ میں اور دوسرا حیدرآباد میں واقع ہے۔ اس سال کمپنی نے ایک مستقل فنڈ قائم کر دیا ہے جس کے تحت اورنگی ٹاؤن کراچی میں واقع ایک اسکول کے اخراجات کے لیے دو کروڑ بیس لاکھ روپے عطیہ کیے گئے ہیں۔

جناح ہسپتال کراچی کا نیا سرجیکل کیمپس: ایک غیر منافع بخش تنظیم 'دی پیٹنٹ ایڈ فاؤنڈیشن' نے جناح ہسپتال کیمپس میں سرجیکل کیمپس کی تعمیر اور وہاں طبی آلات و سہولیات کی فراہمی کے لیے قوم جمع کرنے کے لیے ایک بنیادی کردار ادا کیا ہے۔ پاکستان کے پہلے جدید ترین اور چھ سو بستروں پر مشتمل سرجیکل کیمپس کی تعمیر تیز رفتاری سے جاری ہے اور اس کی تکمیل 2017 کے آخر تک متوقع ہے۔ اس منصوبے کے لیے کمپنی نے تین کروڑ روپے کا عطیہ دیا ہے اور ہماری مجموعی شراکت تیرہ کروڑ روپے تک پہنچ چکی ہے۔

انڈس ہسپتال: عطیات سے چلنے والا انڈس ہسپتال پاکستان بھر اور پڑوسی ممالک سے آنے والے لاکھوں مریضوں کو کسی بھی قسم کی ادائیگی کے بغیر معیاری علاج کی بہترین سہولیات فراہم کرتا ہے۔ انڈس ہسپتال میں سہولیات سے محروم لاکھوں مریضوں کو طبی سہولیات کی بہتر اور معیاری فراہمی کے لیے توسیعی کام جاری ہے جس کے باعث یہاں کی گنجائش غریب اٹھارہ سو بستروں سے زیادہ ہو جائے گی۔ ان کے باقاعدہ عطیہ دہندگان ہونے کے باعث کمپنی نے انڈس ہسپتال کی نئی عمارت کی تعمیر میں بھی حصہ لیتے ہوئے اس سال پچھتر لاکھ روپے کا عطیہ پیش کیا جبکہ ہمارا مجموعی تعاون ایک کروڑ پچیس لاکھ روپے تک پہنچ چکا ہے۔

تھر فاؤنڈیشن: یہ ادارہ تھریا کر کے عوام کی حالت میں بہتری لانے کے مقصد سے ان کے لیے بہتر تعلیمی اور صحت کی سہولیات کی فراہمی کے لیے مصروف عمل ہے۔ کمپنی نے ان کاوشوں کو تسلیم کرتے ہوئے دس لاکھ روپے کا تعاون کیا ہے۔

رواں مالی سال کے دوران کمپنی نے ان ہاؤس ایپلی کیشن ڈیولپمنٹ کے ذریعے متعدد کاروباری طریقوں کو بھی خود کار کر دیا ہے، ٹیکنیکل ڈویژن کے لیے پیداواری کارکردگی کی کمیونٹی کیشن، تجربے اور ریکارڈنگ کے عمل کو خود کار بنانے کے لیے ایک پروکلیوٹی مینجمنٹ سسٹم تیار کیا جا چکا ہے۔ کمپنی اور ڈیلرز شپس کے درمیان کاروباری رابطوں کو بھی سلیز آرڈر بنگ ایپلی کیشن (پی بی او)، ری ویسپ اور دی مینیس ڈیلرشپ پورٹل کے ذریعے خود کار کر دیا گیا ہے، ڈیلرشپ کی حد تک ایسی ڈیجیٹل تبدیلی نے ڈیلوری سے قبل معائنہ کاری کی سطح پر نمایاں حد تک براہ راست انسانی ہاتھوں سے انجام دیے جانے والے کاموں کا خاتمہ کر دیا ہے۔

مارکیٹنگ اور سٹریٹجی کی معاونت کے لیے ایک ٹیوٹو موبائل ایپ تیار کی جا چکی ہے تاکہ صارف اور کمپنی کے درمیان براہ راست رابطہ ممکن بنایا جاسکے جو بالآخر نو پور کسٹر (کے وائی سی) کو بہتر کرے گی۔ علاوہ ازیں ڈیلرشپ میں سلیز اسٹاف کی کارکردگی کی حوصلہ افزائی اور انتظام کے لیے ایک ٹیوٹو بلس پورٹل تیار کیا جا چکا ہے۔ صارفین کی سہولت کے لیے آئی ٹی نے کارپوریٹ ویب سائٹ پر ویبیکل دستیابی اور انوائٹنگ اسٹیشن کی فراہمی کو بھی ممکن بنادیا ہے جس کا نتیجہ گاڑی کی دستیابی چیک کرنے کے لیے کسٹمر کی سہولت اور آئی ایم سی کال سینٹر میں کالوں کے حجم میں نمایاں کمی کی صورت میں نکلا ہے۔

کمپنی کی سماجی ذمہ داری۔ گاڑیوں کی پیداوار کے

علاوہ انجام دی جانے والی خدمات

کمپنی کو ایک ذمہ دار اور ہمدرد پیداواری ادارے اور اقوام متحدہ کے گلوبل کمپیکٹ کے رکن کی حیثیت سے اپنے معاشرے میں بنیادی سہولیات سے محروم طبقہ کی زندگیوں کو بہتر بنانے کے لیے تعلیم، صحت اور سماجی شعبوں میں انجام دی جانے والی خدمات پر فخر ہے۔ اس کے ساتھ ساتھ کمپنی سڑک پر اختیاری جانے والی احتیاطی تدابیر سے آگاہی، ٹیکنیکل تعلیم و تربیت، ماحولیاتی تحفظ اور قدرتی آفات کی صورت میں امداد کی فراہمی پر بھی توجہ جاری رکھے گی۔

کمپنی ماحول اور معاشرے کے لیے اپنی ذمہ داریوں سے پوری طرح آگاہ، اور سماجی خدمات کے شعبے میں متعدد طریقوں سے فعال ہے۔ مالی سال 2016-17 کے دوران سترہ کروڑ چالیس لاکھ روپے کی اجتماعی رقم سماجی خدمات کے مختلف شعبوں، خصوصاً تعلیم اور صحت کے شعبوں میں خرچ کی گئی۔ آپ کی کمپنی صنعتی فضلے اور گاڑیوں کے دھوپ پر خصوصی توجہ مرکوز رکھتے ہوئے ہر سال ماحولیاتی تشخص کی تحقیقات بھی کراتی ہے۔ کمپنی نے ملک میں بہتر معیار کے ڈیزل کو متعارف کرانے کی کوششوں میں بھی اہم کردار ادا کیا تھا، تاکہ یورو 2 کے ماحولیاتی معیار پر پورا اترنے والے صاف اور بہتر کارکردگی والے جدید ٹیکنالوجی کے حامل ڈیزل انجنوں کے ملک میں استعمال کو ممکن بنایا جاسکے۔ اس ساتھ ساتھ آپ کی کمپنی نے محفوظ طریقے سے گاڑی چلانے کی عادات اختیار کرنے کے لیے 'سیٹی لیڈر بنیں' کے عنوان سے عوام کے لیے ایک معلوماتی مہم کا بھی آغاز کیا ہے۔

کمپنی اس معاشرے میں، جہاں ہم رہتے ہیں اور کام کرتے ہیں، سماجی سرمایہ کاری کرنے کے اصول پر قائم ہے۔ ہم اپنے معاشرے میں بنیادی سہولتوں سے محروم اور اقتصادی طور پر کمزور افراد کے طرز زندگی میں بہتری لانے کے مقصد کو مد نظر رکھتے ہوئے متعدد شعبوں خصوصاً تعلیم اور صحت میں معقول سرمایہ کاری کرتے ہوئے اپنا مثبت کردار ادا کرتے ہیں۔ ہمارے پلانٹ کے گرد و نواح میں متعدد گاؤں اور دیہات کے کمیونٹی کی طرز زندگی کو بہتر بنانے کے لیے ہمارا 'کیوٹی اپ لفٹ پروگرام' کمپنی کی سماجی ذمہ داریوں کی ادائیگی کا ایک حصہ ہے۔

سپلائر اور ڈیلرشپ نیٹ ورک کو مربوط کرنے کی ضرورت ہے تاکہ آپریٹرز پہلے سے بھی زیادہ کارگر بنائے جاسکیں۔

ڈیجیٹل تبدیلی کے اقدام کے طور پر اور تیز تر ڈیلوری اوقات اور خوشگوار صارف تجربے کے ہمراہ اعلیٰ تر معیار کی گاڑیوں کی پیداواری تیاری کے قابل بنانے کے اصل مقصد کے ساتھ، کمپنی نے انٹرپرائز ریسورس پلاننگ (ای آر پی) ٹول کا تازہ ترین ورژن ایس اے پی ایس / 4 ایچ اے این اے کا نفاذ کیا ہے۔ اس کے ساتھ، انڈس موٹر کمپنی اعلیٰ کارکردگی کے حامل آئی بی ایم پاور 8 انفراسٹرکچر پر ایس اے پی ایس / 4 ایچ اے این اے کے ساتھ گو۔ لائو کی حامل دنیا کی پہلی آٹو میٹک کمپنی بن گئی ہے۔ بڑے آپریٹرز بشمول فروخت، پیداوار، مالیات، میٹریل مینجمنٹ، پلانٹ مینٹیننس، پروڈکشن انجینئرنگ اور انسانی سرمایہ انتظام اپ گریڈ ہو چکے ہیں۔ علاوہ ازیں بروقت ڈیٹا پر مبنی بہتر فیصلہ سازی کے لیے بزنس ویز ہاؤس اینڈ فیوری ڈیٹا اینالٹکس کا نفاذ کیا جا چکا ہے۔

یہ صلاحیتیں کمپنی کو صارفین کو جدید خدمات کے ذریعے خوشگوار تجربہ پیش کرنے کے قابل بنائیں گی، ایس اے پی ایس / 4 ایچ اے این اے کے نفاذ کے ذریعے تین بڑے چیلنجز والیوم، ویلوشیٹی اور ویرٹیبلٹی، سپلائی چین میں 3 ویز سے ہم آہنگ مصروف عمل ہے۔

والیوم سے مراد موجودہ سہولتوں کے ذریعے حاصل کو زیادہ سے زیادہ کرنے کی قابلیت ہے۔ ایس اے پی ویز ہاؤس مینجمنٹ، آر ایف آئی ڈی ٹیکنالوجی اور ایکسز کنٹرول کے مجموعے سے کمپنی صارف طلب کو پورا کرنے کے لیے بڑے پیمانے پر گاڑیوں اور پرزوں کو سنبھالنے کے قابل ہو جائے گی۔

ویلوشیٹی وہ رفتار ہے جس کے ساتھ معلومات سپلائی چین سے گزرتی ہے اور سائیکل اور شپنگ ٹائم کو کم کرتی ہے۔ ایس اے پی ایس / 4 ایچ اے این اے کے ذریعے پلانرز اور پارٹنر پورٹلز کے ساتھ مربوط ہو کر کمپنی مطلوبہ ویلوشیٹی حاصل کرنے کے قابل ہو جائے گی۔

تیسرا ویرٹیبلٹی ہے۔ آر ایف آئی ڈی کے ساتھ اب ایس اے پی ایس / 4 ایچ اے این اے کے لیے ریئل ٹائم میں ڈیٹا ڈالنا ممکن ہو گیا ہے جس کا فوری طور پر تجزیہ کیا جاسکتا ہے، یہ ضرورت پڑنے پر قابل عمل معلومات فراہم کرتا ہے، یہ اضافی بصیرت کمپنی میں مجموعی فیصلہ سازی کو بہتر کرے گی۔

آئی ٹی اقدامات

ٹیکنالوجی میں تازہ ترین رجحان جیسے بگ ڈیٹا، موٹیبلٹی اور انٹرنیٹ آف تھنگز (آئی او ٹی) سے ہم قدم رہتے ہوئے کمپنی نے کارپوریٹ مقاصد کے مطابق متعدد اقدامات متعارف کرائے۔ اس نے اپنے ورثاتی ای میل نظام کو آفس 365 کی مرکباتی صلاحیتوں کے ساتھ اسٹیٹ آف دی آرٹ مائیکروسافٹ ایکس چینج ہائبرڈ میں تبدیل کر دیا ہے، یہ آئی ایم سی کے پیغاماتی ڈھانچے کی اضافی تحفظ کی ضروریات کو پورا کرتا ہے۔

انفارمیشن سیکورٹی کے شعبے میں آئی ایم سی کا ایک اینڈ انفراسٹرکچر جدید دور کے سائبر خطرات سے نمٹنے کے لیے جدید ترین فائروال کے نفاذ سے بہتر ہوا ہے، عمومی انفارمیشن سیکورٹی خطرات اور ان سے اچھے طریقوں پر عملدرآمد کے ذریعے نبرد آزما ہونے کے بارے میں ایک جامع معلومات تحفظ اور آگہی پروگرام بھی متعارف کرایا گیا ہے۔

بعض بڑے ڈیٹا اینالٹکس ڈیش بورڈز جو رواں سال کے دوران فراہم کیے گئے ہیں میں شامل کسٹمر ریلیشنز، آفٹر سلیز سروس، پروڈکشن پروگریس، کوالٹی ٹریکیٹ، مینجمنٹ ڈیش بورڈ، فنانس اور ہیومن کیپٹل مینجمنٹ وغیرہ وضع کئے گئے ہیں۔

رہا۔ اس کے علاوہ 15 سکوا اور ڈیوڑھی انڈس موٹر کمپنی کو دیے گئے۔ جن میں سے 3 اسمبلی شاپ کے لیے اور ایک ایک پریس اور ویلڈ شاپ کو دیا گیا۔

دوسری جیشو کمین میراتھن

ٹویوتا ڈائی ہائوس انجینئرنگ اینڈ مینوفیکچرنگ (ٹی ڈی ای ایم) نے جیشو کمین (سیلف اسٹڈی گروپ) سرگرمی تیار کی ہے جس پر ایشیا پیسیفک مینوفیکچرنگ کمپنیاں یوگنٹین (افقی ترقی کا متبادل جاپانی لفظ) کے لیے عمل کر رہی ہیں تاکہ شاپ فلور انتظام کا مثالی طریقہ کار وضع کیا جاسکے۔

گروپ لیڈر لازمی طور پر ٹویوتا پروڈکشن سسٹم (ٹی پی ایس) کا عمل سمجھے، 3 ایجز (موری، مورا اور مودا) کی شناخت کے ذریعے کارکن کی قابلیت بڑھائے اور ان کے خاتمے کے لیے موثر جوابی اقدامات کرے، کمپنی نے ٹویوتا موٹر مینوفیکچرنگ، انڈونیشیا اور ٹویوتا موٹر تھائی لینڈ میں جیشو کمین میں شرکت کے ذریعے سرٹیفائیڈ ٹی پی ایس ٹرینرز تیار کیے ہیں۔

دوسری جیشو کمین میراتھن نومبر 2016 میں منعقد ہوئی، گیمبا-فوکسڈ، جو ٹی پی ایس کی روح اور ٹیم ممبرز کی آرا پر مشتمل ہے، ٹویوتا وے کی حقیقی روح یعنی لوگوں کے لیے احترام سے مشروط سرگرمیاں شامل تھیں، میراتھن میں مجموعی طور پر 224 تین ایجز مشاہدات کی نشاندہی کی گئی اور 10 فیصد ہدف کے مقابل 12 فیصد سائیکل ٹائم کم کیا گیا، اسمبلی شاپ نے تمام تینوں پوزیشنیں جیتیں اور تمام شرکت داروں کو توصیفی اعزازات دیے گئے۔

مقامیت (لوکلائزیشن)

انڈس موٹر کمپنی پاکستانی آٹو صنعت کو مالا مال کرنے کی جستجو میں مسلسل مصروف عمل ہے اور گاڑیوں میں استعمال ہونے والے مقامی پروڈکٹ کی شرح بڑھا رہی ہے، کمپنی اس تعاقب میں پہلے ہی سہولت لے جا چکی ہے اور مستقبل میں اس سمت میں تسلسل کے منصوبے بنا رہی ہے، کمپنی نے کراولا میں مقامی پروڈکٹ کی مجموعی تعداد 752 سے 777 تک بڑھادی ہے، بعض اہم ایملیک پارٹس اس سے پہلے بھی لوکلائزیشن کیے گئے تھے۔

اس سرگرمی میں کمپنی سپلائرز کی معاونت میں ایک بار پھر کامیاب رہی ہے، اس کے غیر ملکی پرنسپل کمپنیوں کے ساتھ ٹیکنیکل اسسٹنس ایگریمنٹس کا نتیجہ پاکستان میں کنگ ایچ ٹیکنالوجی کی منتقلی میں کی صورت نکلا ہے، کمپنی چند قابل ذکر کامیابیاں پہلے ہی حاصل کرتے ہوئے مستقبل میں مزید کامیابیاں کے لئے پرعزم ہے۔

کروم پلیٹنگ پلانٹ جاپانی مینوفیکچرنگ کا نٹو کاسائی کے ساتھ تکنیکی معاونت معاہدے اور تائیوانی کمپنی فورن یو کے ساتھ بر محل امدادی معاہدے کے ذریعے اب مکمل ہو چکا ہے۔ ٹویوتا ہیلکس اور ٹویوتا فور چوئر کے لیے فریم اسمبلی بھی لوکلائز ہو گئی ہے، ہم نے نئی ٹویوتا کراولا میں ایل ای ڈی جیسے ہیڈ لیمپس متعارف کرائے ہیں، یہ صلاحیت کوئینٹو جاپان سے تکنیکی معاونت کے معاہدوں کے ساتھ ایویو ایکس لمیٹڈ کے ذریعے پاکستان میں پہلی مرتبہ منتقل ہوئی ہے، ڈیفنڈو جاپان کی مدد کے ساتھ ایل آئی این ٹائپ الٹرنیٹ اسمبلی بھی لوکلائز ہو گئی ہے جس سے ہیڈ لیمپس زیادہ موثر ہو گئے ہیں۔

انفارمیشن ٹیکنالوجی

ایس اے پی کا نفاذ (Induction of SAP)

کمپنی فی الوقت اپنی پوری ویلیو چین کی ڈیجیٹل منتقلی سے گزر رہی ہے۔ صارفین کی بڑھتی ہوئی ضروریات اور معیاری توقعات کو پورا کرنے کے لیے پیپلز، پروسیس اور ٹیکنالوجی کے پس منظر میں

کلائنٹ سروے منعقد کیا گیا، نتائج ظاہر کرتے ہیں کہ لوگ کمپنی کے ساتھ اپنے تعلق پر فخر محسوس کرتے ہیں، وہ یہ بھی جانتے ہیں کہ ان کا کام کتنی اہمیت کا حامل ہے کیونکہ یہ براہ راست ادارے کی کامیابی پر اثر انداز ہوتا ہے۔ اگرچہ ہمیں اس سلسلے میں متعدد مثبت نتائج حاصل ہوئے، تاہم بہتری کے بعض شعبوں کی بھی نشاندہی ہوئی جس کے لیے ہم نے لائحہ عمل تیار کیا ہے۔

ہم نے اپنے ملازمین کی سالگرہ منانے کا سلسلہ شروع کیا ہے اور اس سے ملازمین کو ہلکے پھلکے انداز میں اپنی اعلیٰ انتظامیہ کے ساتھ میل جول کا موقع ملتا ہے۔ ہم نے ملازمین کی سہولت کے لیے متعدد مقامات پر اسٹیک وینڈنگ مشینیں بھی نصب کی ہیں، مخصوص مووی شو بھی منعقد کیے گئے جہاں ملازمین اور ان کے اہل خانہ ایک ساتھ اچھے وقت کا لطف اٹھا سکتے ہیں، اس کے علاوہ کمپنی نے ملازمین کے درمیان صحت مندانہ سرگرمیوں کے کلچر کو فروغ دینے کے لئے آئندہ مہینوں میں متعدد اسپورٹس ایونٹس بھی منعقد کرانے کا فیصلہ کیا ہے۔

آپریشنز

زیر جائزہ سال کے دوران پیداواری حجم گزشتہ سال میں 64 ہزار 96 کے مقابلے میں 6.5 فیصد کم ہو کر 59 ہزار 945 ریکارڈ کیا گیا ہے جس کا پس منظر گزشتہ مذکورہ سیکشن میں واضح کیا جا چکا ہے۔

معیار کا عزم

کمپنی پروڈکٹ کے معیار کو ٹی سطح پر لے جانے کے لیے مسلسل کوشاں ہے جو خطے میں بہترین کے مقابل ہو، اس کے حصول کے لیے ہم سرمایہ کاری کر رہے ہیں اور اپنی پیداواری سہولتوں اور طریقوں کو اپ گریڈ کر رہے ہیں، انتظامیہ تمام سطحوں پر تیز نگاہ رکھتی ہے اور ٹویوتا مونوٹاچی، جو نامزد مدر پلانٹ ہے، ہمیں مسلسل مدد فراہم کر رہا ہے، اس کا ہمارے مضبوط تر کوائی کلچر کی طرف رہنمائی کے لیے ہم پر مثبت اثر ہے کیونکہ ہم ایک ایسی کمپنی جانے جاتے ہیں جو اپنی مصنوعات میں بھروسہ، اعتماد اور معیار کو یقینی بناتی ہے۔

کوالٹی کنٹرول سرکل (کیوسی سی) کنونشن

سالانہ کیوسی سی کنونشن اگست 2016 میں منعقد ہوا جس کے مہمان خصوصی وزیر مملکت برائے وفاقی تعلیم و پیشہ ورانہ ٹریننگ بلوچ الرحمن تھے، وزیر نے ہر سال کیوسی سی کنونشن منعقد کرنے اور بہتری کی سرگرمیوں کے تسلسل کو یقینی بنانے پر کمپنی کی کوششوں کو سراہا۔ کنونشن میں متعدد تقسیم پیش کیے گئے جن کا مقصد تحفظ و معیار میں بہتری، کارکردگی بڑھانا اور لاگت کم کرنا تھا، کنونشن نے ہر ملازم کو شاپ فلور میں درپیش مسائل کے حل اور عمل کی بہتری میں متحرک کردار ادا کرنے میں با اختیار بناتے ہوئے ملازمین کا حوصلہ بڑھانے میں مدد دی، ویلڈ شاپ نے پہلی، جب کہ پریس شاپ اور پینٹ شاپ نے بالترتیب دوسری اور تیسری پوزیشن حاصل کی۔ ویلڈر کیٹگری میں تھل بوشنگ نے پہلی پوزیشن جیتی۔ فاتح ویلڈ شاپ ٹیم نے ٹویوتا سی، جاپان میں منعقدہ 27 ویں ٹویوتا گلوبل کیوسی سی سرکل کنونشن میں شرکت کرتے ہوئے پاکستان کی نمائندگی کا اعزاز حاصل کیا۔

ایشیا پیسیفک ہنر مقابلہ

ٹویوتا ڈائی ہائوس انجینئرنگ اینڈ مینوفیکچرنگ تھائی لینڈ (ٹی ڈی ای ایم) ہر سال ایشیا پیسیفک اسکل کانٹیسٹ منعقد کرتی ہے جس کا مقصد ماحققہ پلانٹس کے ٹیلنٹ کا اعتراف کرنا ہے، مقابلہ کرنے والے آئی ایم سی ٹیم لیڈرز اور ٹیم ممبرز نے رواں سال 3 تحفے جیتے، چاندی کا تمغہ اسمبلی شاپ کے محمد عمران نے جیتا جبکہ کانسی کا تمغہ پریس شاپ کے محمد فرحان اور ویلڈ شاپ کے ذیشان یوسف کے نام

بہترین ٹیلنٹ کے لیے ترغیب

کمپنی نے ٹیلنٹ ٹرینی اور ٹرینی انجینئرز کے لیے سرفہرست گریجویٹ تعلیمی اداروں میں متعدد کیسے۔ ریکروٹمنٹ مہمات چلائی ہیں، ہمارا مقصد بہترین دستیاب ٹیلنٹ تک پہنچنا اور ان کے لیے آسانی سے قابل رسائی بنانا ہے، اس مقصد کے لیے ایک ایچ آر پورٹل تیار کیا جا چکا ہے اور اس تک www.toyota-indus.com پر رسائی حاصل کی جاسکتی ہے جہاں امیدوار خود کو آن لائن رجسٹر کر سکتے ہیں، اپنی سی ویزا پ لوڈ کر سکتے ہیں اور انتخاب کے منصفاانہ مواقع سے استفادہ کر سکتے ہیں۔

تعمیر استعداد

ہماری ترقی و برقراریت پالیسی کے حصے کے طور پر کائنات کی مہارت میں اضافے کے لیے سخت تربیتی و ترقیاتی پروگرامز جاری کیے گئے ہیں۔ منظم ان ہاؤس ٹریننگز کے علاوہ ہم نے مینجمنٹ ڈیولپمنٹ پروگرامز کے لیے سرفہرست اداروں جیسے ایس، آئی بی اے اور کے ایس بی ایل اور دنیا کے اعلیٰ سطح کے اداروں جیسے ہارورڈ بزنس اسکول، لندن بزنس اسکول، آئی این ایس ای اے ڈی اور وارٹن (Wharton) جیسے سرفہرست اداروں کے ساتھ شراکت داری قائم کی ہے تاکہ اپنے ادارے میں اسٹریٹجک اور لیڈر شپ مہارت کو فروغ دے کر کاروباری صفوں میں سرفہرست رہا جائے۔

گلوبل اسینڈرڈز کو برقرار رکھنا

ادارے میں صنعت کے اندر تربیت (ٹی ڈبلیو آئی) کے تصور پر مبنی ٹیوٹا کی بہترین اقدار کو سمونے کے لیے ہمیں ٹیوٹا سرٹیفائیڈ ٹریڈرز کا تعاون حاصل ہے۔ کمپنی کے پاس منفرد ان ہاؤس ٹریننگ فیسلٹی ہے جو ٹیوٹا سے مصدقہ آلات سے لیس ہے جہاں ہماری افرادی قوت کو اصل کام پر لے جانے سے قبل پلانٹ جیسا ماحول دینے کے لیے تربیت دی جاتی ہے۔

اس کے علاوہ ہم نے اپنے ملازمین کے لیے مثبت اور صحت مند ماحول پیدا کرنے کے لئے اپنے ملازمین کی مجموعی مصروفیات پر بھی کام کیا ہے۔ پروڈکشن شاپ فلور پر ”فرسٹ لائن مینجر“ ہمارے متعدد اقدامات میں سے ایک ہے، یہ پروگرام انتظامی اور غیر انتظامی عملے کے درمیان پل کا کام کرتا ہے اور اس طرح کام کی جگہ پر شکایات کے بروقت ازالے اور ٹیم کے ارکان کو اپنی بہترین کارکردگی کا مظاہرہ کرنے کے لیے ترغیب پیدا کرنے کے لیے کلیدی قرار دیا کرتا ہے۔

تنوع

ہم ملازمتوں کے یکساں مواقع کی حمایت کرتے ہیں اور کام کی جگہ پر خواتین کی شرکت کے لئے سہولیات فراہم کرتے ہیں۔ مثال کے طور پر گزشتہ سال ہم نے فلور شاپ میں 34 خواتین کے بچے کو تعینات کیا اور پیداوار سے متعلق ذمے داریاں پر کامیابی سے عہدہ برآ ہونے میں مدد کی جن کی ادائیگی اس سے پہلے صرف مرد اراکین کے لیے ممکن تصور کی جاتی تھی، ہمارا ہدف مجموعی انتظامی ملازمین میں خاتون ملازمین کی تعداد بڑھا کر 9 فیصد کے تناسب پر لے جانا ہے اور یہ آئندہ آنے والے برسوں میں بتدریج بہتر کیا جائے گا۔

مصروفیت

اپنے ملازمین کے لیے صحت مند اور مثبت ماحول کو یقینی بنانے کے لیے ہم باقاعدگی سے ملازمین میں حوصلہ و اطمینان کی تشخیص کرتے رہتے ہیں، زیر جائزہ سال کے دوران پوری افرادی قوت پر جامع

کمپنی میں Non-Lost Work Day چوٹوں میں مسلسل کی ہو رہی ہے۔ گزشتہ سال ایسی 04 چوٹیں پیش آئیں جو اس سے گزشتہ سال میں 09 چوٹوں کے مقابلے میں بہتری ہے۔ چاروں Non-Lost Work Day چوٹیں غیر پیداواری مقامات پر پیش آئیں۔

کنسرکشن سیفٹی مینجمنٹ

کمپنی نے اپنے کنسرکشن سیفٹی مینجمنٹ سسٹم کے تحت تعمیرات میں حفاظت کے انتظام اور ٹھیکیداروں کے بہتر انتظام کے لئے ایک نئے وقتی ٹیم تشکیل دی ہے۔ بہتری کے ان اقدامات میں مخصوص کاموں کے لئے خصوصی تربیتی پروگرام شامل ہیں جو کلاسز اور عملی مشق اور امتحان پر مشتمل ہیں۔ علاوہ ازیں، کمپنی نے ورکر کنٹرول سسٹم، متعارف کرایا ہے اور کام کے اجازت نامے کے نظام کو بہتر بنانے کے لئے ایک عمومی اجازت نامے کے بجائے چار خصوصی اجازت نامے (بلندی پر کام، بلند درجہ حرارت کے کام، بجلی کے کام، عمومی کام) جاری کیے ہیں۔

کمپنی نے تمام خطرناک کاموں کے آغاز سے قبل ان کے حفاظتی جائزے کو لازم کر دیا ہے۔ اس میں مشینوں اور آلات کے معائنے کا نظام وضع کرنے کی ضرورت شامل ہے۔ کمپنی نے کاموں کو محفوظ طریقے سے انجام دیئے جانے کے ذمہ دار سیفٹی لیڈرز کے لئے تربیتی پروگرام تشکیل دیئے ہیں۔ یہ تمام سسٹم اعلیٰ ترین قیادت مکمل اخلاص کے ساتھ چلاتی ہے اور آڈٹ walks کے ذریعے ان کے نفاذ کی یقین دہانی کرتی ہے۔

سیفٹی اینڈ اینوائرنمنٹ منٹھس

سیفٹی منٹھ کا انعقاد ٹیم میں سیفٹی سے متعلق آگاہی کو فروغ دینے کا ایک طریقہ ہے۔ سیفٹی منٹھ کی سرگرمیوں میں سیفٹی سے متعلق تربیتی پروگرام اور لائن-سائڈ سیفٹی سرکل شامل ہیں۔ یہ تمام متعلقہ افراد کو حفاظتی پیغامات پہنچانے کا ایک طریقہ ہے۔ ہر ماہ کے اختتام پر سیفٹی آڈٹ اور سیفٹی سوئیٹرز کی تقسیم کا انعقاد کیا جاتا ہے تاکہ ایک سیفٹی کلچر قائم کرنے کی کاوشوں میں سب کو شامل کیا جائے۔ سیفٹی منٹھ کا انعقاد کام کی جگہ پر حفاظت کی اہمیت پر زور دینے کا ایک طریقہ ہے۔

اینوائرنمنٹل اسسمنٹ آڈٹ

اینوائرنمنٹل اسسمنٹ سسٹم (EAS) ٹیوٹا کا ماحولیاتی انتظام کا نظام ہے۔ ٹیوٹا نے ایک پانچ سالہ منصوبہ وضع کیا ہے جس میں ماحولیاتی اہداف کے حصول کے لئے کارکردگی کی جانچ کے کلیدی اشارے (پرفارمنس انڈیکٹرز) متعین کیے گئے ہیں۔ کمپنی گزشتہ سال زبردست کامیابیاں حاصل کرنے کے بعد اپنے معیار کو مسلسل بلند کر رہی ہے۔ 6th اینوائرنمنٹل ایکشن پلان کے مطابق اس سال ماحولیاتی پرفارمنس انڈیکٹرز کو بلند کر دیا گیا ہے۔ کمپنی تمام مینوفیکچرنگ شاپس پر محیط آئی ایس او-14000 پتوجہ مرکوز کر رہی ہے جس کا دائرہ کار کوئٹہ بھر میں پُرزہ جات کے تمام 60 فراہم کنندگان اور 45 ڈیلرز تک وسیع کر رہی ہے۔ علاوہ ازیں، کاربن ڈائی آکسائیڈ، فضلات اور پانی کے استعمال میں کمی کے اہداف میں اضافہ کر دیا گیا ہے۔

انسانی وسائل

انڈس موٹر کمپنی میں تنظیم کی صلاحیتیں انسانی وسائل کے علم، مہارت اور تحریک میں پنہاں ہیں جو ہمارے کاروباری شراکت دار تصور کیے جاتے ہیں اور کام کی اخلاقیات کو پروان چڑھانے میں اہم کردار ادا کرتے ہیں جو سخت محنت اور کام کے خوشگوار ماحول دونوں کا مجموعہ ہے۔

محفوظ کام یا کارروائی کو روک سکیں، اور (d) کوئی بھی کام اتنا اہم نہیں ہے کہ اس کے لئے کسی کو چوٹ لگنے کا خطرہ مول لیا جائے۔

سیفٹی کی تربیت

کمپنی نے سال بھر اپنے ملازمین کے لئے تربیتی پروگراموں کا سلسلہ منعقد کیا۔ آگ بجھانا، سیفٹی ڈوج اور ابتدائی طبی امداد جیسے عمومی سیفٹی ٹریننگ پروگراموں کا مقصد ہر ملازم کو جنگی صورتحال سے نمٹنے، حادثات کی روک تھام کے قابل بنانا ہے۔ اس کے علاوہ تعمیرات کے شعبے میں حفاظت، بلندی پر کام کرنے، بجلی کے کام، مشین نصب کرنے اور پراسیس سیفٹی سے متعلق متعین کاموں کی تربیت کے خصوصی پروگرام بھی منعقد کیے جاتے ہیں۔ کمپنی میں سات ٹویٹا سٹریٹجی ٹرینرز ہیں جنہوں نے سال بھر ہفتہ وار تربیتی پروگرام منعقد کیے جن میں 1,000 سے زائد افراد شریک ہوئے اور 100 فیصد ٹھیکیداروں اور متعلقہ کمپنی ملازمین کا احاطہ ہوا۔ یہ پروگرام سیفٹی سے ہم آہنگ ذہنیت پیدا کرنے اور سیفٹی کے رجحان کو فروغ دینے میں مؤثر ثابت ہوئے ہیں۔ علاوہ ازیں، مشین سیفٹی اور خطرات کی تشخیص کے لئے سیفٹی ٹریننگ سینٹر تھائی لینڈ میں پانچ مزید ملازمین کو تربیت فراہم کی گئی۔

سیفٹی ریکارڈ

کمپنی میں متواتر چھ سال تک صفر Lost Work Day کے بعد ایک Lost Working Day ہوا۔ ہمارے ایک کارکن ایک حادثے کا شکار ہوئے اور مستقل طور پر معذور ہو گئے۔ اس سانحے کی تکلیف اور غم پورے ادارے نے محسوس کیا اور عہد کیا کہ آئندہ اس نوعیت کے حادثے کی روک تھام کے لئے تمام ضروری اقدامات کریں گے۔ بعد ازاں، ٹویٹا افسران نے پلانٹ کا تفصیلی ”رِسک آڈٹ“ منعقد کیا اور ہر آڈٹ آپریشن پر اقدامات تجویز کیے۔ S.H.E سٹیئرنگ کمیٹی نے اس کارروائی کی نگرانی کی اور آڈٹ ٹیم کے مطمئن ہونے تک تمام کام مکمل کیے۔ اس کے علاوہ پینٹ شاپ کی توسیع کی تعمیر کے دوران تھرڈ پارٹی ٹھیکیدار کے عملے کے رکن کے ساتھ جان لیوا حادثہ ہوا۔

دونوں واقعات نے کمپنی کو مجبور کیا کہ ان حادثات کے اصل بنیادی اسباب کی تحقیقات کرائی جائیں اور ان کا ہمیشہ کے لئے خاتمہ کیا جائے۔ گہرے جائزے کے بعد انکشاف ہوا کہ سیفٹی پر مبنی ذہنیت میں ضعف آگیا تھا جس کے باعث کچھ ملازمین سیفٹی کو خطرے میں ڈال کر کاموں کو انجام دینے کا مختصر راستہ اختیار کرنے کی طرف مائل ہو گئے تھے، جبکہ دیگر افراد ان کو تنبیہ کرنے میں ہچکچاہٹ یا لاپرواہی کا مظاہرہ کرتے رہے۔ طرز فکر اور طرز عمل میں تبدیلی کا ایک بھرپور نظام قائم کیا گیا جو ملازمین کے لئے سیفٹی سے متعلق تفصیلی تربیتی نشستوں اور کمپنی کی حدود میں باہر سے آنے والے ہر شخص کو لازمی طور پر سیفٹی ویڈیو دکھانے پر مشتمل تھا۔

علاوہ ازیں، کمپنی نے مستقبل میں ایسے حادثات کی روک تھام کے لئے متعدد آپریشنل اقدامات اٹھائے، مثلاً پراسیس سیفٹی کے ضمن میں خاص طور پر پیداواری اور غیر پیداواری کاموں کے لئے PMRs (پلانٹ مینجمنٹ ریکارڈ منٹنس) ہدایات وضع کی گئیں، اور کنسرکشن سیفٹی مینجمنٹ کے لئے ایک کل وقتی ٹیم تشکیل دی گئی جو کام کے مقام پر حفاظت کو یقینی بنانے کے لئے انتہک کام کر رہی ہے۔ اس کے علاوہ 100 سے زائد Anzen (سیفٹی) لیڈرز کو تربیت دی گئی اور پورے پلانٹ میں تعینات کیا گیا جو سیفٹی مینجمنٹ سسٹم، کام کی حفاظت کے جائزے اور اجازت ناموں پر عملدرآمد کو یقینی بناتے ہیں اور یومیہ بنیاد پر آلات اور مشینوں کا معائنہ کرتے ہیں تاکہ کمپنی کا سیفٹی کلچر اختیار کرنے کی ذہنیت کو وسیع پیمانے پر فروغ ملے۔

TGMO دستیاب کرنے کے لئے اپنی ڈسٹری بیوٹن ویز چلاتے ہیں۔ اس میں شاپ برینڈنگز اور ریشیڈ برانڈ پروموشن سرگرمیاں شامل تھیں۔

مارکیٹ میں Jobbers سے مربوط ہونے کے لئے ایک سیمینار منعقد کیا گیا۔ اس موقع پر jobbers کے لئے ایک ٹریڈ پروموشن کا اعلان کیا گیا جس کے نتیجے میں مارکیٹ کی دستیابی 155 دکانوں سے بڑھ کر 682 دکانیں ہو گئی جبکہ مارکیٹ فروخت میں اہم اضافہ ہوا۔

پٹرول اسٹیشنز اور ریشیل دکانوں پر برانڈ پروموترز رکھے گئے۔ کلیدی کامیابی یہ تھی کہ ایک پٹرول پمپ برانڈ پروموشن سرگرمی کے ذریعے صارفین ڈیلر شپ کی طرف مائل ہوئے جس کے نتیجے میں ڈیٹا بیس میں 4,000 سے زائد صارفین کا اضافہ ہوا اور KYC میں بہتری آئی۔

10 سال کامیابی حاصل کرنے کے بعد کمپنی نے ٹویٹا جینوئن موٹر آئل کی بوتل کا ڈیزائن تبدیل کر کے اسے زیادہ جاذب نظر بنایا ہے۔ پراڈکٹ کا دائرہ کار وسیع کرنے اور مارکیٹ آفرنگ میں اضافے کے لئے مستقبل قریب میں نئے گریڈ بھی متعارف کرائے جائیں گے۔

پُر زہ جات کے کاروبار کے نتائج

پُر زہ جات کے کاروبار میں زیر جائزہ سال میں 5.3 بلین روپے کی فروخت ہوئی جو کمپنی کی تاریخ کی سب سے زیادہ فروخت ہے۔ اس میں fleet کاروبار کے ذریعے حاصل ہونے والے 2.2 بلین روپے شامل ہیں۔ اس سال ایک اور بلند ترین ریکارڈ قائم ہوا - 500,000 سے زائد کسٹمر پیڈ یونٹس سروسڈ (CPUS) حاصل ہوئے جس سے real-end کسٹمرز تک کمپنی کی رسائی کی صلاحیت میں اضافہ ہوگا۔

سیفٹی، ہیلتھ اینڈ اینوائرنمنٹ (SHE) یعنی

حفاظت اور ماحول

انڈس موٹر کمپنی کی سیفٹی پالیسی کا واضح پیغام ہے کہ: ”سیفٹی پیداوار، فروخت اور منافع سے زیادہ اہم ہے۔“ کمپنی سیفٹی، صحت اور ماحول سے متعلق تمام قوانین و ضوابط کی بدستور تعمیل کر رہی ہے۔ ہم حفاظت اور ماحولیاتی انتظام کے فوائد کو اپنی اذیلین ترجیح مانتے ہیں۔ اس حوالے سے ہم ایسے پروگرام اور طریقے ترتیب دیتے ہیں جن کی بدولت صحت مند، محفوظ اور ماحول دوست انداز میں کام کر سکیں۔

ہماری پالیسی ہے کہ بین الاقوامی سطح پر رائج S.H.E معیار کی تعمیل کی جائے۔ ہمارا بھرپور عزم ہے کہ مصنوعات اور خدمات کا معیار برقرار رکھنے کے ساتھ ساتھ اس بات کو بھی یقینی بنایا جائے کہ لوگوں اور ماحول کو کوئی نقصان نہ ہو۔

ہمارا عزم ہے کہ اپنے تمام ملازمین کو کام کی محفوظ جگہ فراہم کریں اور جہاں تک ممکن ہو اس بات کی یقین دہانی کریں کہ کمپنی کے کاروباری دائرہ کار میں آنے والے تمام ٹھیکیداروں، فراہم کنندگان، وینڈرز اور عوام کی حفاظت کی مکمل دیکھ بھال کی جائے۔

کمپنی تمام ملازمین کی متحرک شرکت کے ساتھ ہر قسم کے حادثات اور چوٹوں کے سبب باب کی کوششیں جاری رکھے ہوئے ہے اور اپنے کام سے منسلک تمام حفاظتی خطرات کی شناخت، خاتمے اور انتظام کی مسلسل کوششیں کرنے کے لئے پرعزم ہے۔

سیفٹی سے متعلق ہمارا فلسفہ مندرجہ ذیل نکات پر گردش کرتا ہے: (a) سیفٹی سب کی ذمہ داری ہے، (b) تمام حادثات قابل روک تھام ہوتے ہیں، (c) تمام ملازمین کو اختیار حاصل ہے کہ کوئی غیر

میں ٹیوٹا کی معیاری سروسز اور اصلی پرزہ جات کی دستیابی کے ذریعے صارف کو بہترین تجربہ فراہم کیا جاتا ہے۔

کاروباری اقدامات

ٹیوٹا موبائل ایپلیکیشن پاکستان میں اپنی نوعیت کی پہلی پیش رفت ہے۔ اس ایپلیکیشن کے ذریعے ٹیوٹا کے صارفین قریب ترین ٹیوٹا ڈیلرشپ تک رسائی حاصل کر کے سروس اپائنٹمنٹ کی آن لائن بکنگ کر سکتے ہیں، مرمت و بحالی کے پلان حاصل کر سکتے ہیں اور آن لائن رائے کا اظہار کر سکتے ہیں۔ اس ایپلیکیشن نے تاحال 25,000 سے زائد صارفین کو مربوط کیا ہے اور 900 سے زائد اپائنٹمنٹ بک کیے ہیں۔

علاوہ ازیں، وارنٹی ایکٹیویشن کے عمل کو ایک آن لائن پورٹل کے ذریعے ڈیجیٹل بنادیا گیا ہے۔ وارنٹی ایکٹیویشن پورٹل صارفین کو مربوط کرنے کے مقصد سے وارنٹی اور حفاظت سے متعلق تمام معلومات فراہم کرتا ہے تاکہ صارفین کو ملکیت کا بہتر اور محفوظ تجربہ حاصل ہو۔ یہ مہم سوشل میڈیا پر چلائی گئی اور اس کے ذریعے تاحال 2500 سے زائد صارفین کی رجسٹریشن ہوئی ہے جو ایک کلیدی کامیابی ہے۔ ایک اور پیش رفت ٹیوٹا کرولا کے تمام صارفین کے لئے اضافی ایک سال یا 25,000 کلومیٹر (جو بھی پہلے آجائے) کے لئے ”ایکسیٹنڈڈ وارنٹی“ (EW) کا آغاز ہے تاکہ ہمارے صارفین اضافی سفر مزید اطمینان کے ساتھ کر سکیں۔ 3 ماہ میں 1,500 سے زائد EWS فروخت ہوئیں۔

دوران سال پری پیڈ مینٹیننس پیکیج بھی متعارف کرایا گیا۔ اس پروگرام کا مقصد صارفین کو کمپنی کے ساتھ طویل مدت تک مربوط رکھنا اور ان کو واحد مقام پر مرمت و بحالی کے تمام حل فراہم کر کے کمپنی کے لئے آمدنی کا ایک اضافی ذریعہ پیدا کرنا ہے۔ پری پیڈ پیریریوڈک مینٹیننس پیکیج سے ایکسیٹنڈڈ وارنٹی کی اضافی فروخت میں بھی معاونت ہوئی اور کمپنی اور رجائز ڈیلرشپ کے لئے اضافی آمدنی پیدا ہوئی۔

ٹیوٹا پریسیج کلب (TPC)

دوران سال ٹیوٹا فورچیورز کے صارفین کے لئے ایک خصوصی کلب تشکیل دیا گیا جس میں وقتاً فوقتاً ارکان کو مربوط کرنے والی مختلف سرگرمیوں میں شرکت کے لئے مدعو کیا جاتا ہے۔ اس کا مقصد ادارے کے ساتھ صارفین کی مخلصانہ وابستگی کا اعتراف کرنا اور پھر پور اطمینان فراہم کرنا ہے۔ اس مقصد کے حصول کے لئے سال بھر مختلف سرگرمیوں کا انعقاد کیا جاتا ہے۔

کسٹمر سیٹیفیکیشن کا نرن ایوولوشن (CSKE)

CSKE ڈیلرشپ کی سطح کا مقابلہ ہے جو شرکاء کو کا نرن کے حوالے سے اپنی سال بھر کی کوششوں کا مظاہرہ کرنے اور خوب سے خوب تر کے نائل کے لئے ایک دوسرے سے مسابقت کرنے کا پلیٹ فارم فراہم کرتا ہے۔ یہ پروگرام تربیتی نشستوں، وسط مدتی جانچ، علاقائی سطح پر ایک مقابلے اور قومی سطح پر گرینڈ فینالی پر مشتمل تھا جس کو ٹیوٹا سینیٹرل موٹرز نے جیت لیا۔ اس مقابلے کی کلیدی کامیابی یہ تھی کہ مسائل کے حل کے لئے ٹیوٹا سے متعلق عملی معلومات کی منتقل ہوئیں اور اس کے علاوہ 3S اور CR کا کامیاب اتحاد عمل میں آیا۔

ٹیوٹا جینیون موٹر آئل (TGMO) بزنس

95 فیصد سے زائد absorption شرح کی حامل اندرون ادارہ فروخت قائم کرنے کے بعد کمپنی نے (متعین شدہ پرائمر سپلائری ایریاز کے ساتھ) ڈسٹری بیوٹرز تیار کئے ہیں جہاں وہ ہر دکان پر

ٹیوٹا کسٹمر ڈیلائیٹ ورکشاپ

ٹیوٹا کسٹمر ڈیلائیٹ ورکشاپ اپنے چھٹے سال میں داخل ہو گئی ہے اور TCDW کے نام سے مشہور ہے۔ یہ سالانہ ورکشاپ ڈیلرز اور کمپنی کی سٹور، آفٹر سیلز، T-Sure اور کسٹمر ریلیشنز ٹیموں کو ایک پلیٹ فارم پر جمع کرتی ہے۔ TCDW کا بنیادی مقصد کمپنی کے مختلف شعبوں کے درمیان قریبی باہمی تفکر و تعامل کے ذریعے صارفین پر توجہ مرکوز کرنے والی ذہنیت کو فروغ دینا ہے تاکہ سب کا عمومی ہدف ہر کسٹمر ٹچ پوائنٹ پر صارفین کو بھرپور اطمینان کی فراہمی بن جائے۔ اس سال موضوع ”5S“ تھا (یعنی Sustain, Standardize, Shine, Set in order, Sort) تھا، جو ٹیوٹا کا فراہم کیا گیا ایک آسان ٹول ہے جس کے ذریعے ہم اپنے کام کی جگہ کو صاف، مؤثر اور محفوظ انداز میں منظم کر سکتے ہیں تاکہ پیداواریت اور مشاہداتی انتظام میں بہتری آئے اور ایک اسٹینڈرڈ رائزڈ کام کے ماحول کو یقینی بنایا جاسکے۔

ورکشاپ کا مقصد اس فلسفے کو ہمارے ڈیلرز تک پہنچانا تھا تاکہ کام کی جگہ کو بہتر انداز میں چلایا جاسکے اور ڈیلرشپ میں دلچسپ اور تازہ دم ماحول پیدا کر کے صارفین کو خریداری کا اطمینان بخش تجربہ فراہم کیا جائے۔

ملک بھر کی تمام ڈیلرشپس کے سٹور، پارٹس، سروس، CR اور T-Sure فنکشنز کے 160 مینیجرز کو تربیت فراہم کی گئی۔ ٹرینرز کا تعلق سیفٹی، ہیلتھ اینڈ ایونائزمنٹ اور کسٹمر ریلیشنز ڈیپارٹمنٹس سے تھا۔ موضوع کے گہرے فہم کے لئے ورکشاپ کے شرکاء کو سیولیشن مشق سے گزارا گیا۔

ٹیوٹا وے - Let's LiVe iT!

صارفین کی توقعات پر پورا اترنا اور ان کو بھرپور اطمینان فراہم کرنا ہمارے اہم ترین اصول ”کسٹمر فرسٹ“ کی بنیاد ہے، یعنی صارف کو اولین ترجیح دی جائے، اور اس مقصد کو حاصل کرنے کا طریقہ ہے کہ ہم ٹیوٹا وے کو اپنا طرز حیات بنالیں۔ پروگرام کا موضوع ہی یہ ہے کہ ٹیوٹا وے کو طرز حیات بنا کر صارفین کی توقعات پر پورا اتر جائے۔ پروگرام کا بنیادی فلسفہ ٹیوٹا معیار کا ڈیلرشپ فلور پر حقیقی معانی میں نفاذ ہے، اور یہ ہدف کمپنی کے شعبوں کے درمیان باہمی تعامل، اور ”کسٹمر فرسٹ“ کو اپنی سوچ، عمل اور طرز حیات کا مرکز بنانے کے ذریعے حاصل ہوگا۔ 5S فلسفہ بھی ٹیوٹا وے - Let's LiVe iT! پروگرام کا حصہ ہے، جو مندرجہ ذیل اہداف کا عہد کرتا ہے: (الف) صارف کے چہرے پر مسکراہٹ لانا، اعتماد پیدا کرنا اور تعلق مضبوط کرنا، (ب) ٹیوٹا کے پرستار بنانا، اور (ج) کارپوریٹ سطح پر تجدید کے لئے صارف کی رائے کو بنیاد بنانا۔

اس پروگرام نے اتنی ترقی کی کہ ٹیوٹا ڈیلر سکس پروگرام (TDSP) - کارکردگی کی جانچ کا نظام برائے ڈیلرز - کو کسٹمر ریلیشنز تحت کر دیا گیا تاکہ یکساں فہم کو فروغ ملے اور ملک بھر میں تمام ڈیلرشپ فنکشنز میں جانچ کے یکساں معیار قائم ہوں۔

کسٹمر فرسٹ - پرزہ جات اور سروس

کسٹمر فرسٹ ڈیپارٹمنٹ پرزہ جات کی فروخت اور بعد از فروخت سروس کو باہم مربوط کر کے ایک واحد اسٹریٹیجک شعبہ بناتا ہے تاکہ صارفین کو اپنی گاڑی کی پوری مدت کے دوران مکمل اور قابل اعتماد ملکیت کا تجربہ فراہم ہو۔ ملک بھر میں ہمارے مکمل ڈیلرشپ نیٹ ورک اور منتخب ریلیٹ آؤٹ لیس

خصوصیات کی حامل ہے، مثلاً آن-ڈیمائڈ الیکٹرک 4WD، 6-اسپیڈ خودکار ٹرانسمیشن، بیج پیڈل شفٹ، 3-موڈ اسمارٹ ڈرائیونگ آپشنز (ایکو / نارل / پاور)، کروڑ کنٹرول، گول باکس، ڈفرنشل لاک، جدت طراز بائی-بیم LED ہیڈ لامپ، گھٹنوں کے لئے ایئر بیگ اور دھاتوں کے مرکب (alloy) سے بنے ہوئے 18 انچ کے پہیے شامل ہیں۔

ٹویوتا در آمد شدہ گاڑیاں - CBU سیگمنٹ:

دوران سال نئی لینڈ کروزر 200 سیریز بھی متعارف کرائی گئی۔ ہمارے معزز صارفین نے اس کا بھرپور خیر مقدم کیا اور یوں پاکستان میں لکڑی SUV کے زمرے میں ٹویوتا کی ساکھ مزید مضبوط ہوئی۔

دوران سال نئی CBU کی مارکیٹ 2,293 پونش سے بڑھ کر 5,547 پونش ہو گئی، یعنی 142 فیصد ترقی ہوئی۔ اس کا سبب یہ ہے کہ پیئجر کار اور SUV سیگمنٹ میں نئے ماڈل متعارف کرائے گئے جبکہ لکڑی پیئجر کار کے سیگمنٹ میں بھی قابل ذکر ترقی ہوئی۔ ہیوی ڈیوٹی ٹرک اور بس کی مانگ میں بھی CPEC سے منسلک مانگ کی وجہ سے اضافہ ہوا۔ یہ بڑی خوش آئند بات ہے کہ باہر ڈ سیکٹر میں CBU کی درآمد میں موجود مسئلہ حل کر لیا گیا ہے، اور اس ضمن میں بروقت اقدام اٹھانے کے لئے حکومت خراج تحسین کی حقدار ہے۔

مالی سال 2017ء میں کمپنی کی درآمد شدہ گاڑیوں کی فروخت میں 11 فیصد اضافہ ہوا۔ گزشتہ سال 607 پونش سے اس سال 675 پونش۔ علاوہ ازیں، 438 پونش ٹویوتا کی جانب سے براہ راست صارفین کو فروخت کیے گئے بشمول لینڈ کروزر 70 سیریز کا ایک بڑا fleet آرڈر، جبکہ گزشتہ سال 214 پونش فروخت کیے گئے تھے۔

ڈیلر شپ نیٹ ورک کو مضبوط تر بنایا گیا

مارکیٹ میں ترقی کرنے اور قابل قدر صارفین تک رسائی حاصل کر کے ان کی ضروریات کو پورا کرنے کی مسلسل جستجو کے ضمن میں کمپنی نے اپنی وسیع نیٹ ورک میں تین مزید ڈیلر شپس کا اضافہ کیا، جس سے اب ملک بھر میں 3S ڈیلر شپس کی تعداد 45 ہو گئی ہے۔ ان میں ٹویوتا کنکشن موٹرز، کراچی، ٹویوتا ایچ این موٹرز، لاہور، اور ٹویوتا پوائنٹ موٹرز، حیدر آباد شامل ہیں۔ بڑھتی ہوئی مانگ کو موثر انداز میں پورا کرنے کو یقینی بنانے کے لئے کمپنی مستقبل قریب میں اپنے ڈیلر شپ نیٹ ورک میں مزید توسیع کرے گی۔

کسٹمر ریلیشنز - صارفین کے ساتھ تعلقات

لوگ اپنی گاڑیوں کے ساتھ زندگی بھر کا تعلق بنا لیتے ہیں، اور ہمارا کسٹمر ریلیشنز فنکشن کمپنی اور تمام ڈیلر شپس میں ٹویوتا کے عالمی CR معیار کو حقیقی معانی میں نافذ کر کے صارفین کو مطمئن رکھنے میں اہم کردار ادا کرتا ہے۔ اگرچہ ہمارے صارفین کے لیے رابطہ کرنے کا نقطہ آغاز ڈیلر شپ ہوتا ہے، لیکن اس کے علاوہ ہم 0800-11123 پر صرف ایک کال کے فاصلے پر موجود ہوتے ہیں اور ہم سے customer.relations@toyota-indus.com پر ای میل کے ذریعے بھی رابطہ کیا جاسکتا ہے۔

سال، چوری سے حفاظت کے نظام Immobilizer کو کھولنے کے لئے دائرہ کار میں اسٹینڈرڈ انز کر دیا گیا۔ Immobilizer انجن کو اصل چابی لگنے تک چلنے سے روکنے میں مدد کرتا ہے۔ کروڑ سیگمنٹ 8 فیصد ترقی کر کے 83,178 پونش سے 89,680 پونش ہو گیا۔ محدود پیداوار نے کمپنی کی فروخت کو اپنی حقیقی استعداد تک پہنچنے سے روک دیا تھا جس کے باعث 52,676 پونش فروخت ہوئے جو گزشتہ سال (57,452 پونش اور 59 فیصد مارکیٹ شیئر) کے مقابلے میں 8 فیصد کمی ہے۔ اسی اثناء میں مسابقت میں تیزی آئی اور اس کا حجم 44 فیصد بڑھ گیا۔ کمپنی ہمیشہ صارفین کی بدلتی ہوئی ضروریات کے مطابق تیزی سے حرکت میں آتی ہے۔ حال ہی میں کمپنی نے ٹویوتا کروڑ میں بگ ماسٹر ماڈل تبدیلی متعارف کرائی ہے جو بہترین حفاظتی اور لکڑی خصوصیات پر مشتمل ہے، اور تمام کروڑ گاڑیوں میں دو SRS ایئر بیگ کو اسٹینڈرڈ انز کیا گیا ہے، اور ان اقدامات کے اگلے مالی سال میں قابل ذکر اثرات حاصل ہوں گے۔

ٹویوتا ہائی کس - CKD پک اپ سیگمنٹ:

صارفین کی اہداف پر مبنی طبقات میں تقسیم اور بھرپور توجہ سے خصوصیات کے انتخاب کی بدولت کمپنی ایک اور سنگ میل متعارف کرانے میں کامیاب ہوئی ہے۔ 8th جزیئن ہائی کس کی نئے نام ”ریو“ (لفظ revolution سے ماخوذ) سے مارکیٹنگ کی گئی۔ آل نیو ہائی کس ریو کو نومبر 2016ء میں متعارف کرایا گیا اور اس نے سابقہ ہائی کس وگوجیمپ کی جگہ لی ہے۔ اپنے نام کی حقیقی ترجمانی کرنے والی ریو لکڑی 4x4 شہری علاقوں میں کاروباری افراد کے لئے بھی ایک باوقار گاڑی اور کچے راستے والے علاقوں کے لئے بھی ایک مضبوط گاڑی ہے۔ نئی ہائی کس ریو موثر ترین سواری کا عملی نمونہ ہے۔

نئی ٹویوتا ہائی کس ریو میں بے حد مطلوب اور طاقتور 3.0L ٹربو انٹر کولرڈ بزل انجن ہے اور اس کے علاوہ دیگر جدید خصوصیات بھی موجود ہیں جن کی بدولت گاڑی سڑک پر چلنے کے علاوہ بھی آسائش اور اعلیٰ کارکردگی فراہم کرتی ہے، جن میں چھڑے کی سیٹ، گول باکس، موسمی اثرات سے نمٹنے کا خود کار نظام، ڈفرنشل لاک، کروڑ کنٹرول اور اعلیٰ معیاری ساخت کے لئے مزید پائیدار chassis ڈیزائن شامل ہیں۔ صارفین نے آل نیو ہائی کس ریو کا گرمجوش کے ساتھ خیر مقدم کیا۔

ہائی کس 4x4 ماڈل پراعتما دانداز میں آگے بڑھے اور حجم میں 22 فیصد اضافہ ریکارڈ کیا۔ گزشتہ سال 3,375 پونش جبکہ اس سال 4,112 پونش۔ ہائی کس 4x2 اپنی ساخت، پائیداری اور مختلف اعتبار سے مفید ہونے کے باعث fleet صارفین، ادارہ جاتی خریداروں، کاروباری مالکوں اور SMEs میں اب بھی مقبول ترین گاڑی ہے۔ تاہم پیداواری حدود کے باعث ہائی کس 4x2 صرف 1,748 پونش کی سطح تک پہنچ سکی جو 31 فیصد کم ہے۔ ہائی کس کی مجموعی فروخت دوران سال 5,860 پونش جبکہ گزشتہ سال 5,923 پونش تھی، یعنی 1 فیصد کمی ہوئی۔

ٹویوتا فور چیونر - CKD SUV سیگمنٹ:

اس سال ٹویوتا فور چیونر بھی اپنی 2nd جزیئن میں پہنچ گئی۔ ابھرتی ہوئی mid-SUV مارکیٹ کے لئے بنائی گئی آل نیو ٹویوتا فور چیونر کو نومبر 2016ء میں ایک پُر وقار تقریب میں متعارف کرایا گیا جس میں جناب ہیرو کی ناکاجیما، چیف انجینئر، ٹویوتا موٹر کارپوریشن، نے شرکت کی۔ نئی فور چیونر کو مارکیٹ میں تمام توقعات سے بڑھ پزیرائی حاصل ہوئی اور اس نے 128 فیصد ترقی کی۔ گزشتہ سال 602 پونش جبکہ اس سال 1,375 پونش فروخت ہوئے۔

آل نیو فور چیونر مستقبل سے ہم آہنگ اسٹائل، پُر آسائش اندرونی حصے، اور ڈرائیوٹرین کی شاندار

کمپنی کا جائزہ

آپ کی کمپنی پاکستان میں گاڑیوں کی صنعت کے شعبے میں صوبہ اول کے ادارے کے طور پر تیزی سے آگے بڑھ رہی ہے اور اس نے اہم سنگ میل عبور کئے ہیں۔ جون 2017ء کو اختتام پذیر ہونے والا مالی سال کمپنی کی آمدنی اور منافع بحیثیت کا ایک اور اہم دور تھا۔ ہماری فروخت مسلسل دوسرے سال 60,000 گاڑیوں سے زائد کی سطح پر رہی اور ہم نے عمدہ مالی کارکردگی کا ریکارڈ قائم کیا۔ اس سے کمپنی پر صارفین کے بھرپور اعتماد اور کمپنی کی جانب سے صارفین کو فراہم کردہ افادیت کا اظہار ہوتا ہے۔

زیر جائزہ سال مینوفیکچرنگ ڈویژن کے لئے مشکلات سے پُر رہا اور پیداواری اہداف کے حصول کا شدید دباؤ مسلسل برقرار رہا۔ کمپنی نے موروثی SAP سسٹم سے جدید ترین SAP S/4 HANA ورژن کا سفر کیا جس کے باعث پیداواری رفتار میں کمی کرنا ضروری تھا تاہم ٹیم کے ارکان کو نئے سسٹم سے متعلق سیکھنے میں معاونت ہو سکے۔ ہم نے فرسٹ جزیشن فورچیز اور 7th جزیشن ہائی کس کے مارکیٹ کے ختم ہونے سے متعلق مشکلات کا بھی مشاہدہ کیا۔ آخری سہ ماہی میں کروا کے ماڈل میں معمولی تبدیلیاں کرنے کی تیاریاں کی گئیں۔ اس ضمن میں پُر زہ جات کے لئے نئے آلات بنانے اور گاڑی میں حفاظتی خصوصیات کے اضافے کے ذریعے بہتری لانے کی ضرورت تھی۔ اس کے نتیجے میں پیداواری حجم میں مختصر خسارہ بھی ہوا۔

”Kaizen“ یا ”مسلل بہتری“ کا جذبہ ہماری بنیادی اقدار کا حصہ ہے۔ رکاوٹیں دور کرنے اور پیداواری استعداد میں اضافے کے لئے متعدد اقدامات کئے گئے۔ پینٹ شاپ میں متعدد بلین روپے کی سرمایہ کاری کی گئی تاکہ پیداواری استعداد میں اضافہ ہو سکے، جس کے اثرات اگلے سال کی آخری سہ ماہی سے حاصل ہونا شروع ہوں گے۔ اس سے ڈیوری کی مدت میں کمی لانے اور صارفین کے اطمینان میں اضافے کی ہماری مہم میں مزید معاونت ہوگی۔ تاہم اس سے زیر جائزہ سال کے دوران ہماری پیداوار کا حجم محدود ہو گیا۔

ان عوامل کے پیداوار پر اثر کو کم کرنے کے لیے کمپنی نے اپنی مینوفیکچرنگ فیسلٹی کو مکمل استعداد پر چلانے کے عمل کو جاری رکھا، اور روزانہ مقررہ وقت سے زیادہ کام کرنے کے علاوہ ہفتے والے دن بھی کام کیا تاکہ پیداوار میں خسارے کی تلافی کی جا سکے۔ کمپنی کی مجموعی پیداوار 59,945 گاڑیاں تھیں، جو گزشتہ سال کی مماثل مدت (میں 64,096 گاڑیوں) کے مقابلے میں 6 فیصد کم ہے۔

ADP کے حوالے سے اپنے عزم کے تحت ہم گاڑیوں کے مکمل دائرہ کار میں متعدد اعتبار سے بہتری لائے، بشمول پیش قیمت حفاظتی خصوصیات، جس سے کاروباری اعتبار سے منفی اثرات مرتب ہوئے۔ علاوہ ازیں، ہم نے ایک قدم اگے بڑھ کر پینتھر کارز اور SUVs کے تمام ماڈلز میں دو SRS ایئر بیگ کو اسٹیبلر ڈائریکٹ کیا ہے۔

ٹویوٹا کرولا - CKD پینتھر کار سیگمنٹ:

ٹویوٹا اپنے برانڈ کی اقدار اور خصوصیات حقیقی ترجمانی کرتے ہوئے طرز زندگی اور حفاظت کے گوشوں میں اپنی گاڑیوں کی خصوصیات کو مزید بہتر بنانے کے لئے انتھک محنت کرتا ہے اور یقینی بناتا ہے کہ پاکستان میں ٹویوٹا بہترین معیار کا حامل رہے۔

کرولا ایٹلس گرینڈ میں جون 2016ء میں متعارف کرائی گئی تبدیلیوں بشمول دو SRS ایئر بیگ، موٹی اثرات سے نمٹنے کا خود کار نظام اور دیگر لگژری خصوصیات کو سال بھر بہت سراہا گیا۔ دوران

پہلے سے بہتر کرولا ایٹلس گرینڈ، آل نیوٹو یونا فورچیز اور آل نیوٹو یونا ہائی کس ریو کو صارفین اور متعلقہ حلقوں میں بھرپور پذیرائی حاصل ہوئی۔

گاڑی کے لئے مالیت حاصل کرنے کی حکومت پنجاب کی اسکیم 2016ء کے ابتدائی حصے میں تکمیل کو پہنچی اور اس کی عکاسی 800 سی سی اور ایل سی وی پک اپ طے میں بالترتیب - 25 فیصد اور - 15 فیصد کے طور پر ہوئی۔

سفارشات

ہم ٹیکس ادا کنندگان کے دائرے کو وسیع کرنے اور غیر دستاویزیاتی معاشی کارروائیوں کا سبب باب کرنے میں وفاقی حکومت کی کوششوں کو خاص طور پر خراج تحسین پیش کرنا چاہتے ہیں۔ پاکستانی مارکیٹ بھرپور استعداد کی حامل ہے۔ ہم حکومت سے پُر زہ درخواست کرتے ہیں کہ عوامی پالیسی کے لائحہ عمل میں عمدہ حکومت داری کو کلیدی نکتے کے طور پر فروغ دیا جائے اور طویل المیعاد صنعتی پالیسیاں متعارف کرائی جائیں تاکہ مارکیٹ پر اعتماد بحال ہو لیکن اس متحرکیت کو متاثر نہ کرے جو تمام معاشی سرگرمیوں کا احاطہ کئے ہوئے ہے۔

مسابقت اور صنعتی پیداوار کے حجم میں اضافے کے حکومتی اقدامات کے ساتھ ساتھ ڈسٹری بیوٹن کے طریقہ کار کی بھرپور تشکیل و بھی بے حد ضروری ہے جس کے بغیر مسابقت کے فوائد صارفین تک نہیں پہنچ سکتے۔ آپ کی کمپنی حکومت کو دو ٹیکس کے نظام پر نظر ثانی کی تاکید جاری رکھے گی جو گاڑیوں کی صنعت کو ڈسٹری بیوٹن کے موجودہ طریقہ کار سے ہول سیل ریشیل طریقے کی طرف جانے سے روک رہا ہے۔ مجوزہ ڈسٹری بیوٹن ماڈل موٹر سائیکل کی صنعت اور دیگر تیز رفتار صارفین اشیاء کی صنعتوں میں نافذ کیا جا چکا ہے۔

پوری صنعت میں تقریباً تمام ماڈلز کی فراہمی کے انتظار کی طویل مدت تمام اسٹیک ہولڈرز کے لئے نقطہ تشویش ہے۔ اگرچہ اے ڈی پی نے اس مسئلے کے حل کے لئے اقدامات تجویز کئے اور ہم نے اپنی تمام ذمہ داریاں بروقت پوری کیں، لیکن انفس کی بات ہے حکومت نے پریسٹیم کی لعنت کے خاتمے کے لئے ہماری پیش کردہ تجاویز پر تاحال غور نہیں کیا ہے جس کے باعث ہمارے مخلص صارفین عدم اطمینان کا شکار ہوئے ہیں۔ ہماری تجویز کا مقصد اوپن خریدار پر، جو سرمایہ کار کے طور پر گاڑی کے حصول کو فوراً بعد اس کو فروخت کر رہا ہے، ٹرانسفر ٹیکس کا نفاذ ہے۔ کمپنی سمجھتی ہے کہ اس طرح سرمایہ کاروں کی بھرپور حوصلہ شکنی ہوگی اور مخلص صارفین کے مفادات کا تحفظ ہوگا۔

علاوہ ازیں، ہم اسٹیٹ بینک کو بھرپور تاکید کرتے ہیں کہ صارف کے آرڈر بک کرانے کے بعد کسی غیر متعلقہ شخص کے نام پر پے آرڈرز کے اجراء پر پابندی کو سختی سے نافذ کیا جائے۔ موجودہ حالات میں ایک ایسے غیر متعلقہ شخص کے نام پر پے آرڈرز جاری کئے جاسکتے ہیں جس کا لین دین کوئی مالی کردار نہیں ہے، اور اس کے نتیجے میں مال کے ماخذ کے حوالے سے جعل سازی ہو رہی ہے۔

ہم یہ بھی تجویز کرتے ہیں کہ وہ ہولڈنگ نوعیت کے ٹیکس کی حصول کے لئے رسمی کارپوریٹ شعبے پر ڈالے گئے غیر معقول بوجھ پر نظر ثانی کی جائے کیونکہ اس سے نمٹنا بے حد پیچیدہ ہوتا جا رہا ہے اور ملک میں کاروبار کرنے کی لاگت میں قابل ذکر اضافہ ہو رہا ہے۔

ہمیں اعتماد ہے کہ حکومت بے اصول درآمد کنندگان کی کم رقم کی رسید بنانے اور گاڑیوں کے درآمد شدہ پُر زہ جات کی خلاف واقعہ معلومات کی فراہمی جیسی بدعنوانیوں کا موثر سد باب کرے گی۔ دوران سال پُر زہ جات کی قیمت کے تعین میں تفاوت میں کچھ اصلاحات کی گئی ہیں، تاہم متعدد دیگر تقاضاں کی اصلاح بھی درکار ہے۔

سال جمع کردہ کل محصولات کا تقریباً 1% ہے۔ کمپنی 1989ء میں انکارپوریٹ ہونے کے بعد سے اب تک قومی خزانے میں 318 بلین روپے سے زائد شامل کر چکی ہے۔

صنعت کا جائزہ اور ماحول

کاروباری ماحول، خطرات اور غیر یقینی صورتیں

یہ بات حوصلہ افزا ہے کہ ملک کی کماں معاشی اساسیات سال بھر مستحکم رہیں اور مالی سال 2017-18ء کے لئے مجموعی ملکی پیداوار (GDP) میں 6 فیصد ترقی کی پیش گوئی کی گئی ہے۔ انٹریسٹ کی شرحیں پست ترین سطحوں تک پہنچیں اور صارفی مالیات دستیاب تھے جس کے باعث گاڑیوں کی طلب میں اضافہ ہوا۔ چین پاکستان معاشی راہ داری (CPEC) سے متعلق انفراسٹرکچر کی ترقی پر منصوبہ بندی کے مطابق خرچ خوش آئند علامات کا مظہر ہے اور امن و امان کی بہتر صورتحال کے نتیجے میں سرمایہ کاروں کا اعتماد مستحکم ہوا ہے۔ عدالت عظمیٰ کے حالیہ حکم کے بعد سیاسی بائبل کے باوجود ہم پر امید ہیں کہ اس سے حکومت داری کی صورتحال بہتر ہوگی اور ملک معاشی خوشحالی اور صلاحیت کے حصول کی راہ پر بھرپور انداز میں واپس گامزن ہو جائے گا۔

بڑھتا ہوا تجارتی خسارہ 32.5 بلین ڈالر کی تشویشناک سطح تک پہنچ گیا۔ اگرچہ درآمدات میں کمپنیل مصنوعات کے باعث اضافہ ہوا جو ملک کے لئے طویل میعاد میں اچھی علامت ہے، لیکن برآمدات کا حکومت کی ریلیف ترغیبات کی پیشکشوں کے باوجود مطلوبہ ہدف تک نہ پہنچ پانا پریشان کن امر ہے۔ ہمیں لگتا ہے کہ یہ عدم توازن روپے کو شدید باؤ میں رکھے گا جس کے باعث افراط زر بلندی کی طرف بل کھائے گی اور صارفی خرچ کو متاثر کرے گی جس سے گاڑیوں کی صنعت کی ترقی کی رفتار پر منفی اثرات مرتب ہوں گے۔

موبائل انٹرنیٹ کی سرانیت پذیری تیزی سے ترقی کر رہی ہے جس کے نتیجے میں سماجی ترجیحات میں تبدیلی آ رہی ہے۔ اسارٹ فون کے ذریعے حاصل کی جانے والی سواری کی خدمات شہری علاقوں میں بے حد مقبول ہو چکی ہیں۔ اس سال ہزاروں سی گاڑیوں اور اسی زمرے کی پرانی درآمد شدہ گاڑیوں کی فروخت میں براہ راست مثبت اثر دیکھنے میں آیا جو متوقع طور پر جاری رہے گا۔

صنعتی جائزہ

مالی سال 2016-17ء کے دوران سال بھر گاڑیوں کی بھرپور فروخت کی بدولت OEMs اور پُرزہ جات کے فراہم کنندگان نے مکمل استعداد پر کام کیا تاکہ بڑھتی ہوئی مانگ کو پورا کیا جاسکے۔ 2016-17ء کے دوران مقامی سطح پر تیار کردہ کل 213,119 گاڑیاں فروخت ہوئیں جو گزشتہ سال (فروخت کردہ 217,679 گاڑیوں) کے مقابلے میں 2 فیصد کمی ہے، جس کی وجہ اپنا روزگار اسکیم، تحت گزشتہ سال 32,000 گاڑیوں کی فروخت ہے۔ تاہم 2015-16ء سے اسکیم کو خارج کر دیا جائے تو 2016-17ء میں فروخت میں 15 فیصد اضافہ ہوا جو مارکیٹ کی حقیقی مانگ کی عکاسی ہے۔ ہمارا دعویٰ اس بنیاد پر مزید مستحکم ہوتا ہے کہ مختلف اسکیموں کے تحت 59,000 استعمال شدہ گاڑیاں ملک میں داخل ہوئیں جو گزشتہ سال (درآمد کردہ 54,000 گاڑیوں) کے مقابلے میں 9 فیصد اضافہ ہے۔

مانگ میں اضافے کا ایک اور سبب یہ تھا کہ مقامی سطح پر تیار کردہ نئے ماڈل متعارف کرائے گئے۔

ڈائریکٹرز رپورٹ

کاروباری کارکردگی

انڈس موٹر کمپنی لمیٹڈ کے ڈائریکٹرز کی جانب سے 30 جون 2017ء کو اختتام پذیر ہونے والے سال کے لئے ڈائریکٹرز رپورٹ جمع کمپنی کے اکاؤنٹس پیش خدمت ہیں۔

مالیاتی نتائج، اختصاصات اور اثرات مابعد

30 جون 2017ء کو اختتام پذیر ہونے والے سال کے مالیاتی نتائج اور اختصاصات مندرجہ ذیل ہیں:

| 2017ء | 2016ء |
|------------|------------|
| 13,001,265 | 11,454,940 |
| (1,912) | (851) |
| 52,059 | 57,970 |
| 13,051,412 | 11,512,059 |

| 2017ء | 2016ء |
|-----------|-----------|
| 1,965,000 | 1,572,000 |
| 1,965,000 | 1,572,000 |
| 2,358,000 | 1,572,000 |
| 6,288,000 | 4,716,000 |
| 6,763,412 | 6,796,059 |

| 2017ء | 2016ء |
|-----------|-----------|
| 2,751,000 | 3,144,000 |
| 4,000,000 | 3,600,000 |
| 6,751,000 | 6,744,000 |
| 165.41 | 145.74 |

منافع بعد از ٹیکس
مذکورہ سال کا دیگر جامع (خسارہ)
سابقہ غیر اختصاص شدہ منافع منتقل کردہ برائے سال رواں

اختصاصات
پہلا سہ ماہی: ڈیوڈنڈ @ 250 فیصد یعنی 25 روپے فی شیئر (200 فیصد 2016ء)،
دوسرا سہ ماہی: ڈیوڈنڈ @ 250 فیصد یعنی 25 روپے فی شیئر (200 فیصد 2016ء)،
تیسرا سہ ماہی: ڈیوڈنڈ @ 300 فیصد یعنی 30 روپے فی شیئر (200 فیصد 2016ء)،
موجودہ غیر اختصاص شدہ منافع منتقل کردہ برائے سال مابعد

اثرات مابعد
مجوزہ سہ ماہی: ڈیوڈنڈ @ 350 فیصد یعنی 35 روپے فی شیئر

جنرل ریزرو میں منتقلی
بنیادی اور تحصیل شدہ آمدنی فی شیئر

مالیاتی کارکردگی

ٹویوتا CKD اور CBU کی مجموعی فروخت 60,586 یونٹس تھی جبکہ گزشتہ سال 64,584 یونٹس کی بلند ترین سطح تک پہنچی تھی، یعنی 6 فیصد کمی ہوئی۔ اس کے نتیجے میں مارکیٹ شیئر معمولی کمی کا شکار ہو کر 29 فیصد سے 28 فیصد ہو گیا۔ اس کے باوجود کمپنی سال گزشتہ کے مقابلے میں اپنی مالیاتی کارکردگی سے سبقت لے جانے میں کامیاب ہوئی۔

مالیاتی میدان میں کمپنی نے نئے ریکارڈ قائم کئے۔ فروخت سے ہونے والی مجموعی آمدنی 135.68 بلین روپے تھی، جبکہ جون 2016ء میں اختتام پذیر ہونے والے سال میں 131.05 بلین روپے تھی، یعنی 3.53 فیصد اضافہ ہوا، جبکہ منافع بعد از ٹیکس 13.0 بلین روپے تھا، جبکہ جون 2016ء میں اختتام پذیر ہونے والے سال میں 11.45 بلین روپے تھا، یعنی 13.5 فیصد اضافہ ہوا۔ آمدنی اور منافع میں اضافے کے بنیادی اسباب نئے ماڈلز، فروخت کے مرکز میں تبدیلی اور تجارتی کاروبار میں قابل ذکر بہتری ہیں۔

قومی خزانے میں شمولیت

دوران سال کمپنی نے قومی خزانے میں 39 بلین روپے شامل کئے، جو حکومت پاکستان کی دوران

پاکستان ایک اہم موڈ پر ہے، جس میں ہمیں پاکستان کو مستحکم کرنے اور اپنے ملک کے لئے ان وسائل پر اپنی عملداری قائم رکھنا ہوگی جو ہمارے ملک میں کثرت سے پائے جاتے ہیں۔

زیر جائزہ سال میں بورڈ کے 16 اجلاس منعقد ہوئے جس میں بورڈ کی جانب سے کمپنی کے لئے تفویض اہداف پر بورڈ کو کمپنی کے آپریشنز، مسائل اور ترقی سے متعلق پریزنٹیشنز دی گئیں۔ ہمیں مہارت کا ایک ایسا تعاون دستیاب ہے جو، ٹویٹا کی عالمی معلومات کو ہماری کمپنی تک پہنچاتا ہے جو انتہائی معزز اور ماہر پاکستانی افراد پر مشتمل ہے جو انتہائی با معنی رہنمائی اور ان پٹ فراہم کرتا ہے۔ ہم اپنے آڈٹ کمیٹی کے ممبران کے خاص طور پر شکر گزار ہیں جو اس بات کو یقینی بناتے ہیں ہم خطرے کو کم سے کم کریں اور کارپوریٹ کے بہترین طریقوں پر عمل کریں۔

آخر میں میں بورڈ آف ڈائریکٹرز، مینجمنٹ ٹیم اور تمام +3,000 کارکنوں سمیت خصوصی طور پر صارفین کا شکریہ ادا کرنا چاہتا ہوں جو کمپنی کی مصنوعات اور خدمات پر بہت اعتماد کرتے ہیں، البتہ ان سے آنے والے کل سے کوئی بات وثوق سے نہیں کی جاسکتی، مجھے یقین ہے کہ پاکستان اور آئی ایم سی کے لئے آئندہ ایام بہت اچھے ہوں گے۔

ہم اللہ کے آگے سرنگوں ہیں، اور اس کی رحمتوں، برکتوں اور رہنمائی کے طلبگار اور دعا گو ہیں۔

علی ایس حبیب

چیئرمین انڈس موٹر کمپنی لمیٹڈ

جانب سے مسلسل تجاویز پیش کرتے رہیں گے اور آئندہ بھی اس عمل کو جاری رکھیں گے۔ اور ہم اپنے صارفین سے اس ضمن میں ہونے والی تکلیف پر معذرت چاہتے ہیں۔

آٹو ڈیولپمنٹ پالیسی نے ایک طریقہ کار کا تعین کیا، جس کے تحت صارفین کو مقررہ مدت میں گاڑیاں فراہم نہ کرنے پر تاخیر کا معاوضہ دیا جائے، اگرچہ اس ضمن میں حکومت کی جانب سے کسی خاص طریقہ کار کا نفاذ نہیں کیا گیا۔ انڈس موٹر کمپنی پاکستان میں آٹو موبائل بنانے والی واحد کمپنی ہے جو رضا کارانہ طور پر اپنے ان تمام صارفین کو تاخیر سے ترسیل کی ادائیگی کر رہی ہے، جنہیں طویل عرصہ انتظار کے مرحلے سے گزرنا پڑتا ہے۔ جب کہ یہ قدم مسئلے کو حل نہیں کرتا، ہماری کوششیں اس مسئلے کے اختتام تک مسلسل جاری رہیں گی، تاکہ ہم پر صارفین کا اعتماد ہمیشہ قائم رہے۔

چین پاکستان اقتصادی راہداری (CPEC) کے منصوبوں پر عملدرآمد ہونے کے ساتھ ساتھ، تیزی سے توانائی اور بنیادی ڈھانچے میں بہتری آنے اور افراط زر کے کم ہونے سمیت پاکستان کی معیشت میں GDP کی شرح ترقی کو برقرار رکھنے کا قوی امکان ہے۔ ان مثبت عوامل کی راہ میں کئی مسائل حائل ہیں ان میں (تیل کی قیمتیں کم سے کم کی سطح پر ہونے کے باوجود) بھاری درآمدات، زرمبادلہ کے ہمارے ذخائر پر بڑھتا ہوا دباؤ اور ادائیگیوں کا عدم توازن، روزگار کے مواقع میں کمی، حکومتی آمدنی کے ضیاع اور صنعتوں کے ختم کرنے کا باعث ہیں۔ میں حکومت پر زور دوں گا کہ وہ ”سب سے پہلے پاکستان“ والی پالیسی پر عمل کرے اور ٹیکس کی بنیادوں کو وسیع کرے اور اقتصادیات کو مستحکم کرنے کی اپنی کوششوں میں توسیع کرے۔ سال 2018ء عام انتخابات کا سال ہوگا،

چیرمین کے تاثرات

عزیز حصص یافتگان،

ٹویوتا کے دو اہم ستون کا وزن (مسلل بہتری) اور لوگوں کا احترام ہیں۔ گزشتہ 27 برسوں میں کمپنی ان اصولوں پر مبنی اپنے تمام اسٹیک ہولڈرز کے لئے پائیدار اقدار کی تخلیق کے لئے پرعزم ہے۔

زیر جائزہ سال کے دوران انڈس موٹر کمپنی نے اپنے ایک CEO (چیف ایگزیکٹو آفیسر) پرویز غیاث کو الوداع کہا۔ ہمارے مذکورہ سی ای او نے ایک دہائی سے زائد عرصے تک کمپنی کی خدمت کی، ان کی سبک رفتاریکن ثابت قدمی نے ہماری پوری ٹیم کی ہمیشہ حوصلہ افزائی کی۔ بطور ایک قائد انہوں نے انڈس موٹر کمپنی کو پاکستان میں صنعتی شعبے کا قائد بنادیا، جب کہ اسٹاک ایکسچینج اور کنزیومر ایوارڈ سمیت دی مجھے ایسی ایف پاکستان کی جانب سے ایوارڈ اور فوربس کی بہترین کمپنیوں کی فہرست میں نام کی شمولیت، ان کی کمپنی کے لئے حاصل کی جانے والی چند بڑی کامیابیوں میں شامل ہیں، اس کے علاوہ کمپنی کا وٹن اور اس کی اقدار جن کے تحت کمپنی کی تمام تر 3,000 کئی ٹیم کمپنی کے لئے سب سے اولین قرار پائی، ان ہی کا نامہ ہے۔ محترم غیاث کو پوری ٹیم کی جانب سے پسند کیا گیا اور انہیں پیار ملا، اور ان کی خدمات کو اچھے لفظوں میں یاد رکھا جائے گا، اور آئندہ بھی ہم کمپنی کے بورڈ کے ایک رکن کے طور پر ان کی دانش اور رہنمائی سے فائدہ اٹھاتے رہیں گے۔ ہم اپنی تمام انتظامی ٹیم کی جانب سے اور ہمارے ڈیلروں، سپلائرز اور حصص یافتگان کی طرف سے ان کا مخلصانہ شکریہ ادا کرتے ہیں اور بدیہ تہنیت پیش کرتے ہیں۔

ہر رہنما کی سب سے اہم اور فیصلہ کن ذمہ داریوں میں ایک یہ ہے کہ وہ کسی کو اپنی جانشینی اور ادارے کی قیادت کے لئے کسی کو تیار کرے۔ محترم غیاث کی قیادت میں ہمارے چیف آپریٹنگ آفیسر، علی اصغر بھائی ادارے کی صفوں میں سے ابھر کر سامنے آئے ہیں، اور کمپنی کے طریقہ کار کے مطابق ترقی کرتے ہوئے اب چیف ایگزیکٹو آفیسر کی حیثیت سے مقرر کئے گئے ہیں۔ مجھے یقین ہے کہ وہ ادارے کی مستحکم بنیادوں پر یعنی ادارے سے متعلقہ اپنی ذمہ داریوں سے عہدہ برآ ہونے کے ساتھ ساتھ ادارے کے دو اہم ستونوں، مسلسل بہتری اور لوگوں کے احترام کے عین مطابق ادارے کی تعمیر جاری رکھیں گے۔ ہم انہیں خوش آمدید کہتے ہیں، اور ان کا استقبال کرتے ہوئے اپنی ہر ممکن حمایت اور رہنمائی پیش کرتے ہیں۔

چونکہ ڈائریکٹر رپورٹ گزشتہ سال کے آپریشن اور کامیابیوں کا تفصیلی جائزہ پیش کرے گی اس لئے میں اپنی سابقہ روش سے ہٹ کر، چیرمین کے تاثرات کی رپورٹ کو محدود رکھوں گا۔

ہماری دنیا بہت تیزی سے بدل رہی ہے، ڈیجیٹل دور اور ٹیکنالوجی ہماری زندگیوں کے ہر شعبے پر اپنا اثر ڈال رہے ہیں۔ قابل تجدید توانائی، کمپیوٹنگ کے شعبے میں ناقابل یقین ترقی، بیٹریوں کی استعداد میں بہتری، برقی کاریں، ڈرائیور کے بغیر گاڑیاں اور دیگر عوامل اس رفتار سے آگے بڑھ رہے ہیں کہ روایتی انداز میں 10 یا 20 سال کی منصوبہ بندی کرنا اب ممکن نہیں رہا۔ ہمارے نقطہ نظر کے مطابق ان تبدیلیوں کو اپنے ادارے پر لاگو کر کے خود کو تبدیل کر لینا چاہئے اور ایسے مواقع کو گرفت میں لے کر خود کو قیادت کے لئے تیار رہنا چاہئے۔ گزشتہ سال ہم نے SAP S4/HANA لاگو

کیا اور سوشل میڈیا سمیت نئی ٹیکنالوجی کا حصول جاری رکھیں گے تاکہ صارفین کی بات فوری طور پر مؤثر طریقے سے بروقت پہنچا سکی جائے۔

کام کی جگہ پر سیفٹی انتہائی اہمیت کی حامل ہوتی ہے، بد قسمتی سے، گزشتہ سال ہمیں دو ایسے واقعات سے سابقہ پڑا جن میں سیفٹی کے اصولوں کو نظر انداز کیا گیا تھا، ان دونوں حادثات میں ایک ہماری ٹیم کا رکن شامل تھا جبکہ دوسرا بیرونی ٹھیکیدار کا ایک ملازم تھا۔ ہم ان واقعات کی گہری مذمت کرتے ہیں اور ان حادثات کے سد باب کے لئے اپنی پوری کوشش کر رہے ہیں، کہ اپنی ٹیم اور شراکت داروں کی سوچ میں تبدیلی لاکر حفاظتی پروڈکٹوں کو مزید بہتر بنایا جائے اور اس ضمن میں وضع کردہ تمام قوانین، قواعد اور ضوابط پر مکمل عمل کیا جائے، اور کسی بھی ممکنہ حادثے سے محفوظ رہا جائے۔

میں اپنے تمام شراکت داروں بشمول ٹویوتا، جو کہ ہماری معاون ٹیم ہے اور اپنے بیشتر دوروں میں ہمارے حفاظتی طریقہ کار کا جائزہ لیتی ہے اور انہیں بہتر بنانے میں ہماری مدد کرتی ہے، کا شکریہ ادا کرتا ہوں۔ ڈائریکٹر رپورٹ ہمارے مالیاتی نتائج اور آپریشن کے امور پر مفصل روشنی ڈالے گی۔ میں اپنی انتظامی ٹیم کی بھی تعریف کرتا ہوں کہ انہوں نے گزشتہ برس کے مقابلے میں 19.14 بلین روپے کا منافع قبل از ٹیکس حاصل کیا جو گزشتہ برس کے مقابلے میں 10 فیصد زائد ہے۔

آٹوموبائل مارکیٹ میں بتدریج ترقی کا عمل جاری ہے، اور سال 2025 تک اس کے سالانہ نصف ملین یونٹس کی سطح حاصل کرنے کی پیش گوئی کی جاسکتی ہے۔ نئی آٹو ڈیولپمنٹ پالیسی نئے اداروں کو اپنی جانب متوجہ کر رہی ہے، جس سے کئی اچھے اور قابل قدر مقامی اداروں کو مشترکہ صنعت سازی کے تحت بڑھتی ہوئی طلب کو پورا کرنے کے مواقع حاصل ہوں گے، ہم ان نو وارد صنعت کاروں کا استقبال کرتے ہیں، اور اس بات کا یقین کرتے ہیں کہ "Make in Pakistan" کے اصول پر مبنی ہماری قومی حکمت عملی ملک کے لئے سودمند ثابت ہوگی جو روزگار کے نئے مواقع پیدا کرنے کے ساتھ زرمبادلہ بچانے میں معاون ہوگی اور آئندہ برسوں میں سپلائر نیٹ ورک بھی ترقی کے لئے سودمند ثابت ہوگی۔ صارفین کو Models اور Makes کے وسیع تر انتخاب کی فراہمی ممکن ہوگی، ہم اس مسابقت کا سامنا کرنے کے لئے تیار ہیں، جو ہمیں چیلنج تو کرے گی، مگر بلاشبہ ہمیں بہتر بھی کرے گی۔

معاشرے میں ایک قابل عزت کمپنی کے بطور، ہم اپنی مصنوعات اور خدمات کو مؤثر اور صارف دوست بنانے کے ساتھ ساتھ صارفین کے لئے باسانی دستیاب رکھنے کی ہر ممکن کوشش کرتے رہتے ہیں۔ تاہم، یہ ایک ایسا میدان ہے جہاں ہماری کئی سالہ جدوجہد کے باوجود کسی خاص کامیابی کا حصول ممکن نہیں ہو سکا۔ کمپنی کا ڈسٹری بیوٹن ماڈل پورے ملک میں قائم اس کے آزاد اور نجی ڈیلروں پر مربوط ہے جو مزید بہتری کی جانب گامزن ہے۔ بد قسمتی سے کمپنی، ڈیلروں اور صارفین کے درمیان سرمایہ کاروں کی ایک ایسی درمیانی پرت موجود ہے جو گاڑیوں کی بروقت ڈیلیوری کے لئے انتظار کو طویل کرتے ہیں اور ان صارفین کو گاڑیاں فروخت کرنے کے لئے ان کا استحصال کرتے ہیں جو اپنی بک کرانی گئی گاڑیوں کی جلد ڈیلیوری چاہتے ہیں۔ یہ شیطانی چکر لگام اور غیر قانونی سرمایہ کاروں کے لئے فائدہ مند ہے، جو ہمیں اپنے صارفین سے براہ راست رابطہ کرنے میں مانع ہے۔ گاڑیوں کی پیداوار ہم کرتے ہیں، اور ہم حکومت سے اس مصیبت کے تدارک کے لئے ہم اپنی انتظامی ٹیم کی

Form of Proxy

Twenty Eighth Annual General Meeting

I/We _____
of _____
being member(s) of INDUS MOTOR COMPANY LIMITED, holder of _____
ordinary shares, as per Folio No. / CDC Participant ID & A/c No. _____ hereby appoint
Mr./Mrs./Ms. _____ Folio No. / CDC Participant
ID & A/c No. _____ of _____, as my / our proxy in my / our
absence to attend and vote for me/us and on my/our behalf at the Twenty Eighth Annual General
Meeting of the Company to be held on October 06, 2017 and/or any adjournment thereof.
Signed under my / our hand this _____ day of _____, 2017.

Affix revenue
stamp of
Rs 5/-

Signature
(Sign should agree with specimen
registered with the Co.)

Signed in the presence of:

Witness 1

Signature _____
Name _____
CNIC / Passport No. _____
Address _____

Witness 2

Signature _____
Name _____
CNIC / Passport No. _____
Address _____

NOTES

1. This proxy form duly completed and signed, must be received at the regesterd office of the Company, not less than 48 hours before the time of holding the meeting.
2. No person shall act as proxy unless he/she himself/herself is a member of the Company, except that a corporation may appoint a person who is not a member.
3. If a member appoints more than one proxy and more than one instrument of proxy are deposited by a member with the Company, all such instruments of proxy shall be rendered invalid.

For CDC Account Holders/Corporate Entities:

In addition to the above the following requirements have to be met:

- i. The proxy form shall be witnessed by two persons whose names, addresses and CNIC numbers shall be mentioned on the form.
- ii. Attested copies of CNIC or the passport of the beneficial owners and the proxy shall be furnished with the proxy form.
- iii. The proxy shall produce his original CNIC or original passport at the time of meeting.
- iv. In case of corporate entity, the Board of Directors' resolution / power of attorney with specimen signature shall be submitted (unless it has been provided earlier) alongwith proxy form to the Company.

AFFIX
CORRECT
POSTAGE

Registrar, Indus Motor Company Limited
M/s. Central Depository Company of Pakistan
Limited, CDC House, 99-B, Block "B", S.M.C.H.S.,
Main Shahrah-e-Faisal, Karachi-74400.

پراکسی فارم

28 واں سالانہ اجلاس عام

میں اہم _____ جو کہ _____ سے متعلق ہیں، انڈس موٹر کمپنی لمیٹڈ کے رکن (اراکین) ہیں، اور _____ عمومی حصص رکھتے ہیں، بذریعہ (ممبر کا نام) _____ جو کہ (شہر کا نام) _____ سے متعلق ہیں اور ان کا فولیو نمبر ای ڈی سی اکاؤنٹ نمبر _____ ہے یا ان کے (حضرت) / ان کے (خاتون) ناکام رہنے کی صورت میں (ممبر کا نام) _____ (شہر کا نام) _____ اور ان کا فولیو نمبر ای ڈی سی اکاؤنٹ نمبر _____ ہے جو کہ انڈس موٹر کمپنی کے رکن (اراکین) ہے اور 106 اکتوبر 2017ء کو منعقد ہونے والے انڈس موٹر کمپنی کے اٹھائیسویں سالانہ اجلاس عام یا اس کے اختتام میں وٹنگ کے لئے میری اہماری غیر موجودگی میں میرے اہمارے پراکسی (مختار) ہیں۔ بطور گواہی میرے اہمارے دستخط امبر مورخہ _____ برائے ماہ _____ 2017ء ثبت ہیں۔ _____ درج ذیل گواہوں کی موجودگی میں میرے دستخط یہ ہیں۔ _____

5 روپے کارپوریٹ اسٹیمپ چسپاں کر کے
دستخط کریں

ممبر (ز) کا / کے دستخط

(دستخط کمپنی کے پاس رجسٹر کردہ دستخط جیسا ہونا چاہئے)

گواہ نمبر 2 دستخط _____
نام: _____
CNIC / پاسپورٹ نمبر: _____
پتہ: _____

گواہ نمبر 1 دستخط _____
نام: _____
CNIC / پاسپورٹ نمبر: _____
پتہ: _____

نوٹ:

1. یہ پراکسی فارم اجلاس سے 48 گھنٹے قبل تک کمپنی کے رجسٹر آفس میں مکمل طور پر پُرچ اور دستخط کے ساتھ موصول ہونا چاہئے۔
 2. کوئی بھی شخص اٹھاتوں اس وقت پراکسی کے طور پر کام کرے گا جب وہ خود کمپنی کا ایک رکن ہو یا اس کے کارپوریٹن کے جو کسی ایسے شخص کا تقرر کر سکتی ہے جو کمپنی کا رکن نہ ہو۔
 3. اگر ایک رکن ایک سے زائد پراکسی مقرر کرتا ہے اور پراکسی کے انٹر وٹ کمپنی کے پاس جمع کراتا ہے تو پراکسی کے تمام انٹر وٹس منسلک تھلا تصور کئے جائیں گے۔
- ای ڈی سی اکاؤنٹ ہولڈر / کارپوریٹ اداروں کے لئے:
- (i) پراکسی فارم پر دو افراد جن کے نام اور CNIC نمبر معہ سہ پتے کے موجود ہوں بطور گواہ ضروری ہیں۔
 - (ii) حصص یافتگان اور پراکسی کے CNIC یا پاسپورٹ کی مصدقہ نقول فارم کے ساتھ منسلک ہوں۔
 - (iii) اجلاس کے وقت پراکسی اپنا اصل CNIC یا پاسپورٹ پیش کرے گا۔
 - (iv) کارپوریٹ ادارے کی صورت میں کمپنی کو پراکسی فارم کے ساتھ پورڈ آف ڈائریکٹرز کا ریڈولوشن اپنا پورڈ آف اتارنی معہ دستخطوں کے نمونے جمع کرنا ہوں گے (اگر پہلے فراہم نہ کئے گئے ہوں)۔

AFFIX
CORRECT
POSTAGE

رجسٹرار، انڈس موٹر کمپنی لمیٹڈ

میسرز سینٹرل ڈپازٹری کمپنی آف پاکستان لمیٹڈ

سی ڈی سی ہاؤس، 99-B بلاک ”بی“، سندھی مسلم کوارٹریٹو ہاؤسنگ سوسائٹی

مین شاہراہ فیصل، کراچی - 74400

Electronic Dividend Mandate Form

Indus Motor Company Limited

In accordance with the provisions of section 242 of the Companies Act, 2017, dividend payable in cash shall only be paid through electronic mode directly into the bank account designated by the entitled shareholders. SECP vide Circular No. 18 of 2017 dated August 01, 2017, has presently waived this condition till October 31, 2017. Any dividend payable after this due date shall be paid in the manner prescribed only.

Shareholders are requested to send the attached Form duly filled and signed, along with attested copy of their CNIC to the Company's Share Registrar, M/s. Central Depository Company of Pakistan Limited, CDC House, 99-B, Block-B, SMCHS, Main Shahrah-e-Faisal, Karachi. CDC shareholders are requested to submit their Dividend Mandate Form and attested copy of CNIC directly to their broker (participant)/CDC.

I hereby communicate to receive my future dividends directly in my Bank account as detailed below:

Name of shareholder : -----
Folio Number/CDC Account No. : -----of Indus Motor Company Limited.
Contact number of shareholder : -----
Title of Account : -----
IBAN (*) : -----
Name of Bank : -----
Bank branch : -----
Mailing Address of Branch : -----
CNIC No. (attach attested copy) : -----
NTN (in case of corporate entity) : -----

It is stated that the above particulars given by me are correct and to the best of my knowledge; I shall keep the Company informed in case of any changes in the said particulars in future.

Shareholder's Signature

Date

NOTES:

- * Please provide complete IBAN (International Bank Account Number), after checking with your concerned Bank branch to enable electronic credit directly into your bank account.

الیکٹرانک ڈیویڈنڈ مینڈیٹ فارم

انڈس موٹر کمپنی لمیٹڈ

کمپنیز ایکٹ، 2017ء کے سیکشن 242 کے مطابق منافع منقسمہ (ڈیویڈنڈ) صرف الیکٹرانک موڈ کے ذریعے نامزد حصص یافتگان کو براہ راست بینک کے اکاؤنٹ میں دیا جائے گا۔ ایس ای سی پی (SECP) کے سرکلر نمبر 18 برائے 2017ء مورخہ یکم اگست، 2017ء میں 31 اکتوبر 2017ء سے اس شرط کو ختم کیا گیا ہے، مذکورہ تاریخ کے بعد کسی بھی قسم کا لین دین یا ادا کی جانے والی رقم کو صرف مقررہ انداز میں ادا کیا جاسکتا ہے۔

حصص یافتگان سے درخواست ہے کہ وہ منسلک فارم کو مکمل طور پر پُر کر کے دستخط کر کے CNIC کی مصدقہ نقل کے ہمراہ کمپنی کے شیئر رجسٹرار، میسرز سینٹرل ڈپازٹری کمپنی آف پاکستان لمیٹڈ، CDC ہاؤس، 99-B، بلاک B، سندھی مسلم کوآپریٹو ہاؤسنگ سوسائٹی، مین شاہراہ فیصل، کراچی کو بھیجیں۔ سی ڈی سی حصص یافتگان سے گزارش کی جاتی ہے کہ وہ اپنے ڈیویڈنڈ مینڈیٹ اور CNIC کو براہ راست اپنے بروکر (شرکاء) / سی ڈی سی کے پاس جمع کرائیں۔

بذریعہ ہذا میں درج ذیل معلومات کے ذریعے اپنے آئندہ کے منافعوں کو براہ راست اپنے بینک اکاؤنٹ میں وصول کرنے کے لئے تیار ہوں:

حصص یافتہ کا نام: _____
فولیو نمبر: _____
حصص یافتہ کا رابطہ نمبر: _____
ٹائٹل آف اکاؤنٹ: _____
IBAN* نمبر: _____
بینک کا نام: _____
بینک کی برانچ: _____
برانچ کا ڈاک کا پتہ: _____
CNIC نمبر (مصدقہ نقل منسلک): _____
NTN نمبر (کارپوریٹ ادارے کی صورت میں): _____
بیان کیا جاتا ہے کہ درج بالا تفصیلات میری معلومات کے مطابق بالکل درست ہیں، میں آئندہ ان معلومات میں کسی قسم کی تبدیلی پر کمپنی کو مطلع رکھوں گا۔

بتاریخ

دستخط حصص یافتہ

نوٹ:

* برائے کرم اپنے بینک اکاؤنٹ میں براہ راست الیکٹرانک کریڈٹ کو فعال کرنے کے لئے اپنے متعلقہ بینک کی شاخ سے چیک کرنے کے بعد IBAN نمبر مکمل کریں۔

تمام کوائف انگریزی میں بھرے جائیں۔

South Region

TOYOTA CENTRAL MOTORS

3, Kathiawar Society, Main Shahrah-e-Faisal, Karachi
Tel: (021) 34532246-50 / 34536246-4
Email: Toyota@cyber.net.pk

TOYOTA SOCIETY MOTORS

150-F, Block-2, PECHS, Khalid Bin Waleed Road, Karachi
Tel: (021) 111-786-113 / 34383213-4
Email: toyotasociety@cyber.net.pk

TOYOTA EASTERN MOTORS

118, Rashid Minhas Road, Gulshan-e-Iqbal, Karachi
Tel: (021) 34614077 / 34614177
Email: toyotaeastern@yahoo.com

TOYOTA UNIVERSITY MOTORS

7-9, Chandni Chowk, Main University Road, Karachi
Tel: (021) 34940417 / 34941747
Email: toyota_university@hotmail.com

TOYOTA SOUTHERN MOTORS

Plot No. 13, Sector 23, Korangi Industrial Area, Karachi
Tel: (021) 111-876-111 / 35062478 / 35053181-6 Email: cre@toyotasouthern.com

TOYOTA DEFENCE MOTORS

118, Defence Housing Authority, Main Korangi Road Karachi
Tel: (021) 111-836-836 / 35888314 / 35386022-7 Email: cre@toyotadefence.com

TOYOTA WESTERN MOTORS

C-38, Estate Avenue, SITES, Karachi
Tel: (021) 111-800-786 / 32572420 / 32564531-5
Email: info@toyotadefence.com

TOYOTA SHAHRAH-E-FAISAL MOTORS

Makro Star Gate Center, Near Airport, Karachi
Tel: (021) 34600518-20
Email: tsfrnkarachi@gmail.com

TOYOTA HYDERABAD MOTORS

Plot No. A-4,1, Auto Bahn Road, SITE, Hyderabad
Tel: (022) 3885121-5
Email: toyota.hyd@cyber.net.pk

TOYOTA ZARGHOON MOTORS

New Zarghoon Road, Quetta
Tel: (081) 2450444
Email: zarghoonmotors@yahoo.com

TOYOTA HIGHWAY MOTORS

Plot No. 8, Highway, Karachi-75340
Tel: (021) 36880702-04 / 111-009-000
Email: customer.relations@toyota-highway.com

TOYOTA CREEK MOTORS

Plot # 244/1, Korangi Creek, Deh dih Tapo, Ibrahim Hyderi, Karachi - 75190
Tel: 021-35092211-5
Email: customer.support@toyotacreek.com

TOYOTA CLIFTON MOTORS

Plot#F-70 Block 4, scheme 5, Clifton road, Karachi
Tel: 021-35302519
Email: Customer.relation@toyota-clifton.com

TOYOTA POINT MOTORS

Main Bypass road, near ink city housing scheme, Hyderabad
Tel: 022-111-000-876
Email: manager.sales@toyotapointmotors.pk

Central Region

TOYOTA RAVI MOTORS

Chowk Niaz Beg, Multan Road, Lahore
Tel:(042) 111-700-900 / 35426961-64
Email: customerrelationrm@gmail.com

TOYOTA SHAHEEN MOTORS

36, Main Jail Road, Lahore
Tel:(042) 111-300-700 / 37566296-98
Email: cr@toyotashah.com

TOYOTA TOWNSHIP MOTORS

PECO Road, Kot Lakpat, Lahore
Tel:(042) 111-393-939 / 35885014
Email: info@toyotatownshipmotors.com

TOYOTA SAHARA MOTORS

28/5, Jail Road, Lahore
Tel:(042) 111-383-838 / 3757621 8 / 37581253
Email: sahara@brain.net.pk

TOYOTA FAISALABAD MOTORS

West Canal Road, Mansoorabad, Faisalabad
Tel: (041) 111-000-052
Email: tfsdm@hotmail.com

TOYOTA LYALLPUR MOTORS

Sargodha Road, Faisalabad
Tel: (041) 8811030
Email: Shaukat.hayat@toyotalyallpur.com

TOYOTA SARGODHA MOTORS

5Km, Lahore Road, Sargodha
Tel: (048)3217404-5 / 3221 802
Email: Toyota_sgd@yahoo.com

TOYOTA MULTAN MOTORS

Bosan Road, Multan
Tel: (061) 111-111-343 / 6522482-83
Email: toyotamm@brain.net.pk

TOYOTA CITY MOTORS

Abdali Road Multan
Tel: (061) 4541925, 4580793, 4542488
Email: toyotacm@brain.net.pk

TOYOTA GARDEN MOTORS

10-L, Gulberg III, Main Ferozepur Road Lahore
Tel: (042) 111-595-959 / 35868256
Email: cr@toyotagarden.com

TOYOTA CANT MOTORS

E-196-A, Main Walton Road, Lahore
Tel: (042) 36681909
Email: cantsales@toyotacantlhr.com

TOYOTA AIRPORT MOTORS

New Airport, Ghazi Road, Lahore Cantt
Tel: (042) 11-008-009 / 357001 07
Email: cr@toyotaairport.com

TOYOTA WALTON MOTORS

Main Walton Road, Defence, Lahore Cantt
Tel: (042) 111-008-009 / 6662981-82
Email: info@toyotawalton.com

TOYOTA ROYAL MOTORS

Khanpur Road, Near Gulshan-e-Ravi
Rahim yar Khan
Tel: (068) 5885090-92
Email: cr@toyotaroyal.com

TOYOTA SIALKOT CITY MOTORS

Hilbro Industrial Park, 12 Km, Daska Road, Sialkot
Tel : (052) 6527415-6
Email: info@tscm.com.pk

TOYOTA GUJRANWALA MOTORS

Opp. Jail Town, Qila Chand Bypass, G.T. Road Gujranwala.
Tel: (055) 4285501-3
Email: info@toyotagujranwala.com

TOYOTA BAHAWALPUR MOTORS

KLP Road, Bahawalpur Bypass, Near Karachi Morr Bahawalpur
Tel: 092-62-2889941-43
Email: customer.relations@toyotabwp.com

TOYOTA DGK MOTORS

Paigah, Jampur Road, Dera Ghazi Khan,
Tel: 3039273706
Email: customer.relation@toyotadgk.com

TOYOTA SAHIWAL MOTORS

Sahiwal By Pass Chowk, Opposite Daewoo Terminal, Multan Road, Sahiwal
Tel: 040-4502345/46
Email: customer.relations@toyotasahiwal.com

TOYOTA JINNAH MOTORS

23-KM Ferozepur Road, Gajjumatta, Lahore.
Tel: 042-111-119696
Email: customer.relations@toyotajinnah.com

TOYOTA HN MOTORS

16km Sheikhpura road, near LEFC toll plaza
Tel: 03318477757
Email: hnmotors@hotmail.com

North Region

TOYOTA CAPITAL MOTORS

Plot No. 405-406, 9 Avenue, Sector-1-9 Islamabad
Tel: (051) 111-142-142 / 4432027
Email: cr@toyotacapital.com.pk

TOYOTA ISLAMABAD MOTORS

7, Khayaban-e-Suharwardy, G-6/1-1, Aabpara Islamabad
Tel: (051) 111-000-037 / 2877111 / 2270461-6
Email: info@toyota-islamabad.com

TOYOTA G.T. MOTORS

G-15/2 Main G.T. Road Islamabad
Tel: (051) 227860-64
Email: toyotagt@comsats.net.pk

TOYOTA FRONTIER MOTORS

Main University Road, Peshawar
Tel: (091) 111-235-236 / 5701002-5 / 5841 626
Email: info@tfm.com.pk

TOYOTA RAWAL MOTORS

Swan Camp, G.T. Road, Rawalpindi
Tel: (051) 4491400-5
Email: rawal@toyotarawal.com

TOYOTA AZAD MOTORS

Main Mohammad Road, Mirpur Azad Kashmir
Tel: (058610) 32803-5
Email: service@toyota-azad.com

TOYOTA D.I. KHAN MOTORS

North Circular Road, Dera Ismail Khan
Tel: (0966) 716792-3
Email: toyotadik@brain.net.pk

TOYOTA MARDAN MOTORS

Nowshera Road, Mardan
Tel: (0937) 73001-3
Email: toyotamardan@yahoo.com

TOYOTA ABBOTT MOTORS

KM 11, Neelay Pair, Mansehra Road Abbottabad, KPK
Phone: 00992-380882
Email: customer.relations@toyota-abbott.com

TOYOTA KHYBER MOTORS

Main Ring Road, Landi Arbab, Peshawar.
Phone: 091-2586931-34
Email: info@toyotakhyber.com

INDUS MOTOR COMPANY LTD.

Plot No. N.W.Z/1/P-1, Port Qasim Authority,
Karachi, Pakistan.

www.toyota-indus.com

TOYOTA